



# Strategic Area GENERAL GOVERNMENT

## **Mission:**

To provide good government and support excellent public service delivery

GOALS	OBJECTIVES
FRIENDLY GOVERNMENT	<i>Provide Easy Access to Information and Services</i>
	<i>Develop a Customer-Oriented Organization</i>
	<i>Foster a Positive Image of County Government</i>
	<i>Improve Relations Between Communities and Governments</i>
EXCELLENT, ENGAGED WORKFORCE	<i>Attract and Hire New Talent</i>
	<i>Develop and Retain Excellent Employees and Leaders</i>
	<i>Ensure an Inclusive Workforce that Reflects Diversity</i>
	<i>Provide Customer-Friendly Human Resources Services</i>
EFFICIENT AND EFFECTIVE SERVICE DELIVERY THROUGH TECHNOLOGY	<i>Ensure Available and Reliable Systems</i>
	<i>Effectively Deploy Technology Solutions</i>
	<i>Improve Information Security</i>
EFFECTIVE MANAGEMENT PRACTICES	<i>Provide Sound Financial and Risk Management</i>
	<i>Effectively Allocate Resources to Meet Current and Future Operating and Capital Needs</i>
GOODS, SERVICES AND ASSETS THAT SUPPORT COUNTY OPERATIONS	<i>Acquire "Best Value" Goods and Services in a Timely Manner</i>
	<i>Provide Well Maintained, Accessible Facilities and Assets</i>
	<i>Utilize Assets Efficiently</i>
GREEN GOVERNMENT	<i>Reduce County Government's Greenhouse Gas Emissions and Resource Consumption</i>
	<i>Lead Community Sustainability Efforts</i>
FREE, FAIR AND ACCESSIBLE ELECTIONS	<i>Provide Eligible Voters with Convenient Opportunities to Vote</i>
	<i>Maintain the Integrity and Availability of Election Results and Other Public Records</i>
	<i>Qualify Candidates and Petitions in Accordance with the Law</i>



## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

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### Audit and Management Services

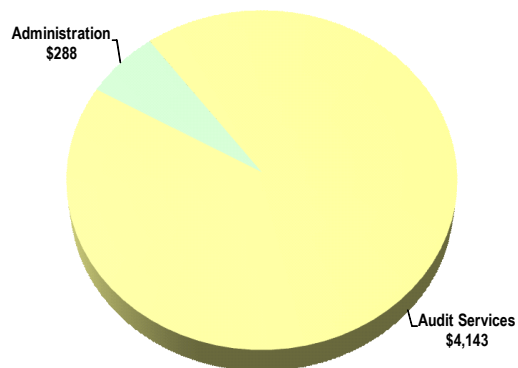
Audit and Management Services (AMS) performs audits to validate compliance with applicable rules and regulations, and identifies opportunities to improve performance and foster accountability.

As part of the General Government strategic area, AMS examines the operations of County government and external companies, contractors, and grantees to ensure that public funds are being spent appropriately and efficiently. AMS regularly performs audits of high-risk functions and activities, and responds to special audit requests from the Mayor, the Board of County Commissioners, and the Deputy Mayors. Audits are conducted in accordance with professional internal auditing standards, which require assessing risks; planning and performing work to achieve desired objectives; and communicating results that are accurate, constructive, timely, and adequately supported.

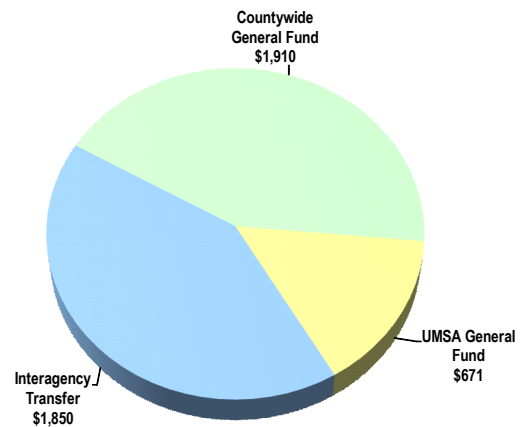
Department stakeholders include County departments and their business partners, as well as the general public.

### FY 2012-13 Proposed Budget

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

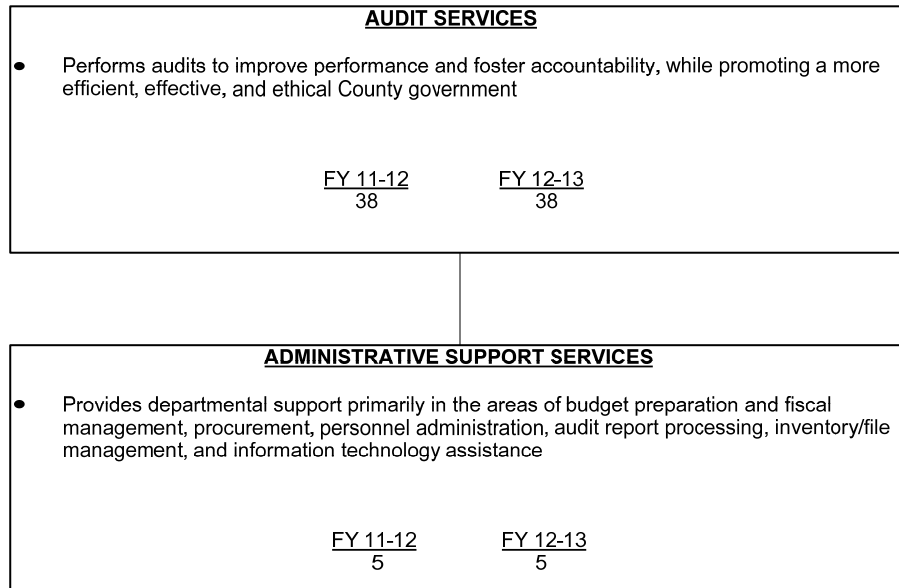


**Revenues by Source**  
(dollars in thousands)



## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

### TABLE OF ORGANIZATION



### FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 09-10	Actual FY 10-11	Budget FY 11-12	Proposed FY 12-13
<b>Revenue Summary</b>				
General Fund Countywide	3,090	2,699	2,316	1,910
General Fund UMSA	1,029	894	856	671
Fees for Services	1,558	1,720	1,778	1,850
<b>Total Revenues</b>	<b>5,677</b>	<b>5,313</b>	<b>4,950</b>	<b>4,431</b>
<b>Operating Expenditures Summary</b>				
Salary	4,208	3,912	3,595	3,547
Fringe Benefits	1,016	954	742	657
Court Costs	0	0	0	0
Contractual Services	0	0	1	1
Other Operating	443	439	582	198
Charges for County Services	3	3	8	8
Grants to Outside Organizations	0	0	0	0
Capital	7	5	22	20
<b>Total Operating Expenditures</b>	<b>5,677</b>	<b>5,313</b>	<b>4,950</b>	<b>4,431</b>
<b>Non-Operating Expenditures Summary</b>				
Transfers	0	0	0	0
Distribution of Funds In Trust	0	0	0	0
Debt Service	0	0	0	0
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	0	0	0
<b>Total Non-Operating Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 11-12	Proposed FY 12-13	Budget FY 11-12	Proposed FY 12-13
<b>Strategic Area: General Government</b>				
Administration	284	288	5	5
Audit Services	4,666	4,143	38	38
<b>Total Operating Expenditures</b>	<b>4,950</b>	<b>4,431</b>	<b>43</b>	<b>43</b>

## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

### SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 09-10	Actual FY 10-11	Budget FY 11-12	Projection FY 11-12	Proposed FY 12-13
Advertising	0	0	0	0	0
Fuel	0	0	0	0	0
Overtime	0	0	0	0	0
Rent	295	256	361	361	0
Security Services	0	0	0	0	0
Temporary Services	0	0	0	0	0
Travel and Registration	1	3	9	6	6
Utilities	0	0	0	0	0

### DIVISION: AUDIT SERVICES

The Audit Services Division performs audits to improve performance and foster accountability, while promoting a more efficient, effective, and ethical County government.

- Issues audit reports aimed at improving efficiency and effectiveness of County operations
- Assists in developing more effective approaches and tools for County departments responsible for monitoring grantees to assure consistency, efficiency, and effectiveness
- Develops in-house training curriculum commensurate with planned audits to ensure continued staff proficiency
- Consults with departments to ensure maximum collection of outstanding audit assessment fees
- Uses automated analytical tools to conduct operational analyses that yield cost savings and/or cost-avoidance, and identify significant and/or unusual variances that, if timely detected, can avert or identify fraud, waste, or abuse
- Conducts follow-up audits to ensure appropriate actions have been taken to address significant audit findings

### Strategic Objectives - Measures

- GG4-1: Provide sound financial and risk management

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Conduct audits aimed at operational efficiency and effectiveness	Percentage of audit reports issued within 90 days of fieldwork completion	EF	↑	50%	67%	55%	55%	55%
	Amount collected from assessments (in thousands)*	OC	↑	\$6,153	\$3,045	\$1,500	\$1,500	\$1,500
	Amount assessed from audits (in thousands)	OC	↑	\$10,022	\$335	\$3,000	\$3,000	\$3,000
	Audit reports issued	OP	↔	40	36	30	35	35
	Percentage of planned follow-up audits completed**	OP	↔	17%	47%	50%	50%	50%

\* In FY 2009-10, assessments and collections were unusually high due to a higher concentration of contract audits performed

\*\*FY 2009-10 and FY 2010-11 actuals reflect a reduction in staff

## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

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### ADDITIONAL INFORMATION

- The Department continues to complete complex audits that have resulted in revenue recoveries, terminations of contracts with non-performing external agencies, improved processes and controls, and enhanced auditee compliance
- The FY 2012-13 Proposed Budget includes \$1.850 million for direct services from the following County departments: Aviation (\$440,000), Water and Sewer (\$440,000), Port of Miami (\$330,000), Transit (\$248,000), Public Housing and Community Development (\$110,000), Public Works and Waste Management (\$82,000), and Office of Citizens' Independent Transportation Trust (\$200,000)

### Department Operational Unmet Needs

Description	(dollars in thousands)		Positions
	Startup Costs/ Non Recurring Costs	Recurring Costs	
Hire two Audit Supervisors and three Associate Auditors to perform audits	\$10	\$440	5
<b>Total</b>	<b>\$10</b>	<b>\$440</b>	<b>5</b>

## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

### Commission on Ethics and Public Trust

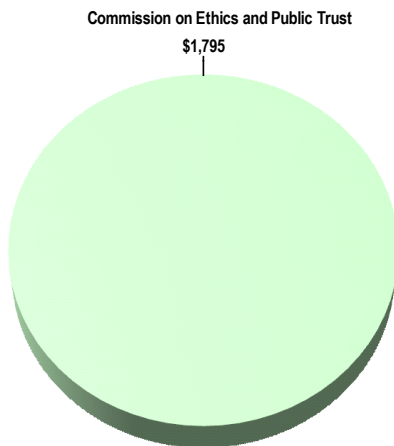
The Commission on Ethics and Public Trust (Ethics Commission) is an independent agency with advisory and quasi-judicial powers. The purpose of the Ethics Commission is to promote and enforce high standards of ethical conduct in government and to build and maintain confidence in public servants.

As part of the General Government strategic area, the Ethics Commission is dedicated to restoring public trust in the administration of government by informing the public and private sector about the Conflict of Interest and Code of Ethics laws and by seeking strict compliance with these laws. The Ethics Commission is authorized to investigate complaints and render advisory opinions related to the following County or municipal ordinances: Code of Ethics and Conflict of Interest, Lobbyist Registration and Reporting, Citizens' Bill of Rights, Ethical Campaign Practices, and Whistleblowing. Community outreach and educational programs are also crucial components of the Ethics Commission's mission. The Ethics Commission hosts a wide array of programs to educate the public on issues concerning ethics, good governance, and accountability through town hall meetings, panel discussions, and training workshops, as well as local and national conferences and forums.

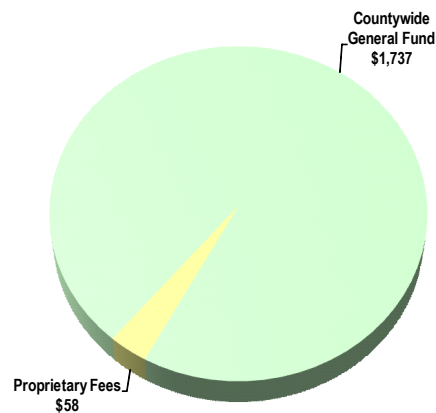
The Ethics Commission, by Board ordinance, has jurisdiction extending to municipalities within Miami-Dade County. Its jurisdiction also extends to certain lobbyists, contractors, and vendors.

### FY 2012-13 Proposed Budget

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



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



## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

### TABLE OF ORGANIZATION

<u>OFFICE OF THE EXECUTIVE DIRECTOR</u>	
<ul style="list-style-type: none"> <li>Provides administrative support to the Ethics Commission; recommends legislative and policy initiatives that promote ethical government and accountability; reviews ethics opinions recommended by the legal unit; supervises and participates in ethics training programs for public officials, employees, and candidates for elected office</li> <li>Provides training for government officials and personnel, candidates for office, students, and the business community regarding ordinances under the purview of the Ethics Commission and ethical practices in government</li> <li>Responds to requests for advisory opinions and handles legal matters that may impact the operations of the Ethics Commission</li> <li>Conducts investigations of official/employee misconduct in County and municipal governments</li> </ul>	
<u>FY 11-12</u> 14	<u>FY 12-13</u> 14

### FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 09-10	Actual FY 10-11	Budget FY 11-12	Proposed FY 12-13
<b>Revenue Summary</b>				
General Fund Countywide	1,788	2,029	1,707	1,737
Lobbyist Trust Fund	25	10	38	38
Carryover	301	0	0	0
Fees and Charges	0	0	30	20
Total Revenues	2,114	2,039	1,775	1,795

#### Operating Expenditures

<b>Summary</b>				
Salary	1,564	1,529	1,359	1,351
Fringe Benefits	390	376	250	264
Court Costs	0	0	0	0
Contractual Services	11	10	10	10
Other Operating	141	91	145	156
Charges for County Services	3	29	4	10
Capital	5	4	7	4
Total Operating Expenditures	2,114	2,039	1,775	1,795

#### Non-Operating Expenditures

<b>Summary</b>				
Transfers	0	0	0	0
Distribution of Funds In Trust	0	0	0	0
Debt Service	0	0	0	0
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	0	0	0
Total Non-Operating Expenditures	0	0	0	0

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 11-12	Proposed FY 12-13	Budget FY 11-12	Proposed FY 12-13
<b>Strategic Area: General Government</b>				
Commission on Ethics and Public Trust	1,775	1,795	14	14
Total Operating Expenditures	1,775	1,795	14	14



## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

### SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 09-10	Actual FY 10-11	Budget FY 11-12	Projection FY 11-12	Proposed FY 12-13
Advertising	3	3	4	4	4
Fuel	0	0	0	2	2
Overtime	0	0	0	0	0
Rent	86	86	89	91	91
Security Services	0	1	1	0	1
Temporary Services	0	0	0	0	0
Travel and Registration	0	-3	2	2	3
Utilities	0	0	0	0	0

### DIVISION: COMMISSION ON ETHICS AND PUBLIC TRUST

The Commission on Ethics and Public Trust promotes and enforces high standards of ethical conduct in government and builds and maintains confidence in public servants

- Recommends legislative and policy initiatives that promote ethical government and accountability; liaises with the community through outreach activities, including speeches, media events, reports, and publications
- Tries cases before the Ethics Commission and refers cases for criminal prosecution or other disposition(s) with appropriate agencies
- Responds to requests for advisory opinions by officials, employees, and contractors under the authority of the Ethics Commission
- Conducts investigations of official and/or employee misconduct in County and municipal governments and processes complaints that are filed by the general public to be heard by the Ethics Commission
- Provides training for government officials and personnel, candidates for office, students, and the business community regarding ordinances under the purview of the Ethics Commission and ethical practices in government

### Strategic Objectives - Measures

- GG1-3: Foster a positive image of County government

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Improve the image of County Government	Number of complaints filed*	IN	↔	177	34	36	50	50
	Number of requests for opinions and inquiries filed	IN	↔	332	274	249	357	350
	Number of investigations handled	OP	↔	208	157	165	244	245
	Ethics trainings and workshops	OP	↔	416	415	436	462	485
	Number of Lobbyist Appeals	IN	↔	N/A	38	40	34	35

\* The FY 2009-10 Actual includes lobbyist appeals; FY 2010-11 eliminates lobbyist appeals from the performance measure

## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

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### ADDITIONAL INFORMATION

- The Ethics Commission will continue to pursue legislative changes to strengthen County ordinances and rules to promote greater accountability and transparency
- In FY 2012-13, the Ethics Commission will continue to hold workshops for both County and municipal board members and executives of non-profit agencies receiving funding, as well as students, and candidates for elected office
- In FY 2011-12, the Miami-Dade County Board of County Commissioners adopted Ordinance 12-10 which requires all County lobbyists to receive ethics training every two years
- In FY 2012-13, the Ethics Commission will begin working with County departments to revitalize the ethics officers' concept to provide greater in-house ethics presence and oversight
- As required by Ordinance 12-11, approved by the Board of County Commissioners on March 6, 2012, the Department is currently working on a plan to provide refreshed ethics training to all County employees; \$50,000 is budgeted in FY 2011-12 to purchase an online ethics training course

## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

### Community Information and Outreach

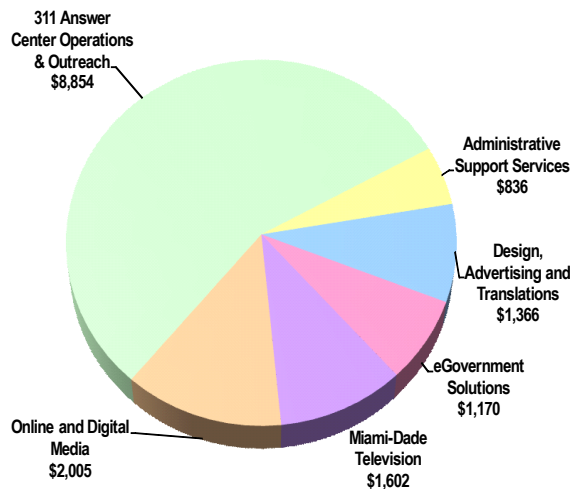
Community Information and Outreach Department (CIAO) links County government to its more than two and a half million residents by providing convenient access through the 311 Answer Center (a local government telephone 'hotline/helpdesk') and 311 Service Centers throughout the community, the County web portal ([www.miamidade.gov](http://www.miamidade.gov)), Miami-Dade Television (MDTV), printed collateral, and multi-lingual radio programming. CIAO uses these service channels to facilitate open access to government services, to assist Departments in spreading the word about County services and programs through educational messaging and advertising, and to support enterprise branding efforts.

As part of the General Government strategic area, CIAO has four strategic goals: to increase access to government information and service, to improve the quality of information delivery, to enable transparency of service delivery and to increase outreach and promote constituent engagement.

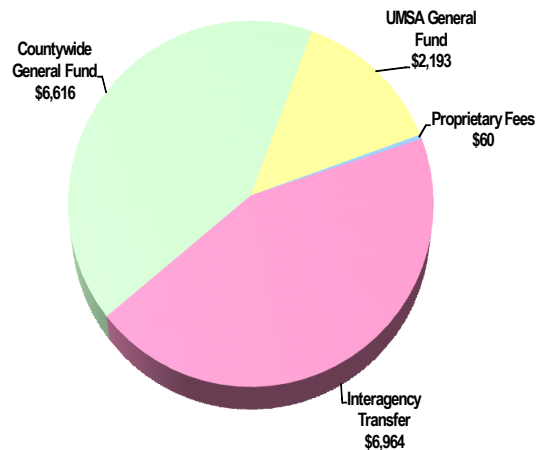
CIAO serves a variety of stakeholders including elected officials, County departments, municipalities, and the public.

### FY 2012-13 Proposed Budget

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

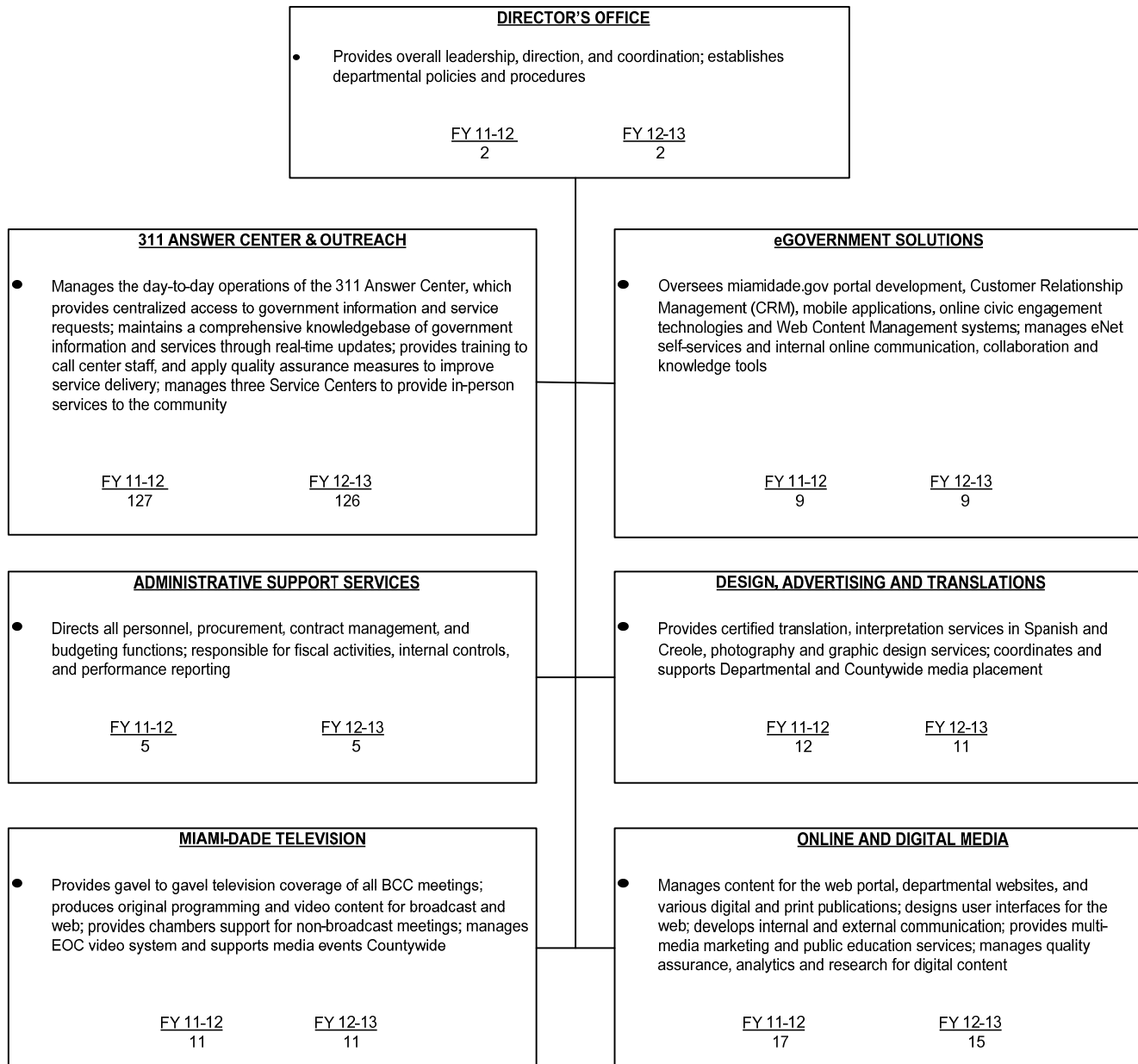


**Revenues by Source**  
(dollars in thousands)



# FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

## TABLE OF ORGANIZATION



## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

### FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 09-10	Actual FY 10-11	Budget FY 11-12	Proposed FY 12-13
<b>Revenue Summary</b>				
General Fund Countywide	9,323	7,354	7,043	6,616
General Fund UMSA	3,108	2,442	2,465	2,193
Fees for Services	73	83	50	60
Federal Grants	0	15	100	0
Interagency Transfers	4,300	7,076	6,753	6,964
Total Revenues	16,804	16,970	16,411	15,833
<b>Operating Expenditures Summary</b>				
Salary	11,704	11,785	11,634	11,346
Fringe Benefits	3,387	3,411	2,725	2,388
Court Costs	0	0	0	0
Contractual Services	124	63	192	192
Other Operating	1,198	1,431	1,650	1,653
Charges for County Services	356	271	185	219
Grants to Outside Organizations	0	0	0	0
Capital	35	9	25	35
Total Operating Expenditures	16,804	16,970	16,411	15,833
<b>Non-Operating Expenditures Summary</b>				
Transfers	0	0	0	0
Distribution of Funds In Trust	0	0	0	0
Debt Service	0	0	0	0
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	0	0	0
Total Non-Operating Expenditures	0	0	0	0

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 11-12	Proposed FY 12-13	Budget FY 11-12	Proposed FY 12-13
<b>Strategic Area: General Government</b>				
311 Answer Center Operations & Outreach	9,137	8,854	127	126
Administrative Support Services	922	836	7	7
Design, Advertising and Translations	1,425	1,366	12	11
eGovernment Solutions	1,301	1,170	9	9
Miami-Dade Television	1,485	1,602	11	11
Online and Digital Media	2,141	2,005	17	15
Total Operating Expenditures	16,411	15,833	183	179

### SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 09-10	Actual FY 10-11	Budget FY 11-12	Projection FY 11-12	Proposed FY 12-13
Advertising	143	946	151	532	525
Fuel	5	6	6	6	6
Overtime	37	33	39	39	49
Rent	34	34	34	3	0
Security Services	0	0	0	0	0
Temporary Services	67	35	35	35	35
Travel and Registration	2	7	22	10	14
Utilities	274	281	336	320	360

## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

### CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FUTURE	TOTAL
<b>Revenue</b>									
Capital Outlay Reserve	899	122	0	0	0	0	0	0	1,021
Total:	899	122	0	0	0	0	0	0	1,021
<b>Expenditures</b>									
<b>Strategic Area: General Government</b>									
Equipment Acquisition	440	581	0	0	0	0	0	0	1,021
Total:	440	581	0	0	0	0	0	0	1,021

### CAPITAL HIGHLIGHTS AND OPERATIONAL IMPACTS

- As a result of 2007 State legislation which superseded local laws governing cable TV providers, capital funding from the cable industry used to support public, educational, and governmental television programming will sunset in FY 2011-12 and no new funding will be available in FY 2012-13 or thereafter; the balance of the cable industry capital fund will be expended in FY 2012-13
- The FY 2012-13 Proposed Budget and Multi-Year Capital Plan includes funding for replacement of the fiber optic cable from the Emergency Operations Center to the Stephen P. Clark Center (\$42,000), audio visual upgrades in the BCC Chambers (\$80,000), and replacement of video production equipment for Miami-Dade TV (\$459,000)

### **DIVISION: 311 ANSWER CENTER OPERATIONS & OUTREACH**

The 311 Answer Center provides the public with centralized telephone access to government information and services.

- Manages the day-to-day operations of the 311 Answer Center
- Develops and maintains a comprehensive knowledgebase of government information and services; provides training to call center staff; and applies quality assurance measures to improve service delivery

### **Strategic Objectives - Measures**

- GG1-1: Provide easy access to information and services

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Increase access to government information and services	Call volume (in millions)	IN	↔	2.4	2.5	2.5	2.5	2.5
Provide quality service delivery	Average call wait time (in seconds)*	EF	↓	112	130	90	90	90

\*The target for FY 2011-12 were adjusted due to staffing reductions

## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

### DIVISION COMMENTS

- In FY 2011-12, CIAO opened three 311 Service Centers at South Dade Justice Center (SDJC), North Dade Justice Center (NDJC) and Miami-Dade Permitting and Inspection Center (MDPIC); the three centers are staffed with existing 311 staff to provide in-person and self service options to the community
- In FY 2011-12, CIAO launched a pay-by-phone intake mechanism for residents to pay their property taxes by phone without requiring additional staffing resources; in the first seven months, the center collected \$4,265,257 on behalf of the Tax Collector's Office
- In FY 2012-13, CIAO will continue its Service Level Agreements with Miami-Dade Transit (\$87,000) and the Parks, Recreation, and Open Spaces Department (\$137,000) for IT Help Desk Services
- *The FY 2012-13 Proposed Budget includes the elimination of one vacant Call Center Supervisor position and one vacant Senior Call Center Specialist position due to reorganizational adjustments; the elimination of the Senior Call Specialist will require Call Center Specialists to absorb additional workload (\$128,000)*

### **DIVISION: ADMINISTRATIVE SUPPORT SERVICES**

The Administrative Support Services Division manages the Department's fiscal accounting functions, processes payroll, prepares and maintains personnel documentation, and provides policy support to the Department Director.

- Functions as liaison with elected officials and County administrative offices
- Responsible for the Department's table of organization, procedures, and policies
- Manages performance of divisions and develops annual business plan
- Provides internal administrative support such as personnel administration, budget control, accounts payable and receivable, and purchasing

### **Strategic Objectives - Measures**

- ED4-2: Create a business friendly environment

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Reduce processing time	Invoices processed within 45 calendar days	EF	↑	98%	95%	95%	98%	97%

### **DIVISION: MIAMI-DADE TELEVISION**

Miami-Dade TV is the County's government-access cable TV station, which provides live television and webcast coverage of public meetings as well as original programming that informs residents about County programs and services.

- Provides gavel-to-gavel television and webcast coverage of all Board of County Commissioners plenary and subcommittee meetings
- Produces original informational and public service programming for broadcast on Miami-Dade TV and Miami-Dade TV On Demand
- Provides campaign support services including video production of Hi Definition TV commercials
- Provides chambers support for non-broadcast meetings
- Staffs Emergency Operations Center during activations to provide live television and webcast coverage of emergency press conferences

### **DIVISION: ONLINE AND DIGITAL MEDIA**

The Online Services/Digital Solutions Division manages the miamidade.gov portal; designs, writes online copy for, and assures quality of online content; and develops interactive web and multimedia solutions.

- Handles the day-to-day management of the web portal and department website content
- Designs creative concepts for websites and interactive campaigns
- Develops and enforces policies for content, style and online quality Countywide
- Provides marketing, promotional and other communication services Countywide; manages the enterprise editorial calendar; develops messaging for portal subscribers, website postings, social media, RSS feeds and e-newsletters
- Produces publications targeting County employees and retirees

## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

### Strategic Objectives - Measures

- GG1-1: Provide easy access to information and services

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Increase accountability for delivery of customer service across the enterprise	Visitors to the internet portal (in millions)	IN	↔	11.6	13	14	19	22

\*Increase in FY 2011-12 projection and FY 2012-13 target due to increased outreach activities

### DIVISION: EGOVERNMENT SOLUTIONS

The eGov Solutions Division develops and maintains applications that support citizen interaction with government; applications include portal search, ServiceStat, alerts and Reverse311, smartphone and mobile applications, and the employee eNet portal

- Manages the development of portal technology solutions to deliver one-stop/end-to-end County services
- Oversees the Customer Relationship Management (CRM) systems to manage citizen services provided through 311 and other service channels
- Manages the development of employee portal self-services and online internal communication tools
- Manages the County's web usability

### Strategic Objectives - Measures

- GG1-1: Provide easy access to information and services

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Increase access to government information and services	Number of portal subscribers	IN	↔	85,002	97,363	98,000	103,000	105,000

### DIVISION COMMENTS

- CIAO continues to provide recycling reminders via email as well as automated calls to thousands of residents using the Reverse 311 Tool to inform them about County events and services, including important time sensitive activities throughout the year such as the senior homestead exemption, the Golden Passport, and water main breaks
- In FY 2011-12, CIAO, in conjunction with ITD, completed the development of an in-house Customer Relationship Management system to enable the 311 Answer Center to respond to inquiries and create service requests at significantly lower costs for software and hardware maintenance
- Together with the Property Appraiser's Office and the County Tax Collector, CIAO has created a Tax Visualizer interactive tool which enables transparency of taxing authorities by displaying how property owners' real estate taxes are distributed
- In collaboration with ITD and the Mayor's Office, CIAO automated the United Way annual pledge process via eNet, the employee portal, thus creating convenience and time savings for United Way coordinators and County employees, and reducing paperwork substantially

### DIVISION: DESIGN, ADVERTISING AND TRANSLATIONS

The Design, Advertising and Translations Division develops and executes marketing and public education campaigns, including planning, creative concept development, graphic design, and print and audio-visual production services.

- Provides translation, interpretation, photography, and full service graphic design
- Coordinates placement of TV, radio and print advertisement for public education campaigns; negotiates ad rates and time slots



## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

Strategic Objectives - Measures								
<ul style="list-style-type: none"> <li>GG1-1: Provide easy access to information and services</li> </ul>								
Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Increase access to government information and services	Graphic Designs completed per year	OP	↔	N/A	1,101	1,000	750	900
	Number of Translation and Interpretations completed in a year	OP	↔	N/A	1,484	1,500	1,200	1,400

### DIVISION COMMENTS

- The FY 2012-13 Proposed Budget includes the elimination of one vacant Graphic Designer (\$54,000)
- In FY 2012-13, the Department will continue its Service Level Agreements with the Elections Department and the Clerk of Courts for translation services (\$54,000)
- In FY 2012-13, the Community Periodical Program (CPP) is funded at \$375,000

### Department Operational Unmet Needs

Description	(dollars in thousands)		Positions
	Startup Costs/ Non Recurring Costs	Recurring Costs	
Hire one Information Technology Specialist to provide support and quality assurance, and to troubleshoot problems with portal	\$0	\$53	1
Hire one Senior 311 Call Specialist to assist with proper handling of complex calls received at 311 and facilitate better shift coverage	\$0	\$43	1
Hire one 311 Call Center Supervisor to increase oversight of the 311 Call Specialists and facilitate adequate shift coverage	\$0	\$59	1
Hire one MDTV Videographer/Editor to provide timely support to requests for TV programming to include Getting to Know Your Commissioners, public service announcements, special events, etc., and produce original programs such as Inside County Jobs, Green Scene, TV commercials and video segments for departments and elected officials	\$0	\$46	1
Hire two Special Project Administrator 1s to restore the Secret Shopper Program, provide data trend analysis related to 311, identify process improvement opportunities and service gaps, and provide departments with recommendations for improved customer service delivery	\$0	\$164	2
Replace outdated computer equipment and software	\$0	\$70	0
Fund two positions in the Online Services Section to increase online support to elected officials and the Office of the Mayor	\$0	\$111	2
<b>Total</b>	<b>\$0</b>	<b>\$546</b>	<b>8</b>

## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

### Elections

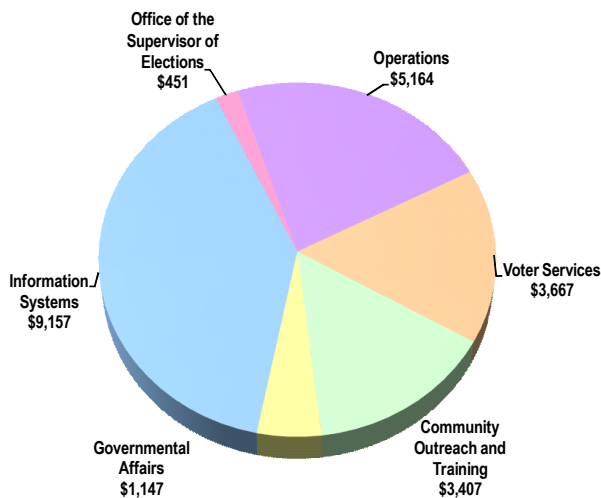
The Elections Department conducts elections that are fair, free, accurate, convenient, and accessible to all eligible voters throughout Miami-Dade County. The Department ensures that all federal, state, county, municipal, school district, and special taxing district elections are conducted and tabulated in a correct, uniform, and impartial manner with adherence to federal, state, and local election laws.

As part of the General Government strategic area, the Department also maintains accurate voter registration records, provides voter education and outreach, and provides voter information to candidates, political committees, and residents. Additionally, the Department serves in the capacity of records custodian for candidate campaign finance reporting and County employee financial disclosure and outside employment reporting.

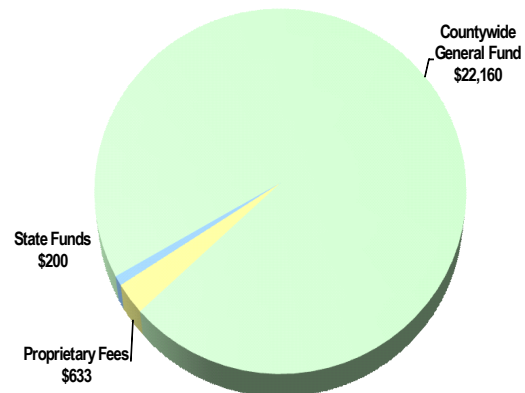
The Elections Department serves more than one million registered voters in Miami-Dade County and serves all citizens and municipalities in election-related matters. The Elections Department follows policy established by the Board of County Commissioners while operating under state and federal mandates. Elections staff interacts with federal, state, and municipal officials on a regular basis.

### FY 2012-13 Proposed Budget

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

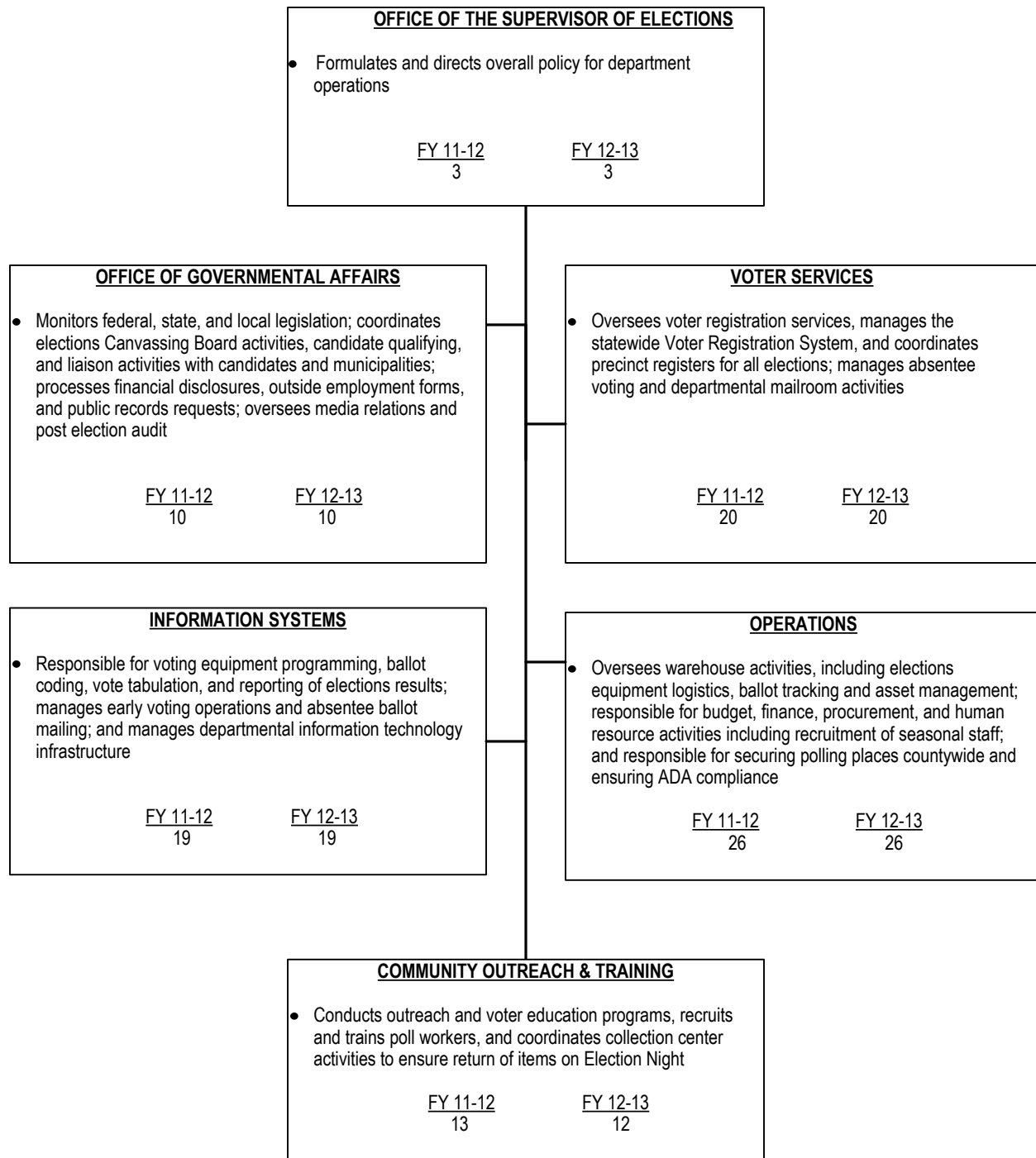


**Revenues by Source**  
(dollars in thousands)



## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

### TABLE OF ORGANIZATION



## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

### FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 09-10	Actual FY 10-11	Budget FY 11-12	Proposed FY 12-13
<b>Revenue Summary</b>				
General Fund Countywide	14,845	27,333	23,777	22,160
Municipal Reimbursement	2,080	406	2,400	633
State Grants	0	200	200	200
Total Revenues	16,925	27,939	26,377	22,993
<b>Operating Expenditures Summary</b>				
Salary	8,117	11,931	13,132	9,488
Fringe Benefits	2,619	2,536	3,044	2,270
Contractual Services	480	1,075	1,150	1,717
Other Operating	3,471	5,972	4,825	3,888
Charges for County Services	1,369	6,039	3,406	5,260
Grants to Outside Organizations	33	33	0	0
Capital	836	353	820	370
Total Operating Expenditures	16,925	27,939	26,377	22,993
<b>Non-Operating Expenditures Summary</b>				
Transfers	0	0	0	0
Distribution of Funds In Trust	0	0	0	0
Debt Service	0	0	0	0
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	0	0	0
Total Non-Operating Expenditures	0	0	0	0

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 11-12	Proposed FY 12-13	Budget FY 11-12	Proposed FY 12-13
<b>Strategic Area: General Government</b>				
Community Outreach and Training	5,065	3,407	13	12
Governmental Affairs	1,096	1,147	10	10
Information Systems	8,595	9,157	19	19
Office of the Supervisor of Elections	477	451	3	3
Operations	6,438	5,164	26	26
Voter Services	4,706	3,667	20	20
Total Operating Expenditures	26,377	22,993	91	90

### SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 09-10	Actual FY 10-11	Budget FY 11-12	Projection FY 11-12	Proposed FY 12-13
Advertising	308	140	242	729	319
Fuel	22	60	30	30	78
Overtime	713	2,161	2,800	2,801	1,688
Rent	0	0	0	0	0
Security Services	44	60	38	38	98
Temporary Services	0	0	0	0	0
Travel and Registration	12	10	35	35	38
Utilities	581	659	661	624	743

## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

### **CAPITAL BUDGET SUMMARY**

(dollars in thousands)	PRIOR	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FUTURE	TOTAL
<b>Revenue</b>									
Capital Asset Series 2004B Bond Proceeds	1,167	0	0	0	0	0	0	0	1,167
Capital Outlay Reserve	86	0	74	0	0	0	0	0	160
Total:	1,253	0	74	0	0	0	0	0	1,327
<b>Expenditures</b>									
<b>Strategic Area: General Government</b>									
ADA Accessibility Improvements	1,187	66	74	0	0	0	0	0	1,327
Total:	1,187	66	74	0	0	0	0	0	1,327

### **CAPITAL HIGHLIGHTS AND OPERATIONAL IMPACTS**

- The FY 2012-13 Proposed Budget and Multi-Year Capital Plan includes funding to remove architectural barriers in County polling places to increase access for individuals with disabilities (\$66,000)

### **DIVISION: OFFICE OF THE SUPERVISOR OF ELECTIONS**

The Office of the Supervisor of Elections formulates and directs overall policy for all departmental operations.

- Manages day-to-day operations of the Department
- Maintains compliance with all federal, state, and local policies related to elections

### **Strategic Objectives - Measures**

- GG7-1: Provide eligible voters with convenient opportunities to vote

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Effectively administer countywide and municipal elections	Customer satisfaction with Elections Department overall	OC	↑	94%	95%	95%	95%	95%

## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

### DIVISION: INFORMATION SYSTEMS

The Information Systems Division manages ballot programming and coding, tabulation of election results, Early Voting activities, and departmental information management.

- Prepares all voting equipment and ballot configurations
- Prepares ballot design and layout; creates election definition and programming
- Manages tabulation and reporting of election results
- Manages all Early Voting operations, including staffing, training, and facilities
- Manages the ReliaVote ballot mailing and sorting system
- Oversees departmental information technology infrastructure
- Allocates and orders ballots prior to elections

#### Strategic Objectives - Measures

- GG7-1: Provide eligible voters with convenient opportunities to vote

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Effectively administer countywide and municipal elections	Percentage of voters who voted early (countywide elections)	OC	↑	13%	20%	20%	25%	25%

### DIVISION: VOTER SERVICES

The Voter Services Division oversees public services, manages the statewide Voter Registration System, coordinates precinct registers, and coordinates all absentee ballot distribution.

- Updates all changes in voter registration records and maintains an accurate Voter Registration System
- Assembles precinct registers
- Manages absentee voting
- Reviews and certifies local, statewide, and federal petitions
- Responds to routine requests for information
- Manages departmental mailroom activities

#### Strategic Objectives - Measures

- GG7-1: Provide eligible voters with convenient opportunities to vote

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Provide voter registration services and opportunities for Absentee voting	New voter registrations*	OP	↔	71,109	39,092	45,000	50,000	25,000
	Percentage of voters voting absentee	EF	↑	33%	34%	30%	30%	30%

\*The FY 2011-12 Budget anticipates an increase in voter registration activity leading up to the 2012 General Election

## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

### DIVISION: COMMUNITY OUTREACH AND TRAINING

The Community Outreach and Training Division conducts voter education programs, recruits and trains poll workers, and staffs polling places.

- Coordinates voter outreach and education events
- Recruits and assigns poll workers
- Ensures poll worker staffing at all polling locations and collection centers countywide
- Recruits, trains, and assigns County employees as troubleshooters and specialists
- Processes poll worker payroll
- Coordinates non-governmental elections

#### Strategic Objectives - Measures

- GG7-1: Provide eligible voters with convenient opportunities to vote

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Ensure well trained poll workers and educated voters	Community events held annually to promote voter education*	OP	↔	216	89	100	305	280
	New Poll Workers recruited*	OP	↔	2,738	1,580	2,000	2,000	1,000

\* The increases in FY 2011-12 Budget are due to two scheduled countywide elections and the 2012 General Election

#### DIVISION COMMENTS

- The FY 2012-13 Proposed Budget includes the elimination of one Community Information Specialist (\$38,000)

### DIVISION: OPERATIONS

The Operations Division manages the preparation and deployment of all voting equipment; secures polling place facilities; oversees warehouse activities and asset management; administers all departmental personnel matters including recruitment of seasonal staff; coordinates all budget and finance activities; and develops logistical plans for elections.

- Coordinates the maintenance and repair of voting equipment
- Responsible for budget and finance including budget coordination, accounts payable, elections billing and collection
- Responsible for grants administration and procurement activities
- Manages warehouse activities, including ballot tracking and asset management
- Responsible for delivery and pick up of all voting equipment at polling places countywide
- Responsible for securing all polling places countywide, including ensuring Americans with Disabilities Act (ADA) compliance
- Manages personnel and human resource activities for the department, including hiring of seasonal staff for countywide elections

#### Strategic Objectives - Measures

- GG1-1: Provide easy access to information and services

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Provide quality service delivery	Election Central - Average call wait time (in minutes)	EF	↓	1.35	.38	1.0	1.03	1.0

## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

### DIVISION: GOVERNMENTAL AFFAIRS

The Office of Governmental Affairs oversees candidate related activities, coordinates activities with municipal clerks and canvassing boards, monitors legislation, responds to public records requests, is responsible for media relations, and maintains records in accordance with state statutes and local requirements.

- Monitors federal, state, and local legislation
- Manages candidate activities, including qualifying and financial reporting
- Serves as liaison to external entities, including municipal and other governments
- Coordinates media activities
- Acts as custodian of outside employment forms
- Manages public records requests and documentation
- Manages post-election audit activities and Electronic Document Management System (EDMS) scanning of precinct registers

### Strategic Objectives - Measures

- GG7-2: Maintain the integrity and availability of election results and other public records

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Ensure compliance with regulations regarding candidates for elective office	Percentage of Treasurers' reports audited within 15 calendar days	EF	↑	95%	92%	95%	95%	95%

### Department Operational Unmet Needs

Description	(dollars in thousands)		Positions
	Startup Costs/ Non Recurring Costs	Recurring Costs	
Increase printing of Election Day ballots to 65% of active and inactive registered voters to ensure ballot availability in case of an emergency	\$0	\$976	0
Fund three positions to provide community outreach events and training	\$0	\$101	3
Fund seven positions to process voter registration applications and petition signature verifications	\$0	\$300	7
Provide funding to re-establish a poll worker and election specialist certification program	\$100	\$0	0
Fund one Elections Logistics Manager to manage election logistical and warehouse support activities	\$0	\$66	1
Fund one position to provide Early Voting support	\$0	\$34	1
<b>Total</b>	<b>\$100</b>	<b>\$1,477</b>	<b>12</b>



## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

### Finance

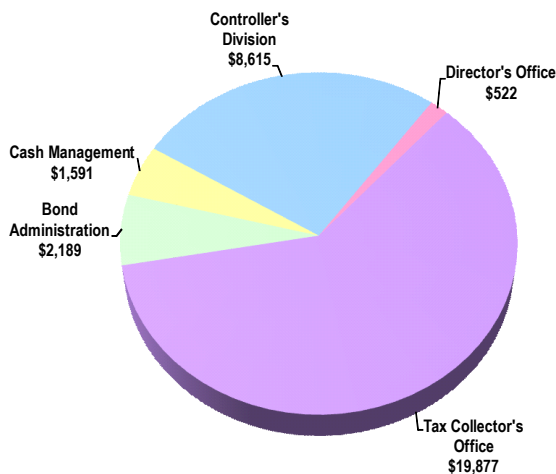
The Finance Department delivers financial services for sound management decision-making and is responsible for centralized accounting, cash management, financial and debt management, tax collection and distribution, and collection on delinquent accounts for various County departments.

As part of the General Government strategic area, the Finance Department provides fiscal and accounting controls over resources by processing vendor payments and payroll checks, maintaining the County's general ledger system, and providing financial reports. The Department collects and distributes current and delinquent real and personal property taxes, non-ad valorem special assessments for all local taxing authorities within Miami-Dade County, local business tax receipts, and convention and tourist taxes. The Department also acts as an agent on behalf of the State of Florida to issue automobile, vessel, mobile home, and hunting and fishing licenses; invests surplus funds and maintains sufficient cash balances in compliance with Florida Statutes and County ordinances; and manages the County's debt financing and debt issuances.

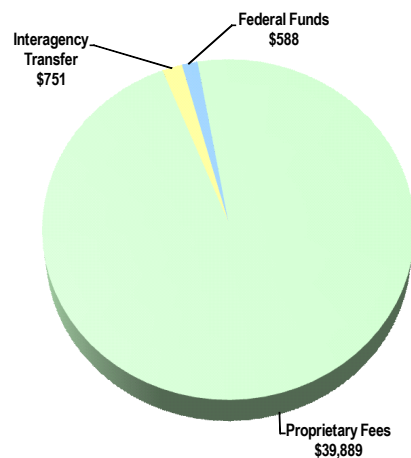
The Finance Department serves all County departments, as well as those entities conducting financial transactions with Miami-Dade County. The Department works closely with all departments and directly with the Office of the Mayor, the County Attorney's Office, the Office of the Clerk, the Office of Management and Budget, the Office of the Property Appraiser, the Internal Services Department, and outside financial consultants.

### FY 2012-13 Proposed Budget

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



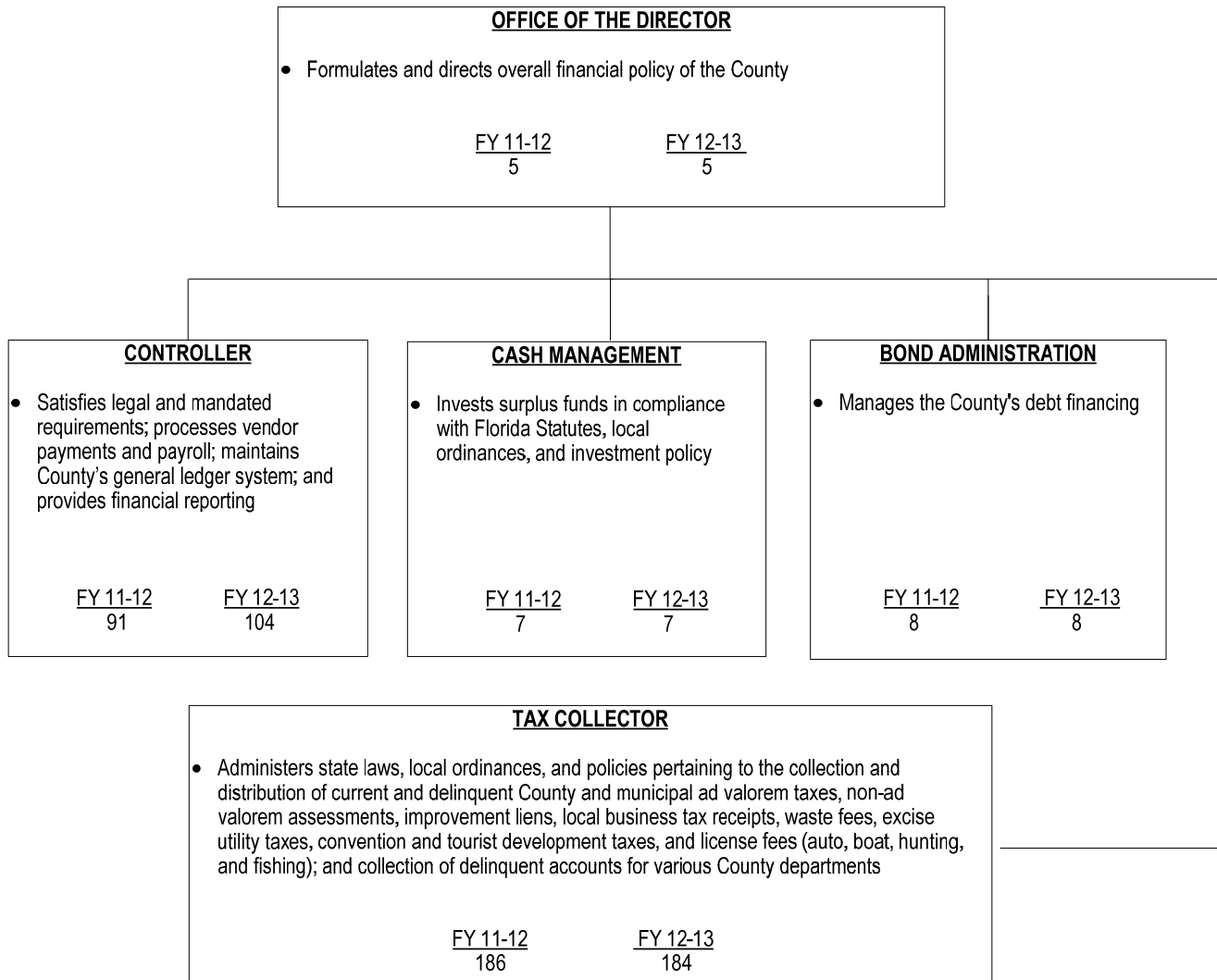
**Revenues by Source**  
(dollars in thousands)



## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

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### TABLE OF ORGANIZATION



## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

### FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 09-10	Actual FY 10-11	Budget FY 11-12	Proposed FY 12-13
<b>Revenue Summary</b>				
Ad Valorem Fees	17,279	14,184	18,857	15,219
Auto Tag Fees	10,287	10,681	11,234	11,618
Bond Transaction Fees	3,505	819	960	637
Carryover	9,587	4,440	2,368	590
Credit and Collections	1,783	1,789	2,972	2,391
Local Business Tax Receipt	3,276	3,269	2,917	3,169
Other Revenues	2,771	2,675	2,928	2,676
QNIP Bond Proceeds	100	100	0	0
Tourist Tax Fees	2,254	2,597	2,805	3,589
Federal Funds	532	498	650	588
Interdepartmental Transfer	557	759	666	751
Intradepartmental Transfers	0	480	0	0
Total Revenues	51,931	42,291	46,357	41,228

### Operating Expenditures

<b>Summary</b>				
Salary	18,547	18,234	18,358	18,915
Fringe Benefits	5,444	5,092	4,306	3,667
Court Costs	0	0	15	1
Contractual Services	1,042	308	721	716
Other Operating	5,028	4,627	6,486	5,103
Charges for County Services	2,360	1,919	3,134	2,551
Grants to Outside Organizations	0	0	0	0
Capital	565	3,095	4,184	1,841
Total Operating Expenditures	32,986	33,275	37,204	32,794

### Non-Operating Expenditures

<b>Summary</b>				
Transfers	14,505	7,083	9,153	8,434
Distribution of Funds In Trust	0	0	0	0
Debt Service	0	0	0	0
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	0	0	0
Total Non-Operating Expenditures	14,505	7,083	9,153	8,434

### SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 09-10	Actual FY 10-11	Budget FY 11-12	Projection FY 11-12	Proposed FY 12-13
Advertising	197	122	318	130	158
Fuel	0	0	0	0	0
Overtime	48	101	102	78	97
Rent	1,533	1,960	1,965	1,965	1,760
Security Services	181	172	189	183	210
Temporary Services	385	564	334	487	431
Travel and Registration	13	9	52	37	48
Utilities	0	0	0	0	0

## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

### **CAPITAL BUDGET SUMMARY**

(dollars in thousands)	PRIOR	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FUTURE	TOTAL
<b>Revenue</b>									
Department Operating Revenue	7,324	1,161	830	0	0	0	0	0	9,315
IT Funding Model	200	607	0	0	0	0	0	0	807
Total:	7,524	1,768	830	0	0	0	0	0	10,122
<b>Expenditures</b>									
<b>Strategic Area: General Government</b>									
Computer and Systems Automation	5,486	1,061	500	0	0	0	0	0	7,047
Computer Equipment	200	200	200	0	0	0	0	0	600
Facility Improvements	0	0	130	0	0	0	0	0	130
Improvements to County Processes	1,838	507	0	0	0	0	0	0	2,345
Total:	7,524	1,768	830	0	0	0	0	0	10,122

### **CAPITAL HIGHLIGHTS AND OPERATIONAL IMPACTS**

- In FY 2011-12, the Department will transfer \$7.790 million to the Capital Outlay Reserve (COR) to fund pay-as-you-go capital projects in other County departments; in FY 2012-13, the Department will transfer \$7.683 million
- The FY 2012-13 Proposed Budget and Multi-Year Capital Plan includes continuing funding for a new tax system replacing the current legacy system (\$896,000), which will provide a state of the art, web-based system capable of supporting the County's tax collection, management, and revenue distribution processes for real property, tangible personal property, local business, and tourism taxes; this includes bankruptcy/litigation cases and public service cashiering
- The FY 2012-13 Proposed Budget and Multi-Year Capital Plan includes funding to implement an electronic data management system (\$65,000) and funding to complete the installation of a data warehouse for the Controller's Division (\$100,000) which will facilitate the storage of data, prepare the Department for future Enterprise Resource Planning (ERP) implementation, and create efficiencies for departments requesting reports and information
- During FY 2012-13, the Department will continue to implement a Countywide consolidated accounts payable invoice imaging and workflow system (\$507,000), which will reduce the time needed to process invoices and create efficiencies Countywide for departments accessing payable documents while reducing storage costs

## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

### DIVISION: DIRECTOR'S OFFICE

The Director's Office is responsible for formulating and directing overall financial policy of the County.

- Controls accounting and automated financial systems to provide the fiscal integrity depended upon by the public, private sector, and financial markets
- Provides overall administration of departmental operations

### DIVISION: TAX COLLECTOR'S OFFICE

The Tax Collector's primary responsibility is to collect, account for, and distribute current and delinquent real and personal property taxes, and non-ad valorem special assessments, for all local taxing authorities.

- Administers state laws, local ordinances, and policies pertaining to the collection and distribution of taxes; distributes all tax revenues and assessment fees to the taxing authorities
- Collects and distributes Tourist and Convention Development taxes and all tourist taxes (including bed, food and beverage taxes), and issues Local Business Tax Receipts for businesses located in the County
- Serves as an agent of the Florida Department of Highway Safety and Motor Vehicles and the Florida Fish and Wildlife Conservation Commission by issuing State motor vehicle, vessel, and mobile home licenses and tag renewals and title applications for automobiles, trucks, and mobile homes, in addition to collecting and remitting sales tax to the State for the above transactions and selling various hunting and fishing licenses and permits
- Collects delinquent accounts receivable
- Oversees 25 private auto tag agencies in the County

#### Strategic Objectives - Measures

- GG1-1: Provide easy access to information and services

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Enhance Tax Collector customer service	Online vehicle/vessel registration renewals*	OP	↔	404,000	412,851	400,000	400,000	400,000

- GG4-1: Provide sound financial and risk management

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Enhance collection efforts	Daily accounts worked per collector	EF	↑	87	80	85	85	85
	Debt portfolio fees collected (in thousands)*	OC	↑	\$1,782	\$1,789	\$2,972	\$2,129	\$2,391

\*Collections in FY 2011-12 are expected to decrease as a result of a reduction in Jackson Health Systems accounts

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Enhance Tax Collector customer service	Tax Certificates sold*	OP	↔	58,011	52,000	50,000	50,000	45,000
	Percentage of real estate payments processed as exceptions	OC	↓	2.8%	3.9%	3.0%	1.4%	2.0%

\* The FY 2010-11 actual, FY 2011-12 projection, and FY 2012-13 target reflect a reduction in the number of certificates due to changes in State law

## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Effectively collect Convention and Tourist Taxes	Convention Development Tax (CDT) collected (in millions)	OC	↑	\$44.7	\$51.6	\$61.0	\$62.2	\$73.3
	Homeless and Domestic Violence Tax collected (in millions)	OC	↑	\$15.3	\$17.2	\$19.8	\$26.0	\$30.0
	Professional Sports Franchise Facility Tax Revenues (PST) collected (in millions)	OC	↑	\$7.7	\$9.0	\$10.1	\$10.4	\$12.4
	Tourist Development Room Tax Revenues (TDT) collected (in millions)	OC	↑	\$15.3	\$18.0	\$20.2	\$20.9	\$24.8
	Tourist Development Surtax collected (in millions)	OC	↑	\$4.9	\$5.6	\$6.8	\$6.2	\$6.2

### DIVISION COMMENTS

- As part of the County's reorganization plan, during FY 2011-12 one Accountant 3 position and one Tax Collector Supervisor 2 position were eliminated (\$170,000); duties will be absorbed by remaining staff

### **DIVISION: BOND ADMINISTRATION**

The Bond Administration Division is responsible for managing the County's debt financing and coordinating all debt issuances, including swap transactions.

- Accesses the capital markets in the most effective manner, to provide capital funding as needed by County departments, while providing for stable debt coverage levels
- Analyzes outstanding debt and the needs of the departments to determine the most advantageous financing vehicles
- Prepares and submits the Annual Report to Bondholders encompassing all of the County's outstanding bond issues from inception through the fiscal year end
- Provides administrative support to peripheral debt issuing authorities of the County, including the Educational Facilities Authority and Health Facilities Authority
- Makes payments on bonds/loan debt service

### **Strategic Objectives - Measures**

- GG4-1: Provide sound financial and risk management

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Ensure sound asset management and financial investment strategies	Bond ratings evaluation by Fitch*	OC	↑	AA-	AA-	AA-	AA-	AA-
	Bond ratings evaluation by Moody's*	OC	↑	Aa3	Aa3	Aa3	Aa3	Aa3
	Bond ratings evaluation by Standard and Poor's*	OC	↑	AA-	AA-	AA-	AA-	AA-

\*General segment

## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

### DIVISION COMMENTS

- The FY 2012-13 Proposed Budget includes payments to the Office of Management and Budget (\$175,000) and the County Attorney's Office (\$450,000) for support related to bond issuances

### **DIVISION: CONTROLLER'S DIVISION**

The Controller's Division provides fiscal and accounting controls over resources and related appropriations.

- Satisfies legal and mandated reporting requirements including the Comprehensive Annual Financial Report (CAFR), State Controller's Report, state and federal audit reports, and the indirect cost allocation plan
- Records, reports on, and monitors the County's financial activities
- Maintains County financial accounting systems
- Processes vendor disbursements and County payroll
- Monitors County bank accounts to ensure timely reconciliations

### **Strategic Objectives - Measures**

- ED4-2: Create a business friendly environment

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Continue to improve accounts payable process countywide	Percentage of invoices paid within 45 calendar days	EF	↑	94%	93%	93%	93%	93%
	Percentage of invoices paid within 30 calendar days	EF	↑	77%	73%	73%	73%	73%

- GG4-1: Provide sound financial and risk management

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Ensure compliance with financial laws and Generally Accepted Accounting Principles (GAAP)	Incidence of IRS penalties/interest (payroll)	OC	↓	0	0	0	0	0
	Compliance with special audits and reports	OC	↑	100%	100%	100%	100%	100%

### DIVISION COMMENTS

- The FY 2012-13 Proposed Budget includes reimbursement from the Ballpark Project for one Accountant 2 position for the construction payment unit due to increased workload associated with arbitrage calculations, audits, and the baseball stadium project (\$60,000)
- The FY 2012-13 Proposed Budget includes funding from the Regulatory and Economic Resources Department for one out-stationed Accountant 2 (\$12,500); this position tracks grant expenditures and coordinates record keeping for the Energy Efficiency and Conservation Block Grant (EECBG) reporting requirements
- During FY 2011-12, the Department added 13 positions to oversee the County's consolidated accounts payable invoice imaging and workflow system; the FY 2012-13 Proposed Budget includes funding from the Information Technology Department (ITD) to support personnel costs related to this project (\$837,000 including funding for one Chief Shared Services position and one Shared Services Supervisor position)
- The FY 2011-12 Adopted Budget inadvertently omitted one Accountant 2 position
- During FY 2011-12, one Special Projects Administrator 1 position was added to the systems unit to assist with the new systems implementation (AP Workflow and ERP) and employee training
- As part of the County's re-organization plan, during FY 2011-12 one Administrative Officer 2 position was eliminated (\$53,000); duties will be absorbed by remaining staff

## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

### DIVISION: CASH MANAGEMENT

The Cash Management Division is responsible for investing surplus funds in compliance with Florida Statutes, ordinances, and the County's investment policy while maintaining sufficient cash balances to honor the obligations of the County.

- Handles all banking transactions for the County; invests County funds, from \$3 billion to \$4 billion annually
- Monitors the daily diversification of the County's portfolio and distributes earnings on investments

### Strategic Objectives - Measures

- GG4-1: Provide sound financial and risk management

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Optimize earnings and portfolio size	General Fund interest earnings (in millions)	OC	↑	\$2.1	\$1.9	\$1.3	\$1.3	\$1.3
	Total portfolio interest earnings (in millions)	OC	↑	\$30.1	\$22.8	\$20.0	\$15.0	\$11.0
	Average value of total portfolio (in billions)	OC	↑	\$3.847	\$3.982	\$3.750	\$3.200	\$3.200
Ensure sound asset management and financial investment strategies	Compliance with investment policy and guidelines	OC	↑	100%	100%	100%	100%	100%
	Average rate of return earned from County investments	OC	↑	0.80%	0.58%	0.35%	0.47%	0.35%

### ADDITIONAL INFORMATION

- The FY 2012-13 Proposed Budget includes \$936,000 in reimbursements from other County departments and funding sources including: Metropolitan Planning Organization (\$42,000), Water and Sewer Department (\$50,000), and Aviation (\$86,000) for cash management activities; Federal Emergency Management Agency (FEMA) grant revenue for administrative services (\$588,000); Tourist Development Tax (\$20,000) and Housing Surtax (\$150,000) for accounting support



## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

### Department Operational Unmet Needs

Description	(dollars in thousands)		Positions
	Startup Costs/ Non Recurring Costs	Recurring Costs	
Hire two Compliance Specialists in the Controller's Compliance Unit to assist with the maintenance of internal controls	\$0	\$188	2
Hire one Finance Administrative Coordinator to assist in bond research and administration	\$2	\$77	1
Hire three Tax Collector Supervisor 1s, two Tax Record Specialist 1s, two Tax Record Specialist 2s, and one Finance Chief to provide call center support for auto tag inquiries	\$16	\$536	8
Hire one Personnel Specialist 2 to assist with departmental human resource issues	\$0	\$68	1
Hire four Imaging Clerks to continue the imaging process of highly sensitive financial documents and decrease storage costs	\$6	\$240	4
Hire one Accountant 2 to manage and reconcile the County's capital asset information	\$2	\$72	1
Hire one Buyer to assist with the Department's procurement process	\$2	\$57	1
Hire one Clerk 2 and one Data Entry Specialist 1 to assist with records management and customer service	\$4	\$71	2
Hire three Account Clerks to manage, process, and audit transactions processed at private Auto Tag agencies	\$6	\$129	3
Hire one Senior Executive Secretary to assist with the administration of day-to-day departmental activities	\$2	\$69	1
Hire one Tax Collection Supervisor and one Senior Tax Records Specialist to promptly process tax payments received through mail	\$4	\$87	2
Hire one Accountant 3 in Accounting and Reporting to respond to statutorily mandated financial reports	\$2	\$58	1
Hire one Account Clerk to assist with internal controls and accounts payable security systems	\$2	\$36	1
Hire one Training Specialist to provide application training Countywide on accounts payable and construction modules	\$2	\$52	1
Hire three Tax Records Specialist 2 to account for collections on tourist taxes and local business accounts	\$6	\$112	3
<b>Total</b>	<b>\$56</b>	<b>\$1,852</b>	<b>32</b>

## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

### Human Rights and Fair Employment Practices

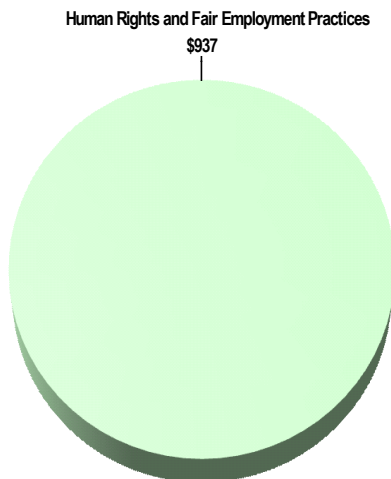
The Office of Human Rights and Fair Employment Practices (OHRFEP) promotes fairness and equal opportunity in employment, housing, public accommodations, credit and financing practices, family leave, and domestic violence leave in accordance with Chapter 11A of the Miami-Dade County Code.

As part of the General Government strategic area, OHRFEP monitors the County's diversity management and fair employment programs and promotes bias-free work environments in Miami-Dade County. OHRFEP develops and implements employment policies and programs that ensure diversity and inclusion, investigates complaints of discrimination, performs fact-finding and mediation conferences, resolves workplace conflicts and develops programs that focus on the creation of supportive and inclusive work environments. Additionally, OHRFEP coordinates the enforcement of the County's anti-discrimination ordinance that prohibits discrimination based on race, color, religion, ancestry, national origin, sex, pregnancy, age, disability, marital status, familial status, sexual orientation or source of income.

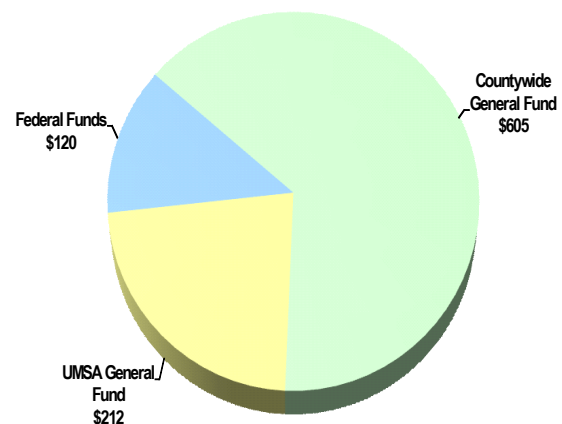
The services provided by OHRFEP are available to all Miami-Dade County citizens, Miami-Dade County government employees and applicants for employment with Miami-Dade County government. OHRFEP works with all County departments, the County Attorney's Office, the U.S. Equal Employment Opportunity Commission (EEOC), and the Florida Commission on Human Relations, and serves as staff to the Miami-Dade Commission on Human Rights.

### FY 2012-13 Proposed Budget

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



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



## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

### TABLE OF ORGANIZATION

#### HUMAN RIGHTS AND FAIR EMPLOYMENT PRACTICES

- Manages and oversees all policies and practices related to equality and discrimination; promotes equal employment policies and practices, investigates complaints of discrimination, and facilitates conflict resolution through mediation; plans and coordinates all functions to enforce the County's Anti-Discrimination Ordinance and provides administrative support to the Commission on Human Rights

FY 11-12  
9

FY 12-13  
9

### FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 09-10	Actual FY 10-11	Budget FY 11-12	Proposed FY 12-13
<b>Revenue Summary</b>				
General Fund Countywide	538	715	558	605
General Fund UMSA	180	238	207	212
CDBG	91	93	0	0
Fees for Services	120	117	135	120
Total Revenues	929	1,163	900	937

#### Operating Expenditures

##### Summary

Salary	751	747	677	734
Fringe Benefits	154	219	174	149
Court Costs	0	0	0	0
Contractual Services	0	0	0	0
Other Operating	-1	33	39	43
Charges for County Services	21	5	8	9
Grants to Outside Organizations	0	0	0	0
Capital	4	0	2	2
Total Operating Expenditures	929	1,004	900	937

#### Non-Operating Expenditures

##### Summary

Transfers	0	0	0	0
Distribution of Funds In Trust	0	0	0	0
Debt Service	0	0	0	0
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	0	0	0
Total Non-Operating Expenditures	0	0	0	0

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 11-12	Proposed FY 12-13	Budget FY 11-12	Proposed FY 12-13
<b>Strategic Area: General Government</b>				
Human Rights and Fair Employment Practices	900	937	9	9
Total Operating Expenditures	900	937	9	9

## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

### SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 09-10	Actual FY 10-11	Budget FY 11-12	Projection FY 11-12	Proposed FY 12-13
Advertising	0	0	0	0	0
Fuel	0	0	0	0	0
Overtime	0	1	0	1	0
Rent	0	0	0	0	0
Security Services	0	0	0	0	0
Temporary Services	0	0	0	0	0
Travel and Registration	5	3	4	3	2
Utilities	0	0	0	11	9

### DIVISION: HUMAN RIGHTS AND FAIR EMPLOYMENT PRACTICES

The Office of Human Rights and Fair Employment Practices enforces and oversees the County's Anti-Discrimination Ordinance, Affirmative Action Program and fair employment guidelines to ensure equal employment opportunity to all without regard to race, sex, color, national origin, religion, age, disability, ancestry, marital status, pregnancy or familial status and to prevent unlawful discrimination on such basis.

- Provides intake, mediation, and investigative services related to complaints of discrimination
- Contracts with federal agencies to mediate, investigate, and adjudicate complaints of discrimination pursuant to federal legislation
- Conducts educational outreach activities for the public and technical assistance workshops for employers and housing providers
- Provides for an adjudicatory appellate process through administrative hearings
- Provides administrative support to the Commission on Human Rights

### Strategic Objectives - Measures

- GG1-4: Improve relations between communities and governments

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Implement the County's anti-discrimination ordinance and provide residents with a means to have discrimination cases heard and resolved through mediation where appropriate	Cases mediated/conciliated	OP	↔	98	53	50	60	55
	Case investigations completed	OP	↔	320	330	300	277	270
	Cases resolved through successful mediation	OP	↔	77	42	50	40	40
	Cases resolved through Commission on Human Rights Appeal Hearing	OP	↔	10	15	15	25	30

- GG2-3: Ensure an inclusive workforce that reflects diversity

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Ensure timely review of cases	Number of complaints received*	IN	↔	319	330	330	400	400
	Percentage of cases reviewed within 30 calendar days	EF	↑	95%	80%	100%	100%	100%

## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

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### ADDITIONAL INFORMATION

- The Department will continue to train employees when needed, on diversity and fair employment practices

### Department Operational Unmet Needs

Description	(dollars in thousands)		Positions
	Startup Costs/ Non Recurring Costs	Recurring Costs	
Fund one Human Rights and Fair Employment Specialist to handle investigations and case resolutions	\$0	\$51	1
<b>Total</b>	<b>\$0</b>	<b>\$51</b>	<b>1</b>

## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

### Information Technology

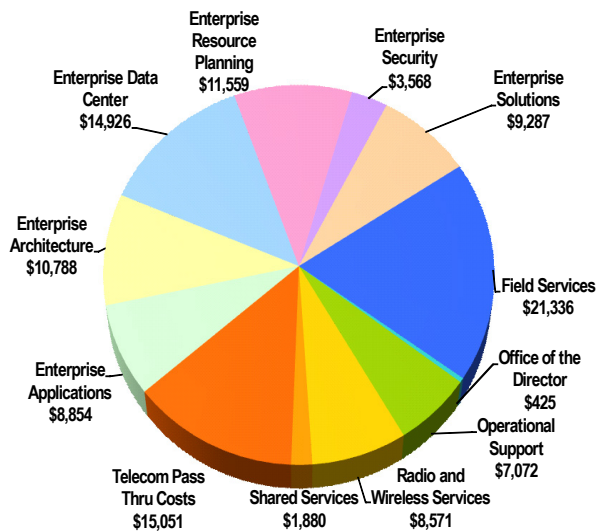
The Information Technology Department (ITD) provides information technology (IT) enterprise and infrastructure services that support the operations of all County departments.

As part of the General Government strategic area, the Department deploys emerging technologies in support of County government operations and services to the public. ITD provides a reliable and secure IT infrastructure, including network and hardware/software platforms, to support departmental applications and enterprise services. ITD partners with other County departments and management to implement and maintain technology solutions that enable efficient operations and delivery of County services, to include telecommunications and radio operations. ITD ensures that its services improve government access, efficiency, and effectiveness through the implementation of appropriate IT standards, methodologies, security, and project management practices.

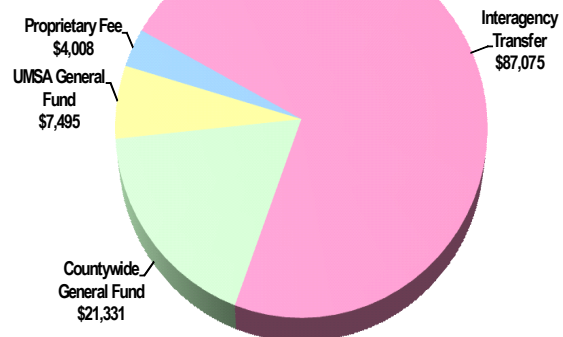
The Department's stakeholders include all County departments, elected officials, Miami-Dade County residents, local businesses, visitors, and anyone who visits the County's website.

### FY 2012-13 Proposed Budget

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



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



# FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

## TABLE OF ORGANIZATION

<p style="text-align: center;"><b><u>OFFICE OF THE DIRECTOR</u></b></p> <ul style="list-style-type: none"> <li>Oversees the provision of IT resources and services and performs Chief Information Officer (CIO) functions</li> </ul> <div> <div>FY 11-12</div> <div>11</div> </div> <div> <div>FY 12-13</div> <div>3</div> </div>		
<p style="text-align: center;"><b><u>OPERATIONAL SUPPORT</u></b></p> <ul style="list-style-type: none"> <li>Provides asset management, financial, budgetary, human resources, project management and administrative support to IT operations</li> </ul> <div> <div>FY 11-12</div> <div>31</div> </div> <div> <div>FY 12-13</div> <div>30</div> </div>		<p style="text-align: center;"><b><u>RADIO AND WIRELESS SERVICES</u></b></p> <ul style="list-style-type: none"> <li>Provides local and regional public safety first responders and County departments with efficient, reliable, and secure radio communications services and solutions</li> </ul> <div> <div>FY 11-12</div> <div>57</div> </div> <div> <div>FY 12-13</div> <div>55</div> </div>
<p style="text-align: center;"><b><u>ENTERPRISE DATA CENTER</u></b></p> <ul style="list-style-type: none"> <li>Provides 24 X 7 operation, and support for the hardware and system software that run the County's mainframe and distributed systems environments, provides enterprise storage and backup services and mainframe printing services</li> </ul> <div> <div>FY 11-12</div> <div>86</div> </div> <div> <div>FY 12-13</div> <div>80</div> </div>		<p style="text-align: center;"><b><u>ENTERPRISE SOLUTIONS</u></b></p> <ul style="list-style-type: none"> <li>Delivers enterprise services for Geographic Information System (GIS), Enterprise Asset Management System (EAMS), and Electronic Content Management (ECM)</li> </ul> <div> <div>FY 11-12</div> <div>66</div> </div> <div> <div>FY 12-13</div> <div>46</div> </div>
<p style="text-align: center;"><b><u>ENTERPRISE ARCHITECTURE</u></b></p> <ul style="list-style-type: none"> <li>Delivers enterprise middleware, architecture, and database services, and provides support for 311/911</li> </ul> <div> <div>FY 11-12</div> <div>0</div> </div> <div> <div>FY 12-13</div> <div>45</div> </div>		<p style="text-align: center;"><b><u>ENTERPRISE APPLICATIONS</u></b></p> <ul style="list-style-type: none"> <li>Provides multi-platform Countywide and departmental automated application systems, including support for public safety applications, tax collection and legislative systems</li> </ul> <div> <div>FY 11-12</div> <div>147</div> </div> <div> <div>FY 12-13</div> <div>71</div> </div>
<p style="text-align: center;"><b><u>FIELD SERVICES</u></b></p> <ul style="list-style-type: none"> <li>Delivers engineering, enterprise maintenance, installations, and support for telephone systems, computer peripherals, wireless devices, and local area networks</li> </ul> <div> <div>FY 11-12</div> <div>92</div> </div> <div> <div>FY 12-13</div> <div>109</div> </div>		<p style="text-align: center;"><b><u>ENTERPRISE RESOURCE PLANNING</u></b></p> <ul style="list-style-type: none"> <li>Delivers enterprise program services for Enterprise Resource Planning (ERP) and core legacy systems including human resource and financial systems</li> </ul> <div> <div>FY 11-12</div> <div>0</div> </div> <div> <div>FY 12-13</div> <div>65</div> </div>
<p style="text-align: center;"><b><u>TELECOMMUNICATIONS NETWORK</u></b></p> <ul style="list-style-type: none"> <li>Provides Internet Protocol (IP) voice and data network services for County departments</li> </ul> <div> <div>FY 11-12</div> <div>62</div> </div> <div> <div>FY 12-13</div> <div>0</div> </div>		<p style="text-align: center;"><b><u>ENTERPRISE SECURITY</u></b></p> <ul style="list-style-type: none"> <li>Develops and implements data security policies, manages enterprise security risk, and manages the County's data security infrastructure, remote access, directory services, and mobile messaging</li> </ul> <div> <div>FY 11-12</div> <div>0</div> </div> <div> <div>FY 12-13</div> <div>20</div> </div>
		<p style="text-align: center;"><b><u>SHARED SERVICES</u></b></p> <ul style="list-style-type: none"> <li>Provides customer support for Countywide telephone services and maintains internal work order and billing systems</li> </ul> <div> <div>FY 11-12</div> <div>0</div> </div> <div> <div>FY 12-13</div> <div>17</div> </div>

## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

### FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 09-10	Actual FY 10-11	Budget FY 11-12	Proposed FY 12-13
<b>Revenue Summary</b>				
General Fund Countywide	25,667	20,953	20,733	21,331
General Fund UMSA	10,484	6,983	7,669	7,495
Proprietary Fees	869	817	800	808
Recording Fee for Court Technology	2,054	2,220	2,200	2,200
Traffic Violation Surcharge	1,035	866	1,200	1,000
Carryover	590	0	0	0
Interagency Transfers	86,654	97,639	91,471	87,075
<b>Total Revenues</b>	<b>127,353</b>	<b>129,478</b>	<b>124,073</b>	<b>119,909</b>
<b>Operating Expenditures Summary</b>				
Salary	53,679	53,014	52,413	51,358
Fringe Benefits	12,399	12,376	10,044	9,011
Court Costs	1	0	0	0
Contractual Services	1,371	2,632	2,257	2,591
Other Operating	45,853	44,688	39,137	35,909
Charges for County Services	2,746	3,891	8,596	9,825
Grants to Outside Organizations	0	0	0	0
Capital	7,795	9,364	5,266	4,623
<b>Total Operating Expenditures</b>	<b>123,844</b>	<b>125,965</b>	<b>117,713</b>	<b>113,317</b>
<b>Non-Operating Expenditures Summary</b>				
Transfers	0	0	2,632	3,976
Distribution of Funds In Trust	0	0	0	0
Debt Service	3,512	3,040	3,728	2,616
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	0	0	0
<b>Total Non-Operating Expenditures</b>	<b>3,512</b>	<b>3,040</b>	<b>6,360</b>	<b>6,592</b>

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 11-12	Proposed FY 12-13	Budget FY 11-12	Proposed FY 12-13
<b>Strategic Area: General Government</b>				
Office of the Director	1,632	425	11	3
Operational Support	7,713	7,072	31	30
Enterprise Applications	21,562	8,854	147	71
Enterprise Architecture	0	10,788	0	45
Enterprise Data Center	14,316	14,926	86	80
Enterprise Resource Planning	0	11,559	0	65
Enterprise Security	0	3,568	0	20
Enterprise Solutions	14,896	9,287	66	46
Field Services	13,723	21,336	92	109
Radio and Wireless Services	9,357	8,571	57	55
Shared Services	0	1,880	0	17
Telecommunications Network	17,678	0	62	0
Telecom Pass Thru Costs	16,836	15,051	0	0
Traffic Ticket Surcharge Pass-Thru	0	0	0	0
<b>Total Operating Expenditures</b>	<b>117,713</b>	<b>113,317</b>	<b>552</b>	<b>541</b>

### SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 09-10	Actual FY 10-11	Budget FY 11-12	Projection FY 11-12	Proposed FY 12-13
Advertising	3	1	1	1	1
Fuel	130	158	241	171	399
Overtime	768	833	1,091	947	1,036
Rent	1,864	2,596	2,636	2,683	2,343
Security Services	0	0	3	3	3
Temporary Services	1,467	1,144	1,648	2,270	1,624
Travel and Registration	28	49	78	110	124
Utilities	1,697	1,869	1,663	1,818	1,700



## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

### **CAPITAL BUDGET SUMMARY**

(dollars in thousands)	PRIOR	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FUTURE	TOTAL
<b>Revenue</b>									
2005 Sunshine State Financing	4,300	0	0	0	0	0	0	0	4,300
2008 Sunshine State Financing	7,000	0	0	0	0	0	0	0	7,000
Capital Asset Series 2004A Interest	1,000	0	0	0	0	0	0	0	1,000
Capital Asset Series 2009 Bonds	6,391	0	0	0	0	0	0	0	6,391
Future Financing	0	42,397	0	0	0	0	0	0	42,397
Total:	18,691	42,397	0	0	0	0	0	0	61,088
<b>Expenditures</b>									
<b>Strategic Area: General Government</b>									
Chief Technology Office Projects	0	13,485	18,891	8,031	1,990	0	0	0	42,397
Departmental Information Technology Projects	12,160	2,231	0	0	0	0	0	0	14,391
Infrastructure Improvements	3,425	875	0	0	0	0	0	0	4,300
Total:	15,585	16,591	18,891	8,031	1,990	0	0	0	61,088

### **CAPITAL HIGHLIGHTS AND OPERATIONAL IMPACTS**

- In FY 2011-12, ITD will complete upgrades to the Telecommunications Control Center (TCC) and Interama radio tower sites; P25 system interim aerial antennas will be positioned on all radio towers; completion of roof improvements at the Stephen P. Clark Center (SPCC) and site improvements for the Richmond Naval Air base are also anticipated by the end of FY 2011-12
- In FY 2011-12 and continuing into FY 2012-13, the Department continues to enhance the cyber security capabilities to minimize risks to the County's computing and network infrastructure; ongoing deployment of secure guest and employee wireless network access will be accomplished as the Edge Switch project continues during this period; Intrusion Detection and Prevention will be further enhanced to include database monitoring and integration with the Security Information and Event Management system; a mobile device management solution will be implemented, allowing personal mobile communications devices (iPhones, iPads, Android, Windows Mobile, etc.) access to County resources and email in a secure and managed environment
- The FY 2012-13 Proposed Budget and Multi-Year Capital Plan includes a transfer from the IT funding model to the Capital Outlay Reserve (COR) to fund new and ongoing enterprise IT capital projects (\$2.632 million), including Online Bidding for the Internal Services Department, Two Factor Advanced Authentication, Laboratory Information Management System, and the Civil Process Automation for the Police Department, the Odyssey Technology project for the Clerk of Courts and the CAAD Implementation and Training project for the Parks, Recreation and Open Spaces Department
- ITD's FY 2012-13 Proposed Budget and Multi-Year Capital Plan includes \$1.344 million from the IT Funding Model that is a pass-through expense transferred to the Finance Department (\$837,000) and to the Capital Outlay Reserve (\$507,000) to be used to fund the personnel and implementation expenses related to the deployment of the Accounts Payable (AP) Workflow project
- Through the IT Leadership Council, ITD has submitted a proposal to implement a comprehensive, integrated Enterprise Resource Planning (ERP) application to support the County's human resources, payroll, financial and procurement business processes; the estimated deployment cost is approximately \$42 million over four years beginning in FY 2012-13; various funding options are currently under review

## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

### DIVISION: OFFICE OF THE DIRECTOR AND OPERATIONAL SUPPORT

The Office of the Director and the Operational Support Division include the CIO and activities that support the IT operational areas of the Department, including procurement, accounting, budget and management, human resources, customer service, and project management functions.

- Oversees the development and use of technologies in order for County departments and their service partners to deliver quality customer service to the public
- Directs strategic enterprise-wide integration of new technologies into the County's IT infrastructure and oversees IT resources and services
- Provides asset management, financial and administrative support; manages human resource activities
- Provides County residents with electronic access to public records and information
- Provides IT project management oversight to better manage funding, improve project outcomes, and increase customer satisfaction

### DIVISION COMMENTS

- The FY 2012-13 Proposed Budget reflects the Department's new structure, which realigns ITD's operational areas to enhance their ability to manage major upcoming IT initiatives; the enhanced structure includes an Enterprise Resource Planning division that reflects the effort to migrate from legacy systems; the Enterprise Architecture division realigns existing functions to group middleware and web services, database administration and computer architecture and methodologies; 11 positions have been reduced from the department's table of organization
- In FY 2011-12, ITD began working with various County departments including Internal Services, Miami-Dade Police, and Regulatory and Economic Resources to streamline County IT functions; this effort will produce operational efficiencies, expanded capabilities, improved continuity of operations, and better collaboration and information sharing
- The FY 2012-13 Proposed Budget includes a reduction in expenses as a result of negotiated contractual savings from Computer Associates (\$459,000), and Countywide AT&T expenses (\$1,500,000)
- In order to reduce the FY 2012-13 need for General Fund support to the FY 2011-12 budgeted level, ITD took a number of actions including: funding personnel resources providing internal support functions with overhead funding made possible by lower than anticipated rent expenses; funding one resource with customer revenue as a result of a new service level agreement for executive IT support; reducing anticipated expenses for ISD work orders and service tickets for planned building modifications as a result of personnel reorganization; negotiated contractual savings for the GIS vendor and other software licensing maintenance; capitalizing the costs for enterprise security checkpoint firewalls; and, deferral of the recapitalization of edge switch infrastructure for an additional year; it should be noted that the delay in edge switch recapitalization increases the risk of hardware failures and reduced capacity to accommodate growth in the volume of transactions and data

## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

### DIVISION: ENTERPRISE APPLICATIONS

The Enterprise Applications Division provides multi-platform Countywide and departmental automated application systems.

- Supports and maintains citizen service applications including Park and Recreation systems and Real Estate and Property Tax Assessment systems
- Supports and maintains Regulatory and Economic Resources systems including construction permitting
- Supports and maintains criminal justice systems relied upon by County, state, municipal and other public safety agencies
- Provides support to court-related applications such as civil, traffic and parking systems
- Provides application system support for legislative, construction permitting and tax collection systems

### Strategic Objectives - Measures

- GG3-1: Ensure available and reliable systems

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Efficiently respond to technology problems	Average calendar days to resolve reported problems*	OC	↓	9	26	12	12	12

\* During FY 2010-11, several requests for new services, which take longer to meet, were incorrectly logged as problems, generating the 26 above

- GG3-2: Effectively deploy technology solutions

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Efficiently respond to technology problems	Percentage of application batch jobs completed successfully	EF	↑	99.3%	99%	99%	99%	99%

### DIVISION COMMENTS

- ITD is currently working with the Miami-Dade County Association of Chiefs of Police to automate the Arrest Affidavit (A-Form) for all County law enforcement; implementation of this centralized repository of arrest information, with interfaces to other criminal justice systems, will be completed during FY 2012-13 and will facilitate data sharing between law enforcement agencies involving 34 municipalities, other arresting agencies, and over 8,000 police and correctional staff; this will enhance and streamline the booking process, increase operational efficiency for criminal justice community partners, improve arrest data quality, increase patrol visibility in the community, and significantly enhance data sharing with real time data accessibility; the FY 2012-13 Proposed Budget includes \$288,000 from the General Fund for expenses related to the A-Form project that are not covered by the three-year American Recovery and Reinvestment Act of 2009 grant (\$5.23 million), which concludes in February 2013
- ITD, in cooperation with the Corrections and Rehabilitation Department, will be implementing a Queue Management System (QMS) in support of the Expedited Booking Process at the central booking site at Turner-Guilford-Knight Correctional Facility; the QMS is a process flow management application that records each step of the arrestee's booking process to improve efficiency in the 11 different processes associated with booking an arrestee
- *The FY 2012-13 Proposed Budget includes the elimination of one vacant Systems Analyst Programmer 2 position (\$76,000) as a result of the Department's reorganization plan*

## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

### DIVISION: ENTERPRISE ARCHITECTURE

The Enterprise Architecture Division delivers enterprise middleware, architecture, and database services; provides support for 311/911.

- Administers the County's web and employee portal systems and their supporting middleware software systems (Websphere, IIS, etc.)
- Administers the County's business intelligence infrastructure (Cognos)
- Supports test and production systems using ORACLE, DB2, IDMS, and SQL database operating systems across multiple platforms
- Delivers program services Countywide for the 311 Answer Center
- Delivers program services for ITD internal productivity applications (ePSR, etc.)
- Delivers Countywide enterprise architecture services (software tools standardization, standard technology model, etc.)

#### Strategic Objectives - Measures

- GG3-1: Ensure available and reliable systems

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Ensure availability of critical systems	311 availability index	OC	↑	100%	100%	100%	100%	100%
	Portal availability	OC	↑	99%	99%	99%	99%	99%

- GG3-2: Effectively deploy technology solutions

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Optimize use of operational resources	IDMS databases supported per database FTE	OP	↔	44	44	44	44	42
	Oracle databases supported per database FTE	OP	↔	52	64	64	64	80
	SQL Server databases supported per database FTE	OP	↔	120	202	230	235	250
	UDB databases supported per database FTE	OP	↔	N/A	32	32	32	32
	DB2 database tables supported per database FTE	OP	↔	N/A	2,008	1,004	1,004	1,004

- GG5-3: Utilize assets efficiently

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Provide continuing IT education	Percentage of time the Innovations Lab is in use	EF	↑	N/A	N/A	80%	80%	80%

#### DIVISION COMMENTS

- During FY 2011-12, the existing 311 infrastructure has been virtualized, producing a 54 percent reduction in server costs
- During FY 2011-12, ITD purchased a software tool (Becubic) for analysis and documentation of CA-IDMS applications; this tool is critical to succession planning issues associated with retiring IDMS programmers; during FY 2012-13, all IDMS systems and their program extensions will be cataloged; once this catalog is in place, changes can be analyzed prior to execution, reducing the risk of errors made by programmers when implementing system changes/migrations

## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

- In response to a resolution passed by the Board of County Commissioners, ITD deployed financial transparency features on miamidade.gov in FY 2011-12, enabling the public to easily access detailed information on County expenditures, vendor payments and other financial information
- The FY 2012-13 Proposed Budget includes \$147,000 from the IT Funding Model to support the migration of existing forms and reports (Oracle Forms) to one of the enterprise platforms

### DIVISION: ENTERPRISE DATA CENTER

The Enterprise Data Center is responsible for the 24 X 7 operation, maintenance, and support of the hardware and system software (host and network operating systems software, and distributed systems) that run the County's mainframe, and distributed systems computer environments. Additionally, the Division provides enterprise storage and backup services and mainframe printing services.

- Manages operating system software, including performance tuning and capacity planning
- Supports production systems and provides enterprise monitoring and alert notification services
- Provides systems administration over operating systems (AIX, Solaris, Linux) and hardware in support of distributed systems and applications
- Manages network protocols, system software, and enterprise management monitoring systems
- Provides distributed systems storage and backup services
- Supports desktop virtualization infrastructure and deployment
- Provides server and application virtualization services

### Strategic Objectives - Measures

- GG3-1: Ensure available and reliable systems

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Optimize use of operational resources	Percentage of effective mainframe capacity utilized	IN	↔	74%	78%	80%	86%	80%
	UNIX/LINUX images supported per full-time equivalent (FTE)	EF	↑	N/A	28	18	39	35
Ensure availability of critical systems	Production systems availability	OC	↑	99%	99%	99%	99%	99%
	911 availability	OC	↑	99.9%	99.9%	99.9%	99.9%	99.9%
	Data Center Network availability	OC	↑	99.7%	99.9%	99.9%	99.9%	99.9%
	Core Network availability	OC	↑	100%	100%	100%	100%	100%

### DIVISION COMMENTS

- ITD received \$1.279 million from Miami-Dade County's FY 2009-10 allocation of Energy Efficiency and Conservation Block Grant (EECBG) funds for the Pilot Desktop Virtualization Project, which replaces traditional desktop personal computers with 'thin clients' that consume 90 percent less electricity; the Department has purchased the necessary servers, licenses, storage, and virtual desktop devices; 1,620 virtual desktops have been deployed Countywide as of May 2012, with deployment of additional devices ongoing through FY 2012-13

## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

- During FY 2011-12, the Department continued to replace stand-alone computer servers with lower cost, higher energy-efficiency virtual servers; as of May 2012, ITD had deployed 354 Intel virtual servers for an average annual power savings of \$324,000; deployment of these virtual servers in lieu of traditional servers has saved an approximately \$1.7 million in hardware and software expenses to date; systematic review of the entire server infrastructure will continue into FY 2012-13
- *The FY 2012-13 Proposed Budget includes the elimination of three vacant positions as a result of the Department's reorganization plan: one Executive Secretary, one Computer Operations Support Clerk, and one Senior Telecommunications Technician (\$209,000)*

### DIVISION: ENTERPRISE RESOURCE PLANNING

The Enterprise Resource Planning Division delivers enterprise program services for Enterprise Resource Planning (ERP) and core legacy systems including human resource and financial systems.

- Provides program services for PeopleSoft ERP
- Supports legacy financial, procurement, and budgeting systems such as FAMIS, ADPICS and ABDS
- Supports legacy human resource and payroll systems
- Supports various County payment and e-Commerce applications

### Strategic Objectives - Measures

- GG2-4: Provide customer-friendly human resources services

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Effectively track Enterprise Resource Planning (ERP) activity	Employees on electronic payroll and attendance record (ePARs)	OC	↑	8,021	17,054	21,060	19,453	22,192

### DIVISION COMMENTS

- During FY 2011-12, ITD staff provided technical support for the Countywide reorganization; ITD modified FAMIS and ADPICS interfaces and processes to align to the new organizational structure, chart of accounts and index codes; ITD staff made modifications to the Automated Budget Development System (ABDS) so that the FY 2011-12 Adopted Budget could be loaded in accordance with the new organizational structure; ITD also implemented extensive changes to the County's payroll, time collection and human resource systems needed to accommodate the new structure
- In FY 2011-12, ITD completed the implementation of the FAMIS Data Warehouse test environment and the Project Administration Contract Module for the Procurement Division of the Internal Services Department
- ITD is completing the integration of the Tax Collector's existing online payment application with the vendor's network; the online payment application allows taxpayers to submit credit card and e-Check payments for property, personal, and local business taxes
- In FY 2012-13, ITD will be implementing a FAMIS interface for Web payment reconciliation (ROCA); this project consists of an application that will eliminate the manual processing of the Report of Collections; ROCA will allow the user to upload and reconcile daily processed credit card transactions, and to view and reconcile the automated Report of Collections
- During FY 2011-12, ITD and the Human Resources Division of the Internal Services Department continued to roll-out ePARs, a web-based application that eliminates the hard copy Payroll and Attendance Record (PAR) and reduces printing expenses and costs associated with PAR distribution, collection, data entry, and storage; as of June 2012, approximately 19,450 full-time employees were on ePARs; the feasibility of implementing ePARs for the Corrections and Rehabilitation Department and Miami-Dade Fire Rescue, either directly or via interface with existing time collection systems used by those departments, will be determined during FY 2012-13
- Phase 1 deployment of eLearning, an ERP module that facilitates the on-line tracking of training requests, approvals and completion and serves as a searchable repository of employees' skills and competencies, was completed in FY 2011-12
- ITD anticipates completion of Phase I of the roll-out of the Electronic Personnel Change Document tool by the end of FY 2011-12, including the provision of training to all Departmental Personnel Representatives (DPRs) for entities using ePARs; implementation of Phase II, which will involve the roll-out of self-service functionality for managers, will begin in FY 2012-13
- ITD, in partnership with the Human Resources Division of the Internal Services Department, deployed PeopleSoft Discipline Tracking in eight departments and provided demonstration and training to various other departments in preparation for additional deployments that will continue through FY 2012-13

## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

- Upon completion of the PeopleSoft 9.1 software upgrade, ITD and the Human Resources Division of the Internal Services Department will be conducting a pilot roll-out of e-Performance, an ERP module that enables on-line performance evaluations; the pilot is targeted for the first half of FY 2012-13
- *The FY 2012-13 Proposed Budget includes the elimination of one Systems Analyst Programmer 2 position (\$93,000) as a result of the Department's reorganization plan*

### DIVISION: ENTERPRISE SECURITY

The Enterprise Security Division develops and implements data security policies, manages enterprise security risk, and manages the County's data security infrastructure, remote access, directory services, and mobile messaging.

- Reduces risk exposure present in the County's computer infrastructure by establishing mitigation programs, to include cyber security and business continuity planning
- Provides information security services management including firewalls, intrusion detection and prevention, anti-virus, Domain Name Services (DNS), and Internet proxy infrastructure
- Provides electronic mail (e-mail) for communications including mobile messaging (BlackBerry) within the County and with external entities, agencies, and constituents while protecting against virus attacks and unsolicited commercial e-mail (SPAM)

### Strategic Objectives - Measures

- GG3-3: Improve information security

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Ensure security of credit card information	PCI Quarterly Compliance	OC	↑	N/A	75%	100%	100%	100%
Improve e-mail information security	Average number of e-mail messages blocked monthly (spam/virus/filtered content) (in millions*)	OP	↔	N/A	12.6	12.6	9.5	10

### DIVISION COMMENTS

- ITD provided security consulting, design and implementation to allow the County's EzCard Transit Pass system to be deployed at all Tri-Rail stations throughout the Tri-County area; this design permits the acceptance of payment cards for the purchase or replenishment of EzCards in accordance with Purchasing Card Industry (PCI) requirements
- In FY 2011-12, ITD implemented Security Awareness training modules for County employees; these online training modules include Basic Security Concepts, Advanced Concepts, Payment Card Industry Overview and Red Flags training; the Security Awareness training will require on-going annual refresher classes for all employees; additional in-depth Security Awareness modules will be implemented during FY 2012-13 targeting IT systems support personnel, supervisors and managers and application development staff
- In FY 2012-13, the Enterprise Security Division will be implementing Mobile Device Management, allowing secure access to County resources from personal employee-owned communications devices; to further reduce the risk of inadvertent or intentional release of confidential data, the County will be implementing Data Loss Prevention technologies, which can be configured to alert, log or deny transmission of sensitive data from County systems and/or networks
- *The FY 2012-13 Proposed Budget includes the elimination of one vacant Senior Data Security Analyst (\$124,000) as a result of the Department's reorganization plan*

## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

### DIVISION: ENTERPRISE SOLUTIONS

The Enterprise Solutions Division is responsible for delivering consolidated enterprise services.

- Delivers program services Countywide for Geographic Information System (GIS), Enterprise Asset Management System (EAMS), Enterprise Sustainability Technology, Electronic Document Management System (EDMS), and the new Electronic Content Management (ECM) system
- Implements enterprise programs and delivers operational support

### Strategic Objectives - Measures

- GG3-2: Effectively deploy technology solutions

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Effectively track Enterprise Asset Management System (EAMS) activity	System users - EAMS	IN	↔	3,412	4,301	4,500	4,500	4,700
	Assets tracked - EAMS (in thousands)	IN	↔	147	165	173	173	175
Effectively track Electronic Document Management System (EDMS) activity	Documents managed - EDMS (in millions)	IN	↔	40.4	44	47.0	50	52
	System users - EDMS	IN	↔	5,663	6,700	6,700	7,600	7,700
Effectively track Geographic Information System (GIS) activity	Street segments and address ranges maintained quarterly - GIS	OP	↔	103,540	104,297	104,000	104,300	105,000

### DIVISION COMMENTS

- ☛ In FY 2011-12, a Countywide Utility Bill Management System (UBMS) was implemented; the system will enable the County to reduce energy costs through improved electronic utility bill processing servicing of over 4,500 County/FPL accounts and will provide auditing, payment, benchmarking, advanced analytics, and automated reporting functionality
- ☛ ITD worked with the Regulatory and Economic Resources and Internal Services Departments on a project funded by ARRA, to integrate enterprise asset sustainability, improving the ability to monitor and reduce energy and greenhouse gas emissions in County facilities
- In FY 2011-12, procurement was completed for the acquisition of Enterprise Content Management (ECM) technology, in collaboration with the County's Finance Department; phase 1 of the accounts payable solution with approval workflow (AP Workflow) for invoice and purchase order processing will be completed in the third quarter of FY 2011-12 for five departments; migration of electronic information stored on the current (EDMS) technology to the new ECM is planned in FY 2012-13
- In FY 2011-12, ITD provided GIS technology support to the Board of County Commissioners in the adoption of new County Commission election districts; in FY 2012-13, ITD will continue to work with the Elections Department to provide GIS technology support for the general election to streamline the management of election-related logistics



## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

### DIVISION: FIELD SERVICES

The Field Services Division is responsible for engineering, managing and maintaining the County's data and voice telecommunications equipment infrastructure, encompassing telephone systems, telephone devices, personal computing devices, wireless devices, print devices, mainframe terminals, and auxiliary peripheral devices.

- Provides telecommunications design and engineering services for new facilities, and updates to existing facilities, including network solutions services for the integration of voice and data solutions
- Provides infrastructure cabling services for data, voice and cable TV
- Provides installation and setup of new telecommunication equipment ranging from telephone systems, telephone devices, personal computing devices, wireless devices, print devices, mainframe terminals, and auxiliary peripheral devices; delivers equipment maintenance and support services
- Provides support 24 X 7 for the 911 and 311 call centers
- Manages a carrier class core fiber optic network, as well as the routed and switched network configuration, connecting over 600 sites to MetroNet

### Strategic Objectives - Measures

- GG3-1: Ensure available and reliable systems

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Efficiently respond to equipment repair requests	Percentage of computer equipment repairs completed within 48 hours	EF	↑	97%	95%	92%	93%	92%
	Percentage of telephone equipment repairs completed within 48 hours	EF	↑	91%	94%	92%	92%	92%

- GG6-1: Reduce County government's greenhouse gas emissions and resource consumption

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Ensure Completion of Energy Efficiency Initiatives	Percentage of participation in County-wide "Power IT Down" initiative	OC	↑	38%	57%	60%	52%	60%
	Percentage of new computer equipment purchased that meets Energy Star Standards	OC	↑	98%	100%	98%	99%	99%

### DIVISION COMMENTS

- During FY 2012-13, the Department will continue implementing the Media Gateway Project, which will enable the majority of telephone traffic between County facilities to travel through the existing internal fiber optic network, thus allowing for the consolidation of external telephone traffic to a smaller number of large trunk lines; the resulting savings will be used to purchase upgraded telephone switches for County facilities, beginning with the Stephen P. Clark Center in FY 2012-13 and eventually replacing all out-of-date switches over the next several years
- During FY 2012-13, the Department will continue deployment of Metronet's new Ethernet Edge Switches and Wireless LAN; this new equipment will provide benefits such as 1 Gigabit per second (Gbps) connectivity, Power over Ethernet which will allow certain peripherals, like Voice over IP phone handsets, to draw power from their network connection as opposed to a traditional power outlet, prioritization of critical network traffic, improved security features, and Wireless Employee and Guest Access; the Richard E. Gerstein building, Dade County Court House, Miami Art Museum, and with some smaller remote sites are scheduled for deployment during FY 2012-13; as of May 2012 approximately 8,000 ports and 400 Wireless Access Points had been deployed

## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

- The FY 2012-13 Proposed Budget includes the elimination of one vacant Senior Operating Systems Programmer (\$161,000) as a result of the Department's reorganization plan

### DIVISION: RADIO AND WIRELESS SERVICES

The Radio and Wireless Services Division is responsible for providing local and regional public safety first responders and County departments with efficient, reliable, and secured radio communications services and solutions.

- Develops strategic direction of the County's 800 MHz Radio Communication Systems
- Provides 24 X 7 support of the radio infrastructure
- Provides repair and installation of vehicle emergency lighting and mobile communications equipment
- Coordinates interoperability plans in the Southeast Florida region
- Coordinates communications talkgroups
- Provides radio engineering and design services
- Provides carrier-class wireless point-to-point, point-to-multipoint, fixed outdoor or mobile Broadband, and Wi-Fi / WiMax services

#### Strategic Objectives - Measures

- GG4-2: Effectively allocate and utilize resources to meet current and future operating and capital needs

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Ensure availability of critical systems	Cost of portable radio unit repair*	EF	↓	\$167	\$172	\$198	\$165	\$198

\*Targets represent industry provider cost

- GG5-2: Provide well maintained, accessible facilities and assets

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Ensure availability of critical systems	Percentage of vehicles installations completed on time	EF	↑	95%	95%	95%	95%	95%

#### DIVISION COMMENTS

- In January 2010, the Board of County Commissioners approved the 800 MHz rebanding settlement between the County and Sprint/Nextel; the Radio System Modernization Project (RSMP) is progressing as scheduled; planned radio tower upgrades and site development have been completed; the first P25 system will be fully installed and ready for field testing by the end of FY 2011-12; more than 7,000 radios have been deployed and are fully functional; the remaining radios for System A will be deployed in time for the P25 migration scheduled towards the end of December 2012
- The FY 2012-13 Proposed Budget includes the elimination of two vacant positions, one Telecommunications Technician and one Senior Telecommunications Technician (\$187,000), as a result of the Department's reorganization plan

## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

### DIVISION: SHARED SERVICES

The Shared Services Division provides customer support for Countywide telephone services, maintains internal work order and billing systems and identifies shared services opportunities.

- Supervises the Communication Services Representatives that process requests for changes in telephone services such as new connections, disconnections and moves
- Supports and maintains ITD's internal work order and billing systems
- Interfaces with other departments to identify shared services opportunities

### Strategic Objectives - Measures

- GG3-1: Ensure available and reliable systems

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Efficiently respond to service requests	Percentage of telephone service requests assigned within one business day from the time received	EF	↑	N/A	93%	95%	99%	95%

### DIVISION COMMENTS

- The upgrades to Pinnacle and Remedy, two key systems supporting telecommunications work order and billing functions, will be completed by the end of FY 2011-12
- *The FY 2012-13 Proposed Budget includes the elimination of one vacant Communications Service Representative 1 (\$81,000) as a result of the Department's reorganization plan*

### Department Operational Unmet Needs

Description	(dollars in thousands)		Positions
	Startup Costs/ Non Recurring Costs	Recurring Costs	
Hire one GIS Graphic Technician 2 to maintain parcel-based layers	\$0	\$35	1
Hire three Senior Systems Analyst/Programmers for the Innovations Competency Center to create new development strategies, processes, and procedures for effective use of new tools and technologies	\$0	\$225	3
Hire one Senior Systems Analyst/Programmer to address increased demand for Business Intelligence infrastructure interface and architectural support	\$0	\$75	1
<b>Total</b>	<b>\$0</b>	<b>\$335</b>	<b>5</b>

## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

### Inspector General

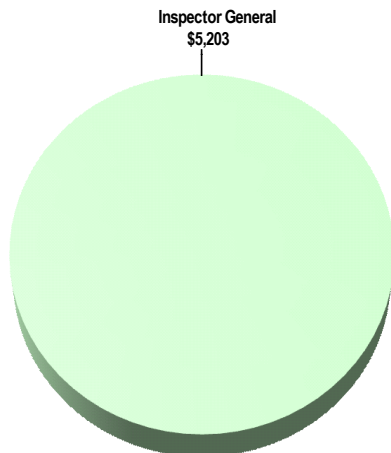
The Office of the Inspector General (OIG) serves the residents of Miami-Dade County by identifying fraud, mismanagement, waste, and abuse of power in County projects, programs, and contracts. The Office was created by the Board of County Commissioners (BCC) in response to the public's demand for more accountable government. The BCC determined that oversight of such a large and diverse government required the OIG to be independent and autonomous, so that it could carry out its goals without political interference.

As part of the General Government strategic area, the OIG routinely reviews and evaluates proposals, contracts, and programs for a range of management criteria. The OIG also investigates a variety of cases, including contractors doing business with and/or receiving funds from the County and cases of employee and official misconduct.

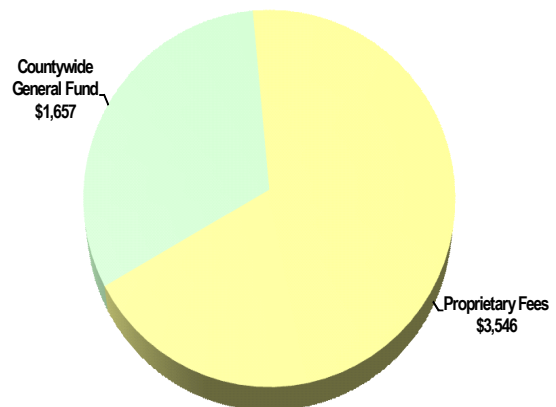
The OIG's jurisdiction encompasses all County departments, agencies, instrumentalities, and the programs thereunder. This jurisdiction extends to all County employees, public officials, elected officials, and vendors and contractors doing business with the County. The OIG has been designated a criminal justice agency by the Federal Bureau of Investigation and is accredited by the Commission for Florida Law Enforcement Accreditation based upon statewide standards for Offices of Inspectors General.

### FY 2012-13 Proposed Budget

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



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



## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

### TABLE OF ORGANIZATION

<u>INSPECTOR GENERAL</u>	
<ul style="list-style-type: none"> <li>Provides oversight to Miami-Dade County operations by investigating, auditing, and reviewing County programs, projects, and contracts to detect and prevent fraud, mismanagement, waste, and abuse; provides all professional support to these functions including publicly reporting findings; initiates civil, administrative, and criminal legal processes or makes referrals where necessary; communicates the Office's accomplishments through report distribution, website communications, and public awareness initiatives</li> </ul>	
<u>FY 11-12</u> 38	<u>FY 12-13</u> 38

### FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 09-10	Actual FY 10-11	Budget FY 11-12	Proposed FY 12-13
<b>Revenue Summary</b>				
General Fund Countywide	460	363	568	1,657
Interest Earnings	16	14	15	0
Carryover	1,531	995	571	106
Departmental Oversight (MOUs)	827	1,003	1,150	875
Fees and Charges	3,216	3,271	3,080	2,565
Total Revenues	6,050	5,646	5,384	5,203

#### Operating Expenditures Summary

Salary	3,726	3,734	4,050	3,970
Fringe Benefits	913	865	780	671
Court Costs	0	1	2	2
Contractual Services	1	26	6	6
Other Operating	394	395	497	493
Charges for County Services	16	22	26	38
Capital	5	21	23	23
Total Operating Expenditures	5,055	5,064	5,384	5,203

#### Non-Operating Expenditures

<b>Summary</b>				
Transfers	0	0	0	0
Distribution of Funds In Trust	0	0	0	0
Debt Service	0	0	0	0
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	0	0	0
Total Non-Operating Expenditures	0	0	0	0

(dollars in thousands) Expenditure By Program	Total Funding		Total Positions	
	Budget FY 11-12	Proposed FY 12-13	Budget FY 11-12	Proposed FY 12-13
<b>Strategic Area: General Government</b>				
Inspector General	5,384	5,203	38	38
Total Operating Expenditures	5,384	5,203	38	38

## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

### SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 09-10	Actual FY 10-11	Budget FY 11-12	Projection FY 11-12	Proposed FY 12-13
Advertising	0	0	0	0	0
Fuel	9	11	10	10	11
Overtime	0	0	0	0	0
Rent	185	197	215	215	225
Security Services	0	3	4	3	3
Temporary Services	0	0	0	0	0
Travel and Registration	11	21	20	17	20
Utilities	52	46	58	54	54

### DIVISION: INSPECTOR GENERAL

The OIG's principle objective is to promote honesty and efficiency in government and to prevent and detect misconduct, fraud and abuse in County programs and contracts. The OIG strives to ensure that taxpayers get a fair and honest accounting of their money and, where possible, seeks appropriate remedies to recover public funds.

- Investigates, audits and inspects programs, projects, and contracts to detect and prevent fraud, mismanagement, waste and abuse
- Publicly reports findings and initiates or makes civil, administrative, and criminal referrals where necessary
- Communicates the Office's accomplishments through report distribution, website communication, and public awareness initiatives

### Strategic Objectives - Measures

- GG1-3: Foster a positive image of County government

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Continue to provide the public with access to register their concerns via the OIG website and "Fraud Hotline"	Written complaints received	OC	↓	192	129	125	125	125
	Complaints received via the OIG's website	OC	↓	168	157	150	150	150
	Complaints received via the OIG's hotline*	OC	↓	128	80	125	125	80

\* Numbers are based on ongoing or projected investigations

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Increase the public's awareness of the OIG's findings by providing easy access to reports and information distributed by the OIG via the Internet	Contracts/programs audited and reviewed	OP	↔	33	32	25	27	25
	Reports issued	OP	↔	18	17	20	18	20

## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

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### ADDITIONAL INFORMATION

- In FY 2012-13, the OIG will continue to maintain oversight personnel directly at the new Marlins baseball stadium; the OIG's contract oversight specialist will continue monitoring closeout of the stadium through the end of the project
- In FY 2011-12, the OIG issued audit reports and on-going audit initiatives to include audits of landfill closure grants to various municipalities administered by the Public Works and Waste Management Department; the Animal Services Department's administration and collection of licensing fees; and roadway surfacing contracts funded by the People's Transportation Plan half-penny surtax
- Pursuant to legislative action charging the OIG to perform criminal history checks on advisory board appointees, OIG investigative analysts have completed over 80 criminal history checks over the last year; results of these checks are forwarded to the appointing Commissioner to assist in the appointment decision
- The FY 2012-13 Proposed Budget includes charges of one quarter of one percent to certain procurement and construction contracts (\$2.565 million), as well as additional reimbursements of \$875,000 for audits and investigative work that will be performed for Aviation (\$400,000), Water and Sewer (\$100,000), Public Works and Waste Management (\$75,000), Transit (\$75,000), stadium oversight (\$25,000) and Miami-Dade County School Board (\$200,000)

### Department Operational Unmet Needs

Description	(dollars in thousands)		Positions
	Startup Costs/ Non Recurring Costs	Recurring Costs	
Hire one Special Agent to support investigations and one Assistant Legal Counsel to provide additional legal oversight	\$0	\$174	2
<b>Total</b>	<b>\$0</b>	<b>\$174</b>	<b>2</b>

## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

### Internal Services

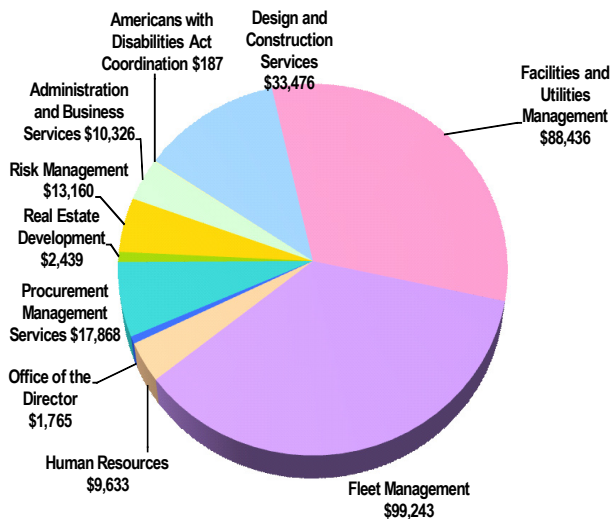
The Internal Services Department (ISD) provides a wide range of internal support services for the ongoing operation of County government. The Department focuses on promoting operational best practices and efficient government operations.

As part of the General Government strategic area, ISD supports governmental operations by providing human resources, procurement services, facility management, design and construction management, fleet management, and risk management. Additionally, ISD is engaged in real estate development, Americans with Disabilities Act compliance, elevator regulation, employee benefits, and parking services.

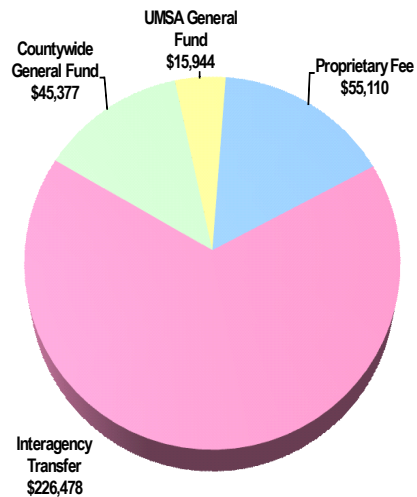
The Department's customers and stakeholders include County departments and employees, union representatives, vendors and contractors, municipalities, not-for-profit organizations, Commission on Disability Issues (CODI), and Miami-Dade County residents and visitors.

### FY 2012-13 Proposed Budget

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



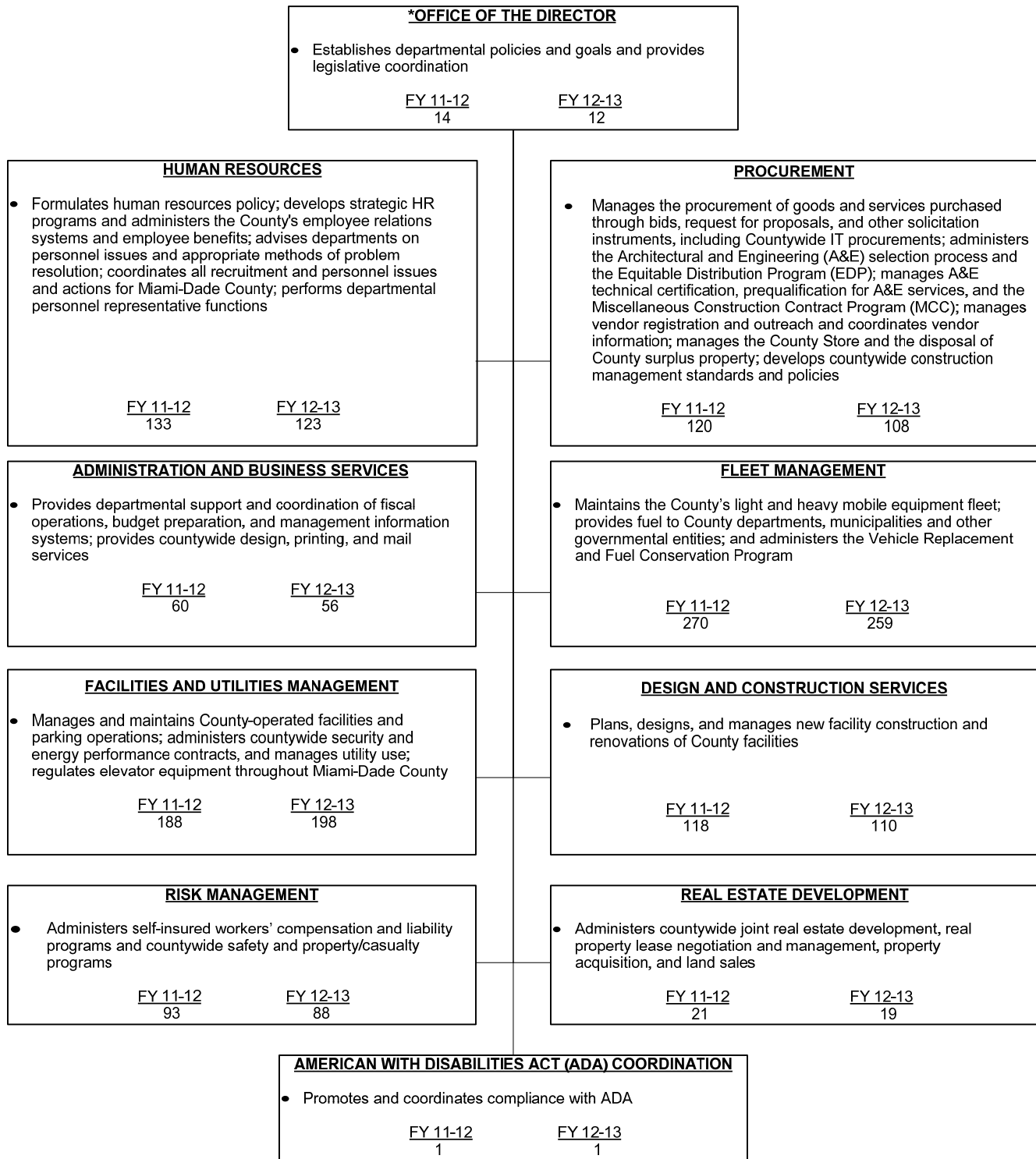
**Revenues by Source**  
(dollars in thousands)





# FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

## TABLE OF ORGANIZATION



## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

### FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 09-10	Actual FY 10-11	Budget FY 11-12	Proposed FY 12-13
<b>Revenue Summary</b>				
General Fund Countywide	41,613	39,748	43,932	45,377
General Fund UMSA	17,404	13,277	16,250	15,944
Building Better Communities				
Bond Interest	1,645	1,354	0	0
Capital Working Fund	2,140	2,308	2,087	0
Carryover	40,839	31,531	17,362	36,630
External Fees	6,828	1,435	8,647	0
Fees for Services	0	6,505	50	7,886
Interest Earnings	20	0	1	0
Interest Income	34	17	14	22
Miscellaneous	7	0	6	0
Municipal Fines	288	268	275	272
SNP Bond Interest Revenue	159	159	0	0
User Access Program Fees	10,160	10,335	10,800	10,300
Other Revenues	0	0	0	767
Internal Service Charges	193,124	209,333	226,957	223,308
Interagency Transfers	2,261	2,388	1,483	2,403
Bond Proceeds	0	0	83	0
<b>Total Revenues</b>	<b>316,522</b>	<b>318,658</b>	<b>327,947</b>	<b>342,909</b>

### Operating Expenditures

#### Summary

Salary	68,702	64,987	65,432	63,778
Fringe Benefits	19,142	18,888	15,847	13,793
Court Costs	6	4	9	18
Contractual Services	42,553	38,927	49,246	47,478
Other Operating	75,523	81,171	84,074	88,759
Charges for County Services	33,268	41,263	49,644	52,536
Grants to Outside Organizations	8	0	0	0
Capital	5,571	-239	6,550	10,171
<b>Total Operating Expenditures</b>	<b>244,773</b>	<b>245,001</b>	<b>270,802</b>	<b>276,533</b>

### Non-Operating Expenditures

#### Summary

Transfers	13,729	5,124	4,031	5,800
Distribution of Funds In Trust	467	462	901	755
Debt Service	25,424	22,399	38,119	40,244
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	592	0	14,094	19,577
<b>Total Non-Operating Expenditures</b>	<b>40,212</b>	<b>27,985</b>	<b>57,145</b>	<b>66,376</b>

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 11-12	Proposed FY 12-13	Budget FY 11-12	Proposed FY 12-13
<b>Strategic Area: General Government</b>				
Office of the Director	2,975	1,765	14	12
Administration and Business Services	11,146	10,326	60	56
Americans with Disabilities Act (ADA) Coordination	190	187	1	1
Design and Construction Services	37,426	33,476	118	110
Facilities and Utilities Management	84,645	88,436	188	198
Fleet Management	91,490	99,243	270	259
Human Resources	7,005	9,633	133	123
Procurement Management Services	18,074	17,868	120	108
Real Estate Development	1,857	2,439	21	19
Risk Management	15,994	13,160	93	88
<b>Total Operating Expenditures</b>	<b>270,802</b>	<b>276,533</b>	<b>1,018</b>	<b>974</b>

## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

### SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 09-10	Actual FY 10-11	Budget FY 11-12	Projection FY 11-12	Proposed FY 12-13
Advertising	60	37	40	39	38
Fuel	32,758	34,829	37,360	39,175	40,473
Overtime	1,039	1,286	1,463	1,144	1,144
Rent	7,162	6,147	6,357	5,416	5,401
Security Services	12,404	10,244	10,201	22,512	22,016
Temporary Services	1,715	1,158	984	939	883
Travel and Registration	47	96	73	37	62
Utilities	10,934	12,892	12,209	15,024	14,825

### CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FUTURE	TOTAL
<b>Revenue</b>									
Comm. Dev. Block Grant	1,316	0	0	0	0	0	0	0	1,316
FEMA Hazard Mitigation Grant	454	0	0	0	0	0	0	0	454
FUMD Work Order Fund	330	0	0	0	0	0	0	0	330
BBC GOB Future Financing	0	48,571	61,479	32,206	18,411	1,762	6,966	46,040	215,435
BBC GOB Series 2005A	25,265	0	0	0	0	0	0	0	25,265
BBC GOB Series 2008B	2,205	0	0	0	0	0	0	0	2,205
BBC GOB Series 2008B-1	6,717	0	0	0	0	0	0	0	6,717
BBC GOB Series 2011A	40,779	0	0	0	0	0	0	0	40,779
Capital Asset Series 2004B Bond Proceeds	15,000	0	0	0	0	0	0	0	15,000
Capital Asset Series 2007 Bond Proceeds	42,778	0	0	0	0	0	0	0	42,778
Capital Asset Series 2009A Bonds	4,445	0	0	0	0	0	0	0	4,445
Capital Asset Series 2009B Bonds	17,555	0	0	0	0	0	0	0	17,555
Capital Asset Series 2010 Bonds	69,877	0	0	0	0	0	0	0	69,877
Future Capital Asset Bond Proceeds	0	3,000	0	0	0	0	0	0	3,000
Capital Outlay Reserve	0	329	0	0	0	0	0	0	329
Department Operating Revenue	8,319	2,814	601	2,257	200	0	0	0	14,191
IT Funding Model	0	100	0	0	0	0	0	0	100
Operating Revenue	332	220	0	0	0	0	0	0	552
Total:	235,372	55,034	62,080	34,463	18,611	1,762	6,966	46,040	460,328
<b>Expenditures</b>									
<b>Strategic Area: Economic Development</b>									
Community Development Projects	32,575	38,968	42,706	10,986	2,790	0	0	0	128,025
Historic Preservation	4,298	2,903	615	0	0	0	0	0	7,816
Other	69	0	375	1,000	2,156	0	0	0	3,600
<b>Strategic Area: General Government</b>									
ADA Accessibility Improvements	2,720	291	1,164	23	0	0	3,236	0	7,434
Computer and Systems Automation	750	2,050	0	0	0	0	0	0	2,800
Court Facilities	3,216	6,742	15,646	9,297	0	1,441	1,039	7,716	45,097
Facility Improvements	17,381	7,134	5,647	3,157	200	321	2,691	10,686	47,217
Improvements to County Processes	258	354	201	0	0	0	0	0	813
New Facilities	144,729	20,437	557	3,500	8,900	0	0	27,638	205,761
<b>Strategic Area: Recreation And Culture</b>									
Facility Improvements	0	200	500	6,500	4,565	0	0	0	11,765
Total:	205,996	79,079	67,411	34,463	18,611	1,762	6,966	46,040	460,328

## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

### CAPITAL HIGHLIGHTS AND OPERATIONAL IMPACTS

- In FY 2012-13, the Department will complete the build out of Overtown Tower II (\$112.6 million in total project cost, \$10.9 million in FY 2012-13), West Lot Multi Use Facility (\$28 million in total project cost, \$9.2 million in FY 2012-13), and the Gran Via Elderly Housing Facility (\$10.9 million in total project cost, \$6.6 million in FY 2012-13)
- In FY 2012-13, the Department will continue to design and construct the Joseph Caleb Center Parking Garage (\$13 million in total project cost, \$4.5 million in FY 2012-13) and the Miami-Dade County Courthouse Facade Inspection and Repairs (\$34.8 million in total project cost, \$6.7 million in FY 2012-13)
- In FY 2012-13, the Department will continue to provide oversight of barrier removal capital projects to ensure access to programs and services in County facilities for people with disabilities (\$291,000 from Building Better Communities General Obligation Bond)

### **DIVISION: OFFICE OF THE DIRECTOR**

The Office of the Director provides overall strategy, policy, and direction to the Department.

- Establishes overall vision and policy for the Department
- Sets performance targets and budget priorities

### **DIVISION: ADMINISTRATION AND BUSINESS SERVICES**

The Administration and Business Services Division provides departmental support services and manages fiscal operations, budget preparation, information technology, and mail, graphic, and printing services.

- Manages information technology systems
- Formulates and manages departmental business plan, performance measures, and budget
- Performs accounts payable and receivable functions, budget coordination, and financial reporting
- Provides high-end graphic design, variable data printing, and mail service

#### **Strategic Objectives - Measures**

- GG4-1: Provide sound financial and risk management

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Efficiently manage administrative, budget, and personnel functions	Percentage of invoices paid within 30 calendar days of receipt	EF	↑	95%	85%	85%	75%	85%
	Average number of days to process an invoice	EF	↓	4.25	4	4	9	6

- GG5-1: Acquire "best value" goods and services in a timely manner

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Provide quality business services	Percentage of customers satisfied with business, graphics and printing services	OC	↑	100%	95%	95%	95%	100%

## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

### DIVISION COMMENTS

- In FY 2012-13, the Department will evaluate internal processes and establish best financial management practices to streamline the accounts payable and accounts receivable functions
- In FY 2012-13, the Print Shop will continue to maintain its "Green" certifications by the Forest Stewardship Council (FSC), the Program for the Endorsement of Forest Certification (PEFC), and the Sustainable Forestry Initiative (SFI); this was achieved by eliminating chemicals from the production process, changing to vegetable-based press inks and citrus-based cleaners, and achieving a Chain-of-Custody certification, verifying that paper products are procured from forests that are managed to insure sustainability

### **DIVISION: AMERICANS WITH DISABILITIES ACT (ADA) COORDINATION**

The ADA Coordinator promotes and coordinates compliance with the ADA, a federal civil rights law.

- Ensures that all County services and programs are accessible to people with disabilities
- Shapes policy to assure compliance with federal civil rights requirements and improve service to people with disabilities
- Develops and conducts ADA compliance and disability training and provides staff support for the Commission on Disability Issues
- Administers and distributes disabled permit parking fines to municipalities
- Provides oversight of the County's barrier removal capital projects and technical training to capital department staff

#### **Strategic Objectives - Measures**

- GG5-2: Provide well maintained, accessible facilities and assets

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Ensure ADA compliance for future and existing County facilities	Number of departments with which ADA has consulted on barrier removal priority plans	EF	↑	N/A	N/A	2	2	4

### **DIVISION: DESIGN AND CONSTRUCTION SERVICES**

The Design and Construction Services Division 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 interiors and manages departmental relocations
- Designs, fabricates, and installs facility signage

#### **Strategic Objectives - Measures**

- GG5-2: Provide well maintained, accessible facilities and assets

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Provide architectural design and construction services to County departments	Average daily work orders and service tickets assigned per project manager	EF	↑	14	17	17	35	20
	Average quarterly ongoing construction projects	OP	↔	242	450	450	450	460

As a result of additional work from the Neighborhood Stabilization Program (NSP), the number of assigned work orders and service tickets has increased in FY 11-12

## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

### DIVISION COMMENTS

- In FY 2012-13, the Department will continue to promote and provide professional staff training in LEED certification

### **DIVISION: FACILITIES AND UTILITIES MANAGEMENT**

The Facilities and Utilities Management Division manages and maintains County operated facilities.

- Manages and maintains 40 facilities of more than six million square feet of office, data center, court, warehouse, and other space
- Manages, maintains and operates six parking garages and six surface lots containing over 5,200 parking spaces in the Miami Downtown - Government Center and Civic Center vicinity
- Administers Countywide security contracts, installs alarms and CCTV systems, and monitors alarms
- Regulates public and private elevator equipment in Miami-Dade County (except the cities of Miami and Miami Beach) and oversees elevator maintenance contracts Countywide
- Administers the County's Energy Performance Contracting Program; works in close collaboration with other agencies on Countywide sustainability initiatives
- Manages and operates two chilled water plants and a power distribution sub-station; provides an emergency generator support team and 24-hour building controls monitoring

### **Strategic Objectives - Measures**

- GG5-2: Provide well maintained, accessible facilities and assets

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Increase customer satisfaction with parking services and facilities	Percentage of customers satisfied with parking services and facilities	OC	↑	94%	90%	90%	90%	90%

- GG5-3: Utilize assets efficiently

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Provide efficient facility maintenance services	Total operating expenses per square foot*	EF	↓	\$8.53	\$8.52	\$9.40	\$8.81	\$9.07

\* Budget and Target numbers are based upon industry standards using the Building Owners and Managers Association (BOMA) expense amounts

- NI4-1: Ensure buildings are safer

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Provide timely and reliable elevator inspection services	Percentage of regulated elevators with valid current Certificates of Operation	EF	↑	61%	78%	83%	85%	90%

### DIVISION COMMENTS

- The FY 2012-13 Proposed Budget continues funding for three Maintenance Mechanics to provide preventive maintenance to ten targeted Community Action and Human Services Department facilities (\$200,000 from Capital Outlay Reserve (COR) funding)
- In FY 2012-13, the Department will continue the County's commitment to provide the Greater Miami Service Corps assorted lawn maintenance and other facilities upkeep projects (\$65,000)
- The FY 2012-13 Proposed Budget includes the addition of two Parking Attendants that will be used to operate the garage at the new West Lot Administration Building (\$72,000)

## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

- The FY 2012-13 Proposed Budget includes the addition of nine security inspectors to take over contract compliance inspections for private security guards employed at County sites; the positions will be funded by the elimination of payments to outside vendors currently providing these services at a higher expense (\$698,000)
- The FY 2012-13 Proposed Budget includes the addition of five Utility Plant Operators to take over operation of a County-owned chilled plant water plant that is currently operated by a private contractor at a higher expense (\$173,000)

### **DIVISION: FLEET MANAGEMENT**

The Fleet Management Division provides fleet maintenance and replacement services.

- Maintains the County's light and heavy mobile equipment fleet
- Provides fuel and maintenance to the County, certain municipalities, and other governmental bodies
- Develops diverse mobile equipment specifications leading to vehicle purchase
- Administers the Vehicle Replacement and Fuel Conservation Programs
- Coordinates the rental of mobile equipment
- Manages the County's automotive contracts used for the acquisition of parts, commodities, fuel, and related vehicle services

### **Strategic Objectives - Measures**

- GG5-2: Provide well maintained, accessible facilities and assets

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Provide well maintained County vehicles	Percentage of selected heavy equipment repairs that surpass industry standards	EF	↑	N/A	78%	78%	78%	78%
	Percentage of selected light equipment repairs that surpass industry standards	EF	↑	62%	70%	70%	70%	70%

### **DIVISION COMMENTS**

- In FY 2012-13, a new Fleet Software system will be implemented which will replace the current outdated Equipment Management System (EMS) mainframe system; this software includes updated technology and best practices which will improve fleet operations (\$2.05 million)

## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

### DIVISION: HUMAN RESOURCES

The Human Resources Division manages countywide labor, compensation, recruitment, testing and training, career development, payroll, employee support services, and employee benefits for County employees.

- Negotiates and administers ten collective bargaining agreements
- Administers employee appeals, provides advice regarding employee discipline and collective bargaining grievances
- Processes payroll including leave management for the current 26,124 full-time and 3,650 part-time Miami-Dade County employees
- Administers the recruitment and compensation procedures stipulated in Administrative Order 7-21, Centralized Employment Services
- Develops and delivers training and development programs
- Provides counseling, assessments, and referrals for substance abuse or other employee assistance needs
- Develops and administers a comprehensive employee benefit program and coordinates retirement benefits with the Florida Retirement System

### Strategic Objectives - Measures

- GG2-1: Attract and hire new talent

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Attract and retain employees	Average recruitment time (in calendar days)	EF	↓	40	48	55	55	55
Coordinate negotiation of collective bargaining agreements and manage employee appeals	Percentage of employee physicals' results processed within five business days	EF	↑	89%	90%	90%	90%	90%
	Percentage of collective bargaining grievances at step four that are resolved prior to arbitration	EF	↑	63%	60%	50%	50%	50%

- GG2-2: Develop and retain excellent employees and leaders

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Provide and coordinate employee development initiatives	County employees trained	OP	↔	6,058	5,950	6,000	6,000	6,000

- GG2-4: Provide customer-friendly human resources services

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Payroll processing and personnel records management	Accuracy of HR payroll and paycheck processing	OC	↑	99%	98%	97%	97%	97%

### DIVISION COMMENTS

- In FY 2012-13, the Department is budgeted to receive \$707,000 in reimbursements for Testing and Validation activities : \$149,000 from Transit, \$141,000 from Miami-Dade Police Department, \$191,000 from Fire Rescue, \$76,000 from Corrections and Rehabilitation, \$75,000 from Aviation, \$14,000 from Water and Sewer, and \$61,000 from various County departments
- The Department's FY 2012-13 table of organization includes one position funded by the Water and Sewer Department (WASD) to support WASD compensation activities (\$106,000); three positions are funded by Transit to support Transit-related recruitment, testing, and compensation activities (\$206,000)
- In FY 2012-13, the Department is budgeted to receive \$368,000 from various departments for Supervisory Certification and New Employee Orientation training



## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

### DIVISION: PROCUREMENT MANAGEMENT SERVICES

The Procurement Management Services Division manages the procurement of goods and services purchased through bids, requests for proposals, other solicitation instruments, including Countywide IT procurements, and the County Store, and administer and process the Architectural & Engineering selection, the Equitable Distribution Program, and Miscellaneous Construction Contracts Program.

- Conducts market research to achieve best value contracts
- Develops and processes competitive and non-competitive solicitations using a variety of methods and best practices
- Coordinates vendor enrollment and vendor registration
- Advertises solicitations for Invitations to Bid (ITB), Requests for Proposals (RFP), and Architectural and Engineering (A&E)
- Recommends appropriate corrective action to promote competition where artificial barriers exist or where policy, process, or procedures impede competition
- Administers the County's annual capital inventory process
- Prequalifies firms for the Miscellaneous Construction Contracts (MCC) program
- Provides outreach and customer service to vendors and other County department

### Strategic Objectives - Measures

- ED5-1: Provide adequate public infrastructure that is supportive of new and existing businesses

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Increase usage of the Equitable Distribution Program (EDP)	Average calendar days to process EDP Professional Service Agreements	EF	↓	15	10	25	25	25
	Number of EDP requests for consulting services received	IN	↔	179	120	140	140	140

- GG5-1: Acquire "best value" goods and services in a timely manner

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Streamline the A&E selection process	Average calendar days to complete A&E selection process	EF	↓	107	130	100	120	120
Reduce processing times for bids and RFPs; promote full and open competition	Number of Active Contracts	IN	↔	1,355	1,078	1,000	1,000	1,000
	Percentage of purchases valued up to \$500,000 processed in 90 days or less	EF	↑	70%	55%	50%	50%	50%

## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

### DIVISION COMMENTS

- The FY 2012-13 Proposed Budget includes five in-stationed positions paid for by Miami-Dade Transit (MDT) to help meet procurement demands in the goods and services area; the Department continues to be responsible for handling MDT's general procurement items
- The Department continues the expansion of the User Access Program (UAP), including a pilot program for construction contracts and the promotion of joint purchase agreements with municipalities, not for profit agencies and other non-County agencies; 96 agreements with UAP partners have been processed
- The FY 2012-13 Proposed Budget includes funding to support Service Level Agreements (SLAs) with the Information Technology Department (ITD) in the amount of \$366,000; the SLAs will be utilized to provide dedicated staff support to the Division's current reporting applications, which serve vendors and client departments, provide development and support for e-Procurement and provide ADPICS support and maintenance
- The Department's FY 2012-13 Proposed Budget includes a transfer of \$3.5 million in UAP revenue to the General Fund to support procurement-related functions in General Fund supported departments
- *The FY 2012-13 Proposed Budget merges the Capital Improvement functions into the Procurement Management Services Division, including the transfer of seven positions (\$767,000)*
- *As part of the Department's reorganizations efforts, the FY 2012-13 Proposed Budget includes the transfer of one position to the Office of Management and Budget (\$82,000)*

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

The Real Estate Development Division administers Countywide real estate activities.

- Administers Countywide joint real estate development, real property lease negotiation and management, and real property acquisition and disposal
- Manages the County's Building Better Communities General Obligation Bond program Affordable Housing project
- Prepares the County's master plans for facility development and land acquisition
- Supports the County's Single and Multi-Family Neighborhood Stabilization Program (NSP)

### **Strategic Objectives - Measures**

- GG5-3: Utilize assets efficiently

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Manage real estate transactions	Number of County property disposed that are no longer needed	EF	↑	94	11	30	30	75
	Number of County programs transferred to County-owned buildings from privately leased facilities	EF	↑	N/A	N/A	N/A	5	5
	Number of housing units acquired through NSP sold to qualified buyers	OP	↔	1	12	20	20	17

### DIVISION COMMENTS

- In FY 2012-13, the Department will work to reduce the number of vacant properties held in the County's inventory as well as move County departments from privately leased facilities into County owned space

## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

### **DIVISION: RISK MANAGEMENT**

The Risk Management Division administers Countywide insurance programs and related loss prevention activities.

- Administers the County's self-insured workers' compensation, and self-insured liability programs
- Procures and administers property casualty programs; determines and monitors insurance requirements
- Administers Safety and Loss Prevention program

### **Strategic Objectives - Measures**

- GG4-1: Provide sound financial and risk management

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Improve workers compensation and general liability claims management process	Subrogation collections (in thousands)	OP	↔	\$1,764	\$1,700	\$1,760	\$1,171	\$1,171
	Cost of penalties imposed by the State for untimely filing of workers' compensation claim documents	OC	↓	\$17,534	\$16,000	\$0	\$24,516	\$0

### **DIVISION COMMENTS**

- In FY 2011-12, the Florida Legislature increased the sovereign immunity caps to \$200,000 per person and \$300,000 per incident; this change will increase the County's exposure; Risk Management will monitor the impact of this legislation
- In FY 2012-13, Risk Management will continue to fund five positions in the Public Works and Waste Management Department to maintain the traffic lights and signage system (\$421,000) to minimize the County's risk exposure from system malfunctions
- In FY 2012-13, Risk Management will continue to reimburse the County Attorney's Office for legal support in workers' compensation and tort cases (\$3.8 million)

### **ADDITIONAL INFORMATION**

- *As part of the Department's reorganization efforts, the FY 2012-13 Proposed Budget includes the preliminary reduction of 59 positions (\$3.7 million); the Department continues to identify efficiencies as a result of the consolidation of four former departments*

## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

### Management and Budget

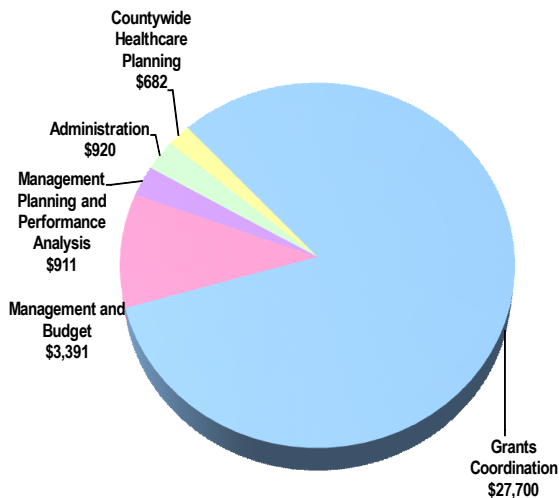
The Office of Management and Budget (OMB) supports and facilitates the County's results-oriented governing to maximize the use of the County's resources; administers and monitors grants to community-based organizations (CBOs); manages grant programs, identifies funding and partnership opportunities and assists County departments with grant writing to maximize non-County revenues; and oversees the Building Better Communities (BBC) General Obligation Bond Program and the Quality Neighborhoods Improvements Program (QNIP). Additionally, the Department supports countywide healthcare planning.

As part of the General Government and Health and Human Services strategic areas, OMB supports the County's strategic planning and business planning processes; develops the County's annual budget; facilitates performance reporting mechanisms; conducts organizational, management, and business process reviews; promotes efforts to revitalize distressed areas or areas with impediments to private and public development; administers and coordinates the Miami-Dade County Tax Increment Financing (TIF) Program; supports the County's bond-funded capital programs; provides policy analysis regarding incorporation and annexation; manages the County's centralized Capital Improvements Information System (CIIS); provides direct administrative support to six advisory boards; administers grants including the Ryan White Part A and Minority AIDS Initiative (MAI) programs under the federal Ryan White HIV/AIDS Treatment Extension Act of 2009; and works to enhance the quality of life in Miami-Dade County through health care strategies.

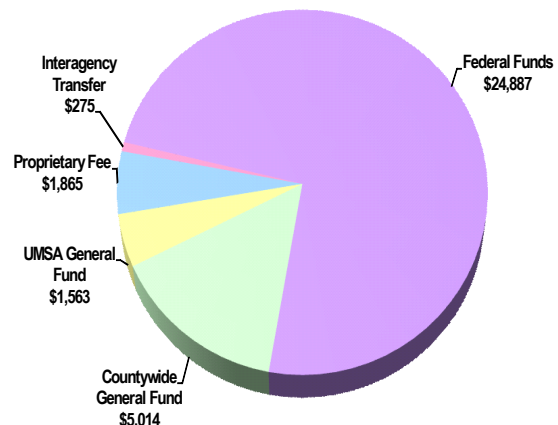
Stakeholders include the Mayor, the Board of County Commissioners (BCC), all County departments, other governmental entities, not-for-profit organizations, district property owners, private developers, municipalities, advisory boards, and healthcare providers and leaders.

### FY 2012-13 Proposed Budget

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

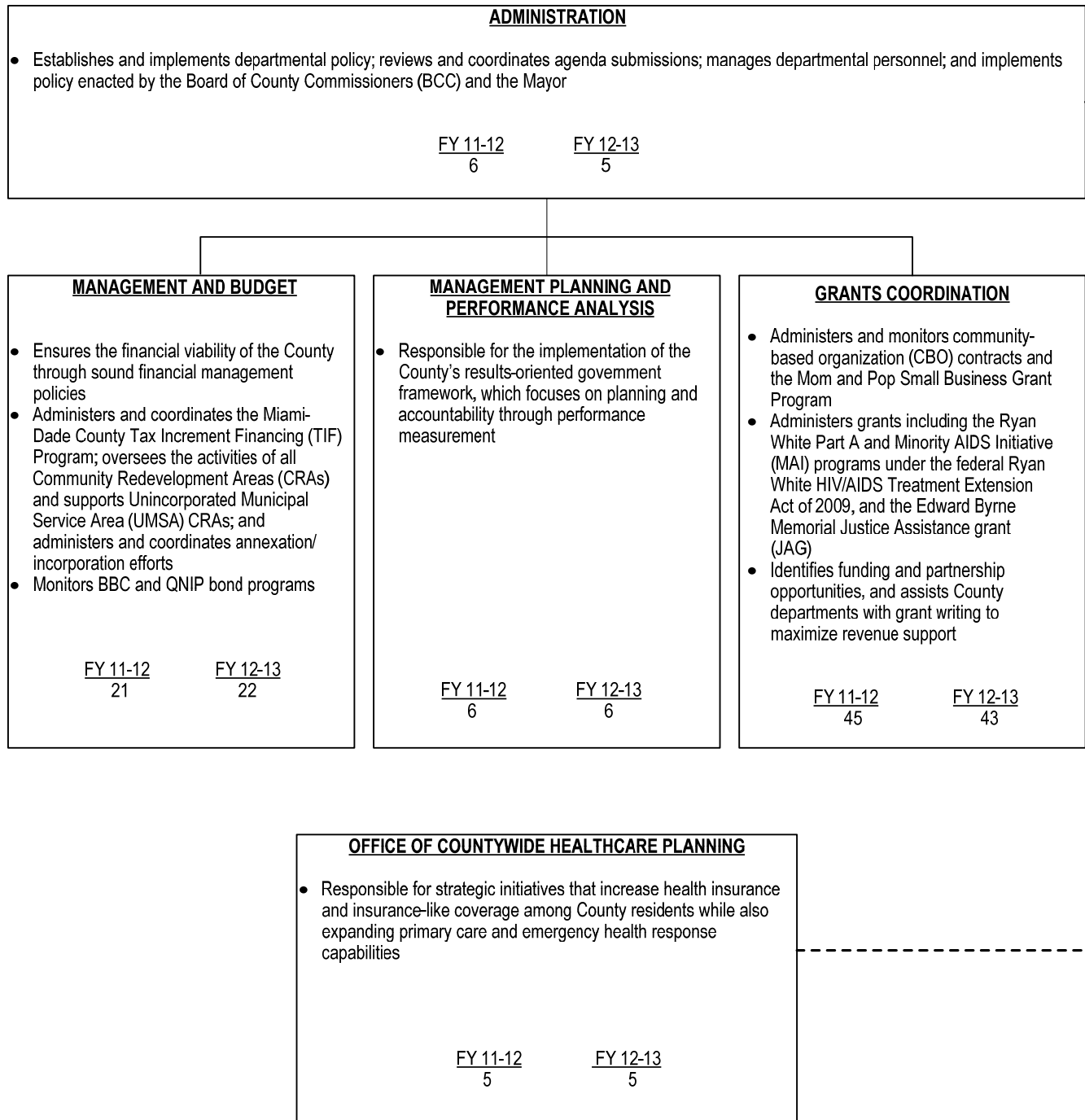


**Revenues by Source**  
(dollars in thousands)



# FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

## TABLE OF ORGANIZATION



## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

### FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 09-10	Actual FY 10-11	Budget FY 11-12	Proposed FY 12-13
<b>Revenue Summary</b>				
Carryover	0	223	0	0
General Fund Countywide	5,606	4,908	5,351	5,014
General Fund UMSA	1,502	1,273	1,229	1,563
Carryover	140	111	0	0
CRA Administrative	468	414	589	462
Reimbursement				
Public Health Trust	300	0	0	0
QNIP Bond Proceeds	0	0	0	84
Reimbursements from Departments	18	0	0	0
Building Better Communities	0	1,039	1,794	1,319
Bond Interest				
Ryan White Grant	25,249	26,437	25,199	24,887
Federal Grants	1,008	1,351	4,406	0
Interagency Transfers	1,173	200	701	275
Other Revenues	50	0	116	0
<b>Total Revenues</b>	<b>35,514</b>	<b>35,956</b>	<b>39,385</b>	<b>33,604</b>

### Operating Expenditures

<b>Summary</b>				
Salary	7,585	7,214	8,553	7,004
Fringe Benefits	1,808	1,693	1,740	1,330
Court Costs	0	0	0	0
Contractual Services	0	905	3,089	20
Other Operating	24,506	25,596	24,549	24,392
Charges for County Services	1,244	523	1,224	785
Grants to Outside Organizations	0	0	0	0
Capital	37	25	230	73
<b>Total Operating Expenditures</b>	<b>35,180</b>	<b>35,956</b>	<b>39,385</b>	<b>33,604</b>

### Non-Operating Expenditures

<b>Summary</b>				
Transfers	0	0	0	0
Distribution of Funds In Trust	0	0	0	0
Debt Service	0	0	0	0
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	0	0	0
<b>Total Non-Operating Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 11-12	Proposed FY 12-13	Budget FY 11-12	Proposed FY 12-13
<b>Strategic Area: Health and Human Services</b>				
Countywide Healthcare Planning	684	682	5	5
<b>Strategic Area: General Government</b>				
Administration	1,008	920	6	5
Grants Coordination	32,903	27,700	45	43
Management and Budget	3,862	3,391	21	22
Management Planning and Performance Analysis	928	911	6	6
<b>Total Operating Expenditures</b>	<b>39,385</b>	<b>33,604</b>	<b>83</b>	<b>81</b>

## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

### SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 09-10	Actual FY 10-11	Budget FY 11-12	Projection FY 11-12	Proposed FY 12-13
Advertising	34	11	32	7	52
Fuel	0	0	0	0	0
Overtime	0	7	11	6	0
Rent	53	53	46	53	53
Security Services	0	0	2	0	2
Temporary Services	3	0	25	20	15
Travel and Registration	9	10	35	9	35
Utilities	46	51	71	49	52

### **DIVISION: ADMINISTRATION**

The Administration Division is responsible for establishing and implementing Department policy.

- Reviews and coordinates agenda submissions and departmental personnel activities
- Maintains the County's Administrative and Implementing Orders, manages the County's Procedures Manual and coordinates its annual update, and administers the annual sunset review of County boards
- Reviews, coordinates, and implements County policy
- Coordinates and monitors payment to community-based organizations (CBOs) funded from discretionary allocations
- Coordinates the County's participation in Florida Sterling Council performance assessment programs

### **Strategic Objectives - Measures**

- GG4-2: Effectively allocate and utilize resources to meet current and future operating and capital needs

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Efficiently process payment requests	Percentage of check requests from CBOs processed within five business days	EF	↑	100%	100%	100%	100%	100%

### DIVISION COMMENTS

- As part of the County's reorganization plan, one Special Projects Administrator 1 position was eliminated (\$93,000)

## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

### DIVISION: MANAGEMENT AND BUDGET

The Management and Budget Division ensures the financial viability of the County through sound financial management policies, is responsible for administering and coordinating the Miami-Dade County Tax Increment Financing (TIF) Program, oversees the activities of all Community Redevelopment Areas (CRAs), coordinates all annexation and incorporation requests, and administers the BBC, and QNIP bond programs.

- Prepares and monitors the County's operating and capital budgets; performs capital planning; reviews work orders; and monitors the Building Better Communities General Obligation Bond (GOB) Program and the Quality Neighborhood Improvement Program (QNIP) projects
- Provides financial and management analyses and reviews
- Prepares the Five-Year Financial Outlook
- Evaluates the feasibility of new CRAs or alternative approaches to promote redevelopment
- Prepares redevelopment plans for all UMSA CRAs
- Staffs the Tax Increment Financing Coordinating Committee
- Coordinates all municipal and UMSA CRA requests to the County for approval of CRA creation, CRA boundaries, financing, land acquisition, and annual budgets
- Negotiates conceptual agreements with Municipal Advisory Committees in areas considering incorporation; negotiates annexation agreements with municipalities; negotiates interlocal agreements; coordinates the transition of services to newly incorporated municipalities; and pursues potential interlocal service agreement opportunities
- Monitors BBC project schedules, budgets, and manages program costs
- Provides legislative and staff support for the BBC Citizens Advisory Committee, municipalities, and not-for-profit organizations
- Coordinates with the BCC offices, external stakeholders, and user departments for allocation of bond dollars

### Strategic Objectives - Measures

- ED5-2: Develop urban corridors (TUAs, CRAs & Enterprise Zones, NRSAs) as destination centers

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Develop urban corridors (TUAs, CRAs & Enterprise Zones, NRSAs) as destination centers	County TIF Revenue Payments (in millions)	OC	↑	\$48.0	\$45.8	\$36.5	\$36.5	\$37.8
	Number of Community Redevelopment Agencies (CRAs)	IN	↔	12	12	12	13	14
	Percent of total County Urban Development Boundary area within CRA districts	IN	↔	3.6%	3.6%	3.6%	3.6%	3.6%

- GG4-1: Provide sound financial and risk management

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Prepare and monitor the County's Resource Allocation Plan	Countywide Emergency Contingency Reserve balance (in millions)*	OC	↑	\$32.1	\$51.7	\$51.8	\$51.9	\$56.9
	Carryover as a percentage of the General Fund Budget**	OC	↑	2.3%	4.9%	7.0%	7.8%	1.5%

\* FY 2009-10 actual reflects a transfer to the General Fund

\*\*Excludes Emergency Contingency Reserve; the FY 2012-13 target is lower due to delayed implementation of bargaining agreements during FY 2011-12



## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

- GG5-2: Provide well maintained, accessible facilities and assets

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Provide coordination for the Building Better Communities (BBC) General Obligation Bond	Value of BBC-GOB funds Expended (in millions)*	OP	↔	\$260.6	\$117.2	\$262.7	\$150.0	\$240.3
	Number of Business Days to process BBC-GOB reimbursement requests (average)**	EF	↓	12	22	10	8	10

\* FY 2009-10 actual increased due to Baseball Stadium and Port Tunnel Project reimbursements totaling \$150 million; the FY 2011-12 projection is lower than budget due to a delay in contract execution for new projects

\*\* FY 2010-11 actual time increased due to additional reimbursement requests

### DIVISION COMMENTS

- The FY 2012-13 Proposed Budget includes funding in the non-departmental management consulting budget for management consulting services related to CRA start-up activities (\$200,000); these costs will be reimbursed upon the creation of the CRA and the collection of the TIF revenues generated from the respective CRA
- As part of the FY 2012-13 budget development process, the Department provided County employees more than 29 training workshops on the County's financial databases and budget development processes over a two month period; on-going support is provided to various County departments and offices throughout the year
- In FY 2011-12, \$851.8 million of BBC proceeds was expended out of \$967.7 million in bond issuances; in FY 2012-13, the Department will continue to coordinate BBC project planning and scheduling along with the monitoring of capital projects to ensure adherence to budgets and schedules
- In FY 2012-13, the BBC bond program will continue to fund major construction projects including: Miami Science Museum; Miami Art Museum; Jackson South; Zoo Miami, Florida Exhibit; Arcola Lakes Park; and Northeast Library; as well as design and construction on new projects including: new affordable housing projects; Pre-Trial Detention Center; Culmer Neighborhood Service Center; and Wynwood Neighborhood Service Center
- As part of the County's reorganization plan, one position from the Internal Services Department was transferred to OMB to manage and monitor the County's QNIP projects (\$84,000)

## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

### DIVISION: MANAGEMENT PLANNING AND PERFORMANCE ANALYSIS

The Management Planning and Performance Analysis Division is responsible for the implementation of the County's results-oriented government framework, which focuses on planning and accountability through performance measurement.

- Coordinates and supports the County's strategic planning and business planning process
- Coordinates implementation of a Countywide performance management process, which focuses on monitoring and reporting activities; coordinates departmental performance reporting
- Conducts management, organizational, and process reviews with operating department personnel, utilizing best practice research
- Conducts and monitors management efficiency projects, including gainsharing programs
- Administers the Management Advisory Consulting Services pool

### Strategic Objectives - Measures

- GG4-2: Effectively allocate and utilize resources to meet current and future operating and capital needs

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Improve alignment and performance of strategic priorities throughout the County	Percentage of Strategic Plan Objectives supported by department business plans*	EF	↑	97%	97%	100%	97%	100%
	Average number of active users of the County performance management system**	IN	↔	1,184	1,150	1,200	900	900

\* Tracked in the County performance management system

\*\* Decrease in active users is likely due to fewer overall employees, priority and impact of reorganizations, and possible reliance on power users to enter performance data

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Identify opportunities to improve County operations	Performance analysis projects completed	OC	↑	11	7	7	8	7

## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

### DIVISION: GRANTS COORDINATION

The Grants Coordination Division administers and processes reimbursement requests for CBO contracts; additionally, the Division monitors funding for the Mom and Pop Small Business Grant Program; manages and administers grants under the federal Ryan White HIV/AIDS Treatment Extension Act of 2009; administers the Edward Byrne Memorial Justice Assistance Grant (JAG); identifies and promotes grant and revenue generating opportunities for County initiatives; and provides direct support to the Youth Crime Task Force, CBO Advisory Board, Dade-Miami Criminal Justice Council, Addiction Services Board (ASB), and the Miami-Dade HIV/AIDS Partnership (planning council).

- Develops and maintains a grant website to identify and promote grant opportunities; prepares grant applications; and provides grant-related training and technical assistance to County departments and CBOs
- Manages local, state, and/or federal grants assigned to the Department to ensure implementation, performance, and compliance

#### Strategic Objectives - Measures

- GG4-1: Provide sound financial and risk management

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Develop and implement revenue maximization opportunities	Grant funding received (in millions) by County and CBOs associated with OMB revenue enhancement activities	OC	↑	\$70	\$58	\$35	\$33	\$35

- GG4-2: Effectively allocate and utilize resources to meet current and future operating and capital needs

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Efficiently monitor and provide technical assistance on CBO allocations and contracts	Percentage of reimbursement requests processed within 21 calendar days	EF	↑	84%	89%	85%	86%	85%
	Site visits - CBOs*	OP	↔	185	160	150	130	150

\* The FY 2010-11 actual and FY 2011-12 projection reflects a reduction in the number of site visits due to staff involvement in the CBO and Ryan White HIV/AIDS RFP process, respectively

- HH3-4: Increase the self sufficiency of vulnerable residents/special populations

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Promote independent living through early intervention and support services	HIV+ clients served by Ryan White Program (includes Part A and Minority AIDS Initiative [MAI])	OP	↔	9,631	9,516	9,500	9,500	9,500
	Percentage of Ryan White Program payments processed within 21 calendar days	EF	↑	87%	86%	85%	87%	85%
	Comprehensive Ryan White Program site visits (per County's fiscal year)*	OP	↔	1	0	10	5	10

\* The FY 2011-12 projection decreased due to staff involvement in the Ryan White HIV/AIDS RFP process

## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

### DIVISION COMMENTS

- New federal guidelines require the Ryan White Program, as a condition of award, to develop a monitoring process and conduct comprehensive site visits to every contracted provider of Ryan White Program services each grant fiscal year
- The Department continues to make weekly updates to the grant resources web page on the County's web portal to identify grant opportunities for County departments and CBOs
- *As part of the County's reorganization plan, one Special Projects Administrator 1 position and two Contracts Officer positions were eliminated (\$255,000)*
- The FY 2012-13 Proposed Budget includes reimbursements for administrative support from the Ryan White Program (up to \$153,000)
- During FY 2011-12, as a new condition of award, one federally funded Special Projects Administrator 1 position was approved to manage the monitoring process and conduct comprehensive site visits to every contracted provider of Ryan White Program services each grant fiscal year (\$84,000)

### **DIVISION: COUNTYWIDE HEALTHCARE PLANNING**

The Office of Countywide Healthcare Planning leads the coordination of initiatives designed to improve access to health care in the community.

- Develops and implements health coverage strategies for uninsured residents, including the Miami-Dade Blue Health Insurance pilot and a related premium assistance program
- Leverages BBC GOB funds and Miami-Dade Blue Health Insurance funds in the development of an integrated network of community-based comprehensive primary care medical homes in conjunction with the county's seven Federally Qualified Health Centers (FQHCs)
- Adapts and collaboratively implements initiatives to promote healthy lifestyles among county residents and help protect their safety during health emergencies
- Provides data analysis to inform health planning strategies

### **Strategic Objectives - Measures**

- HH1-2: Increase access to health services and ensure that MDC residents have a primary care medical home

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Insurance and Insurance-Like Coverage Expansion Phase I: Design, Carryout RFP and Implement the Miami-Dade Blue Health Insurance pilot initiative for uninsured residents	Residents enrolled in the Miami-Dade Blue Health Insurance Plan and Miami-Dade Blue-based BCBSF statewide products*	OP	↔	4,093	11,193	N/A	11,000	11,000

\* FY 2011-12 was budgeted as N/A anticipating the closeout of the Miami-Dade Blue product contract on June 30, 2012, however, due to the extensive design and implementation process for an RFP for additional insurers and products, Miami-Dade Blue contract has been extended through 2012

## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

• HH1-2: Increase access to health services and ensure that MDC residents have a primary care medical home								
Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Expand current premium assistance program to include Miami-Dade residents eligible for both the health insurance and insurance-like products	Cumulative State/Federal funds obtained for premium assistance	OP	↔	\$250,000	\$750,000	\$1,000,000	\$1,000,000	\$1,000,000
	Residents submitting online-prescreen applications for the Health Insurance Assistance Program	OP	↔	N/A	889	627	677	200
	Financially qualified Health Insurance Assistance applications submitted for medical underwriting	OC	↑	N/A	146	100	100	100
	Residents enrolled in the Health Insurance Assistance Program	OC	↑	N/A	250	80	80	80
Build and interpret core health indicators	Visits to Health eMaps (web based)	OC	↑	378	584	600	500	500

### DIVISION COMMENTS

- In FY 2012-13, the Office will continue to build on its premium assistance program by seeking and developing new partnerships to expand participation in the program, provide opportunities to support additional insurance and insurance-like products, and enable additional individuals to attain coverage
- During FY 2012-13, the Office will pursue a Phase II RFP that will lead to expansions in insurance coverage and dovetail with other insurance expansion initiatives related to education and outreach

### ADDITIONAL INFORMATION

- The FY 2012-13 Proposed Budget allocates \$18.832 million for community-based organizations, \$1.044 million to fund the Mom and Pop Small Business Grant Program, and \$430,000 for environmental protection and educational programs funded by the Regulatory and Economic Resources Department
- The FY 2012-13 Proposed Budget includes reimbursements for administration from the Metropolitan Planning Organization (\$100,000), the Finance Department Bond Administration Division (\$175,000), BBC interest earnings (\$397,000), and QNIP interest earnings (\$84,000)

## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

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### Department Operational Unmet Needs

Description	(dollars in thousands)		Positions
	Startup Costs/ Non Recurring Costs	Recurring Costs	
Hire two Business Analysts and one Business Analyst Manager to assist with the management and budgeting function	\$6	\$233	3
Hire one Business Analyst and one Program Coordinator to assist with the planning and performance analysis functions	\$6	\$193	2
Hire one Special Projects Administrator 2 to increase the Department's ability to research and secure sponsorship and funding opportunities	\$2	\$91	1
<b>Total</b>	<b>\$14</b>	<b>\$517</b>	<b>6</b>

## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

### Office of the Property Appraiser

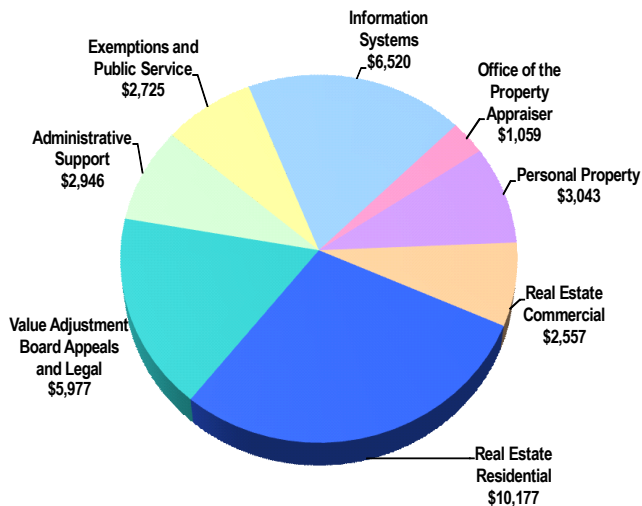
The elected Property Appraiser of Miami-Dade County serves as the head of the Office of the Property Appraiser. The Office's primary responsibility is to identify and appraise all real and tangible personal property within the County and certify the annual tax roll with the Florida Department of Revenue (DOR) in accordance with State law. Additional responsibilities include the maintenance of all associated property records, the administration of all exemptions, and the annual notification to all property owners in Miami-Dade County of the assessed value of their property.

As part of the General Government strategic area, the Office performs statutory functions related to the assessment of property for ad valorem taxes, which are vital to the financial health of local tax-supported government services including those of the County, municipalities, public schools, districts that support water management, fire, police, and libraries, and voter-approved debt service obligations.

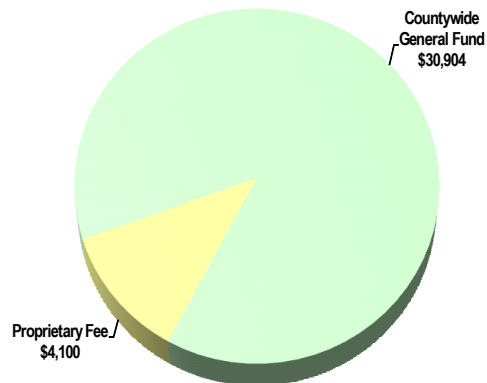
To fulfill its responsibilities, the Office of the Property Appraiser communicates on a routine basis with Miami-Dade County property owners, the Tax Collector, County agencies, the DOR, and numerous taxing authorities. The Office's responsibilities are established by the Florida Constitution and regulated by Florida Statutes and DOR rules and regulations.

### FY 2012-13 Proposed Budget

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



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



## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

### TABLE OF ORGANIZATION

<b><u>OFFICE OF THE PROPERTY APPRAISER*</u></b>					
<ul style="list-style-type: none"> <li>Oversees office budget, personnel, and the production of an annual assessment roll within Florida Department of Revenue (DOR) parameters; and acts as liaison with taxing authorities, municipalities, and DOR</li> </ul>					
		<u>FY 11-12</u> 14	<u>FY 12-13</u> 15		
<b><u>EXEMPTIONS AND PUBLIC SERVICE</u></b> <ul style="list-style-type: none"> <li>Disseminates property assessment information relating to real and tangible property using the Office's website, office counter assistance, e-mail, public presentations through various media, the 311 Answer Center; and receives, verifies, and qualifies and disqualifies all applications for statutory exemptions on potentially illegal exemptions</li> </ul>		<b><u>INFORMATION SERVICES</u></b> <ul style="list-style-type: none"> <li>Maintains all electronic property record files, monitors changes made to those files, and maintains various computer hardware devices and software utilized by the Office</li> </ul>		<b><u>REAL ESTATE RESIDENTIAL</u></b> <ul style="list-style-type: none"> <li>Gathers and evaluates data regarding all residential property located within Miami-Dade County; utilizes recognized appraisal techniques in the annual valuation process</li> </ul>	
		<u>FY 11-12</u> 39	<u>FY 12-13</u> 46		
<b><u>PERSONAL PROPERTY</u></b> <ul style="list-style-type: none"> <li>Gathers and evaluates data regarding all tangible personal property located within Miami-Dade County; conducts field inspections and taxpayer return verifications in the annual valuation process</li> </ul>		<b><u>VALUE ADJUSTMENT BOARD APPEALS AND LEGAL</u></b> <ul style="list-style-type: none"> <li>Responsible for the analysis, preparation, and defense of assessment values before the Value Adjustment Board and District Court</li> </ul>		<b><u>REAL ESTATE COMMERCIAL</u></b> <ul style="list-style-type: none"> <li>Gathers and evaluates data regarding all commercial property located within Miami-Dade County; utilizes recognized appraisal techniques in the annual valuation process</li> </ul>	
		<u>FY 11-12</u> 40	<u>FY 12-13</u> 40		
		<u>FY 11-12</u> 83	<u>FY 12-13</u> 79		
		<u>FY 11-12</u> 0	<u>FY 12-13</u> 30		

\* Administrative Support positions are reflected within the Office of the Property Appraiser



## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

### FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 09-10	Actual FY 10-11	Budget FY 11-12	Proposed FY 12-13
<b>Revenue Summary</b>				
General Fund Countywide	25,502	29,938	31,638	30,904
Reimbursements from Taxing Jurisdictions	4,082	2,141	2,354	2,100
Ad Valorem Liens and Penalties	0	0	0	2,000
Total Revenues	29,584	32,079	33,992	35,004
<b>Operating Expenditures Summary</b>				
Salary	20,093	21,838	22,944	23,150
Fringe Benefits	5,522	6,206	5,845	4,710
Court Costs	8	38	12	10
Contractual Services	1,464	935	1,224	1,197
Other Operating	584	686	1,917	1,898
Charges for County Services	1,715	2,106	1,936	3,988
Grants to Outside Organizations	0	0	0	0
Capital	198	270	114	51
Total Operating Expenditures	29,584	32,079	33,992	35,004
<b>Non-Operating Expenditures Summary</b>				
Transfers	0	0	0	0
Distribution of Funds In Trust	0	0	0	0
Debt Service	0	0	0	0
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	0	0	0
Total Non-Operating Expenditures	0	0	0	0

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 11-12	Proposed FY 12-13	Budget FY 11-12	Proposed FY 12-13
<b>Strategic Area: General Government</b>				
Office of the Property Appraiser	1,115	1,059	8	9
Administrative Support	3,015	2,946	6	6
Information Systems	4,451	6,520	20	20
Exemptions and Public Service	2,704	2,725	39	46
Personal Property	3,265	3,043	40	40
Real Estate Residential	13,047	10,177	175	146
Real Estate Commercial	0	2,557	0	30
Value Adjustment Board	6,395	5,977	83	79
Appeals and Legal				
Total Operating Expenditures	33,992	35,004	371	376

### SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 09-10	Actual FY 10-11	Budget FY 11-12	Projection FY 11-12	Proposed FY 12-13
Advertising	2	2	45	2	17
Fuel	14	16	20	16	20
Overtime	129	214	60	214	60
Rent	0	0	0	0	0
Security Services	0	0	0	0	0
Temporary Services	153	152	180	170	180
Travel and Registration	5	7	8	8	10
Utilities	87	124	94	119	74

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### ADDITIONAL INFORMATION

- Pursuant to State Statutes, the Tax Collector's Office will continue to charge a collection fee for the collection of all special district and non-ad valorem assessment revenues collected on the tax bill; the collection fee is one percent and covers notification and collection expenses incurred by the Tax Collector and the Office of the Property Appraiser; the following jurisdictions and/or special districts are charged an administrative collection fee: City of Miami, City of Opa-Locka, Village of Miami Shores, City of Miami Springs, City of North Miami, and Miami-Dade County (Public Works and Waste Management); City of Miami and City of Coral Gables (Fire Rescue); City of Miami Coconut Grove Business Improvement District; community development districts; Children's Trust; Florida Inland Navigation District; South Florida Water Management District; and Miami-Dade County Public School Board
- The FY 2012-13 Proposed Budget includes funding for five additional positions in the Exemptions and Public Service Division that will assist in the Office's continued effort of aggressively investigating exemption compliance; additionally, the Office has entered into contract for research services that would augment its' current efforts and allow for an expedited investigative process when reviewing exemptions compliance
- In FY 2012-13, the Office will continue its Citizen Education and Public Outreach Program to educate the residents of Miami-Dade County regarding important property tax issues and exemption opportunities
- In the FY 2012-13 Proposed Budget, the Information Technology Department will fund oblique photography services to help properly determine a property's assessment value in compliance with Section 193.114(2)(n) of the Florida Statutes
- As part of the County's sustainability initiatives, the Office continues to reduce paper usage through the implementation of Electronic Document Management System (EDMS)