FY 2013-14 BUDGET SUBMISSION MANUAL

MIAMI-DADE COUNTY

Prepared by the Office of Management and Budget

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Using this Manual

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

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

Warning
Common errors and/or problems

Important
Key notes and essential points

Important Dates:

January 24, 2013: Information Technology (IT) Business Case due
February 8, 2013: Budget submissions and final Business Plans due

Introduction

Miami-Dade County has a responsibility to appropriately plan for and strategically manage the funding of public services desired by our community. The annual budget and multi-year capital plan are essentially a plan of activities consistent with the County's Strategic Plan and the resources required to achieve those goals. A carefully crafted budget is a powerful management tool that can help:

- Prioritize programs and service levels
- Prepare for operational challenges in advance
- Provide appropriate funding to each service; excessive funding of one service limits resources for other worthy services
- Create accountability and ensure transparency of the planned use of public funds
- Establish a sound fiscal framework for proper day to day monitoring

Most importantly, the County's Proposed Budget is the document that, on an annual basis, conveys the services to be delivered to the community and the resources required to provide those services. In prior years, the Operating and Capital Budgets have been developed, submitted, and reviewed separately, often resulting in a disconnect between planned operational services and the capital projects needed to support them. To address this problem, the entire budget development process will be integrated to create a new budget framework for FY 2013-14. In this new framework, the Operating and Capital Budgets will be evaluated as a cohesive plan.

The FY 2013-14 Budget Submission Manual explains how to develop your department's budget and the assumptions to be used for operating and capital expenditures.

In addition, the supplement to the Manual provides tips and resources that may be used to input this plan into the three budget database systems. The supplement has been incorporated as part of this document.

Budget Submission

All budget submissions are due on February 8, 2012. As we continue the "green" approach to the budget process, each department will confirm the completion of its FY 2013-14 budget submission by **e-mail** to the Office of Management and Budget (OMB) Director and your OMB budget analyst. Departments should attach, or deliver, their functional and staffing table of organizations at the time of submission. Directions on expectations of functional and staffing table of organizations can be found on page 14 of this manual.

The Budget Development Calendar

The business plan and budget cycle occurs annually and in concert with the County's fiscal year. Following is an outline of the annual cycle. It includes deadlines specific to the FY 2013 – FY 2014 department business plan and FY 2013-14 County budget development process.

October

- October 1 –Departments start development of FY 2012-13 and FY 2013-14 business plans; complete business plan instructions are available online at:

  http://www.miamidade.gov/managementandbudget/business-plans.asp

- October 31 – Deadline for all departments to update their ASE measures and initiatives to reflect the FY 2012-13 Adopted Budget

December

- FY 2013-14 budget development begins as budget submission manual is released
- Budget development systems (ABDS, RFRO, and CIIS) training available
- Refinement of departmental FY 2013 Business Plan
- Development of departmental FY 2013-14 operating and capital budgets
- December 21 – Complete draft of Business Plan due (including Business Plan Report)

January

- Refinement of departmental FY 2013-14 operating and capital budgets
- January 24 – IT Business Cases due (see page 13)

February

- February 8 - FY 2013-14 Budget submissions and final approved Business Plans due
- Departmental budget meetings and preparation

March

- Departmental budget meetings and preparation
- Mayor's Budget Address, which sets forth funding priorities for the new fiscal year

April

- Departmental budget meetings and preparation

May

- Departmental budget meetings and preparation

June / July

- June 1 – Preliminary tax roll released
- Mayor's FY 2013-14 Proposed Budget and Multi-Year Capital Plan presented
- July 1 – Final tax roll released
- FY 2013-14 proposed maximum tax rates adopted by County Commission

August

- First Board of County Commissioners Committee of the Whole meeting
- Departmental budget presentations to Commission Committees
- Notices of FY 2013-14 proposed tax rates mailed
- Community budget meetings held throughout the County

September

- First public budget hearing (tentatively scheduled September 5th, 5:00 pm)
- Second Board of County Commissioners Committee of the Whole meeting
- Second public budget hearing (tentatively scheduled September 19th, 5:00 pm)

October

- FY 2013-14 Adopted Budget and Multi-Year Capital Plan becomes effective; start of new fiscal year

Budget Development Process

Budget's "BIG" Six

When developing your FY 2013-14 departmental budgets, there are **six areas of importance** that a department **must be sure to address** prior to submitting your FY 2013-14 proposed budget and multi-year capital plan: end-of-year projections; operating base budget preparations; proposed operating enhancements; proposed operating reductions; personnel information; and capital budget planning.

Budgeting is a means of understanding how much resource is required for a department to provide service at a particular level. At the top of the budget hierarchy, there are two major kinds of budgets, an operating budget and a capital budget. Both capital and operating budgets are built through an entirely different budget process and both have different criteria for prioritizing and deciding spending. An operating budget typically plans a budget for a 12-month period where as a capital budget focuses more on a multi-year expenditure plan. Budgeting gives the department the ability to effectively manage its resources to ensure the proper mix of costs and services as well as the most effective and efficient use of its dollars. The Department's budget projections and preparations should be a collaborative effort of both the operating and capital elements, for each affects the department's ability to provide services; build, and/or maintain an existing or new facility; or support other assets.

1) Operating/Capital End-of-Year Projections

Calculating a department's end-of-year projections for both operating and capital is crucial not only to the Department but most importantly, to County's end-of-year financial condition when making decisions for the upcoming fiscal year. It is important that the Department provide as realistic an end-of-year projection as possible when formulating its FY 2013-14 budget submission. Accurate projections allow the department and County to better manage revenues and expenditures appropriately when making decisions on attaining strategic goals.

When formulating your end-of-year projections it is important that it be based on actual revenue and expenditure experience, not your department's authorized operating/capital budgets. Your projections should be updated as changes occur throughout the year, in the County's budget development systems including the Capital Improvement Information System (CIIS).

The Department's end-of-year projections, together with the budget submission and proposed property tax rates, are the major components from which OMB balances the County's FY 2013-14 Proposed Budget and Multi-Year Capital Plan. This is why it is so important for departments to enter accurate and updated current fiscal year projection information, as it is extremely crucial to the County's fiscal planning process. Throughout this Manual, brief guidelines are provided regarding where departments should enter their end-of-year projections while entering their FY 2013-14 base budget submissions in the County's budget development systems (ABDS, RFRO, and CIIS).

2) Operating Base Budget Preparation

A base budget is a budget that forecasts cost to provide the same level of service in FY 2013-14 as in FY 2012-13. When formulating the FY 2013-14 base budget, it is important for departments to focus not only on the operating side, but also the capital side as well. Both are equally important. Departments **must** submit an operating budget that forecasts the costs needed to provide the same level of services in FY 2013-14 as in FY 2012-13. Another way to

think of the base budget is to consider it a **status quo** operating budget. Base estimates should not be an incremental exercise which assumes that all resources currently in the base are still required into the next fiscal year. The Department should carefully analyze both the current level of service and operating/capital resources, and information derived from end-of-year projections to assess the possibility of efficiencies that may allow the department to deliver the same services with fewer resources in the coming fiscal year.

3) Operating Enhancements

A budget enhancement is when a department requests additional funding for the upcoming fiscal year to provide new services or enhance/improve an existing service not currently provided in their current budget. The County's budget development systems provide the means for departments to enter all costs needed to implement the desired additional amounts of current services, new services, and/or enhanced/improved services. When proposing operating enhancements, it is important that department's take into account reasonable lead times that may affect the implementation of any new program or activity such as hiring processing time, procurement delays, etc. When requesting service enhancements, the Department should have readily available, the projected performance impact to the Department, as a result. Service enhancements **will not be** incorporated into the Department's FY 2013-14 Proposed Budget and Multi-Year Capital Plan until it has been reviewed and approved by the County Mayor.

Important:

Departmental service enhancements are submitted separately from the base budget process as they are reviewed through a different process.

4) Operating Reductions

The County's budget development systems provide the means for departments to enter all personnel and other operating savings associated with deliberate reductions in the provision of services. As with enhancements, the Department should have readily available the projected performance impact of the proposed service reductions, as a result. Reductions will not be incorporated into the Department's FY 2013-14 Proposed Budget and Multi-year Capital Plan until reviewed and approved by the County Mayor.

Important:

Departmental reductions are submitted separately from the base budget process as they are reviewed through a different process.

5) Personnel Information

Staffing is typically the largest segment of an organization's budget. So it is important when preparing the Department's FY 2013-14 Proposed Budget and Multi-Year Capital Plan to ensure that your proposed budget covers all your personnel assumptions. Incorrect personnel assumption can severely impact a department's budget.

Important:

Be sure to work with your OMB Budget Analyst on any personnel issues you may have to ensure the FY 2013-14 proposed budget and multi-year capital plan is developed as accurately as possible.

6) Capital Budget Planning

When developing your FY 2013-14 propose budget and multi-year capital plan consider the feasibility of any capital expenditures such as new construction, major renovations and/or new equipment. Determine if there is a projected operational impact and whether the department can sustain the cost in the future when doing your capital planning for FY 2013-14. Should there be an operating impact, it is important that the capital division work collaboratively with the operating division to assess the fiscal impact to the department's operating budget.

Capital budget requests, just as the operating budget, should reflect the County's Strategic Plan (**http://www.miamidade.gov/managementandbudget/strategic-plan.asp**) and the departments' individual Business Plans.

Important:

If you are submitting any IT capital projects that are over $50,000, it is IMPORTANT that those IT business cases be submitted first, through the IT Governance process. Please note that any IT projects over $50,000 that have not been submitted through the IT Governance process will NOT be considered for funding through the capital budget process.

Operating/Capital End-of-Year Projections

Planning out your Department's end-of-year projections each year could be one of the most important things you do for your Department. The results – the projections- are important because it helps your department plan for change both inside and outside the organization. Through projections, you are able to recognize problems and opportunities. Projections allow you the ability to react to new opportunities instead of just plugging along.

Below are several good reasons why projections are important:

1. To help you anticipate problems early
2. To provide you with vital feedback on how you are doing and gives you control to take corrective action
3. To provide you the ability to establish milestones and commit to targeted results
4. Most importantly, to provide you with important information about your cash flow and spending patterns

When formulating your departmental projections it is important that you **DO NOT:**

1. Overstate and/or understate your expenditures and/or revenues

   Examine each line item to ensure that it makes sense. Is your year-to-date revenue figure where you thought it should be or has it fallen short? Are your revenue estimates reasonable? Are your expenditures/revenues tied to your department's planned goals?

2. Ignore your immediate budgetary needs

   Did you account for everything you needed to?

3. Underestimate or overestimate project timelines

   Did you include the fiscal impact of those projects nearing completion? Are there projects finishing ahead of schedule that may impact your budget or a project that is delayed?

4. Work in a silo

   It is important to attain feedback from your various divisions (to include operating and capital) to ensure that all the information required for an accurate projection is attained as best as possible.

A good sound projection process can develop and advance a department while sloppy budgeting and monitoring can blindside a department. Accurate departmental projections allow the Department the ability to make better financial decisions and plan accordingly.

Operating Base Budget Preparations

The most important part of budgeting is the analysis of your operations and the associated costs. As part of the budget development process, departments should ensure that the budget aligns with the business plan and provides for base level service needs. In addition, as part of this process, departments should identify process improvements to generate efficiencies that may result in either reductions or enhancements to existing levels of service.

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

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

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

Tip:

To ensure that easy fixes and efficiencies are continuously identified and implemented, the department should promote staff input, this input should occur during a specific time of the year annually, the process should remain simple to administer, and administrative staff should ensure that dollar efficiencies are reflected in the department's FY2013-14 budget submission.

Departments should be evaluating processes-comparing actual performances to projected performances. By reviewing these processes from time to time, it allows the Department the ability to make ambitious changes in how they provide services to the public, or at what cost

they provide those services. The following below are a few things to keep in mind when deciding on or beginning a process review of an activity.

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

Tip:

For more information and assistance on how to begin and/or conduct these process reviews, please contact your OMB budget analyst.

Rates for Other Operating Costs for FY 2013-14

Departments will find rate information for County support services listed below in Appendices A through G.

Important:

Review this section very carefully to identify which services are used by your department and allocate the appropriate dollars in your FY 2013-14 Proposed Budget and Multi-year Capital Plan submission.

Appendix A – Personnel Assumptions and Rates

- Salary and Fringe Related

Appendix B - Information Technology Department

- Technology Services
- Telecommunication Services

Appendix C - Finance and Office of Management and Budget

- Indirect Service Costs for Certain Federal Grants

Appendix D - Internal Services Department

- Insurance Rates
- Fleet Operating and Vehicle Replacement Charges
- Real Estate Services
- Service Tickets/Work Orders/Capital Projects
- Miscellaneous Office Supplies and Services
- Rates of "Commonly Purchased" Equipment
- Employee Training
- Testing & Validation and Payroll Services

Appendix E - Regulatory and Economic Resources

- Economic and Population Planning Assumptions

Appendix F - Public Works and Waste Management

- Countywide Professional Service Agreement fees

Appendix G - Community Information and Outreach

- Advertising Services
- Other Communication Services

Operating Enhancements

Budget enhancements identify a departmental opportunity or problem, a course of action to address it, the justification of the need, and the financial impact to the department as a result of implementation. When submitting a departmental operating enhancement request, it is important that you have a real clear identifiable need and that it can be justified with some sort of measurable performance indicator. In addition, be sure to accurately reflect your true budgetary need. General rule of thumb when budgeting for salaries, is to budget salaries at 75 percent, knowing implementation will not happen immediately.

Operating Reductions

In this fiscally challenging economy, reducing operating expenses is the number one objective for departments when and where feasible. Operating expenses are those expenditures that a department incurs as a result of performing normal business operations. These expenses may include but are not limited to utilities, fuel, office supplies, insurance, materials, professional services, equipment etc. When reducing operating expenses **DO NOT** reduce for the sake of reducing, look at the "BIG" picture such as:

- Did cost for utilities drop?
- Do we need to order less office supplies as a result of decreasing staff or services?
- Can we do more things internally rather than hiring an outside consultant?
- Is there a real definable need to purchase new equipment or is it economically feasible to lease or repair it instead?
- If you have decreased your services or if you're a providing service more efficiently, do you still need to purchase the same amount of materials?

These are just a few general questions you need to ask when preparing your department FY 2013-14 Proposed Budget and Multi-Capital Plan submission. By examining the "BIG" picture more closely, you may find areas where you have been incurring unnecessary expenses. In addition, look at historical trends for decreasing spending patterns. When looking at ways to reduce your departmental budget, do not use the slash here and there approach as there is no formal thinking other than just cross cutting reductions. This approach may be a short-term solution but lead to long-term disastrous results because short-term solutions may be unsustainable in the long run. Clearly, good strategies are critical to making sound budgetary decisions.

Personnel Information

Personnel budgets vary from department to department. For some departments, the personnel budget can be as high as 80 percent of a Department's budget and for that reason, it is important that you ensure the value budgeted is the correct value needed to sustain the staff within your department. Personnel errors in the budget can severely impact a department financially. Although ABDS is programmed to calculate most of the personnel assumptions for your department like health and dental insurance and MICA and FICA, it is important that you check for accuracy and errors. When budgeting for personnel there are a few simple check items, to think about such as:

- Does your budget include merits, reclasses, longevity payments, and furloughs (as deemed necessary)?
- Did you account for termination payouts (for those known individuals projected to leave the organization in the upcoming fiscal year)?
- Does your budget account for vacant positions? And most importantly, does your personnel count match your departmental functional table of organization and divisional staffing chart?

Preparing Personnel Charts

There are **two** types of organizational charts required as part of your FY 2013-14 departmental proposed budget submission:

(1) Functional Table of Organization
(2) Divisional Staffing Chart

Both organizational charts are important in the planning process as they provide insight into the Department's overall management structure, the relationship between divisions, positions within a division, divisional responsibility, and general departmental overview of the divisions.

In preparing your organizational charts, you will need to be familiar with the following personnel terminology:

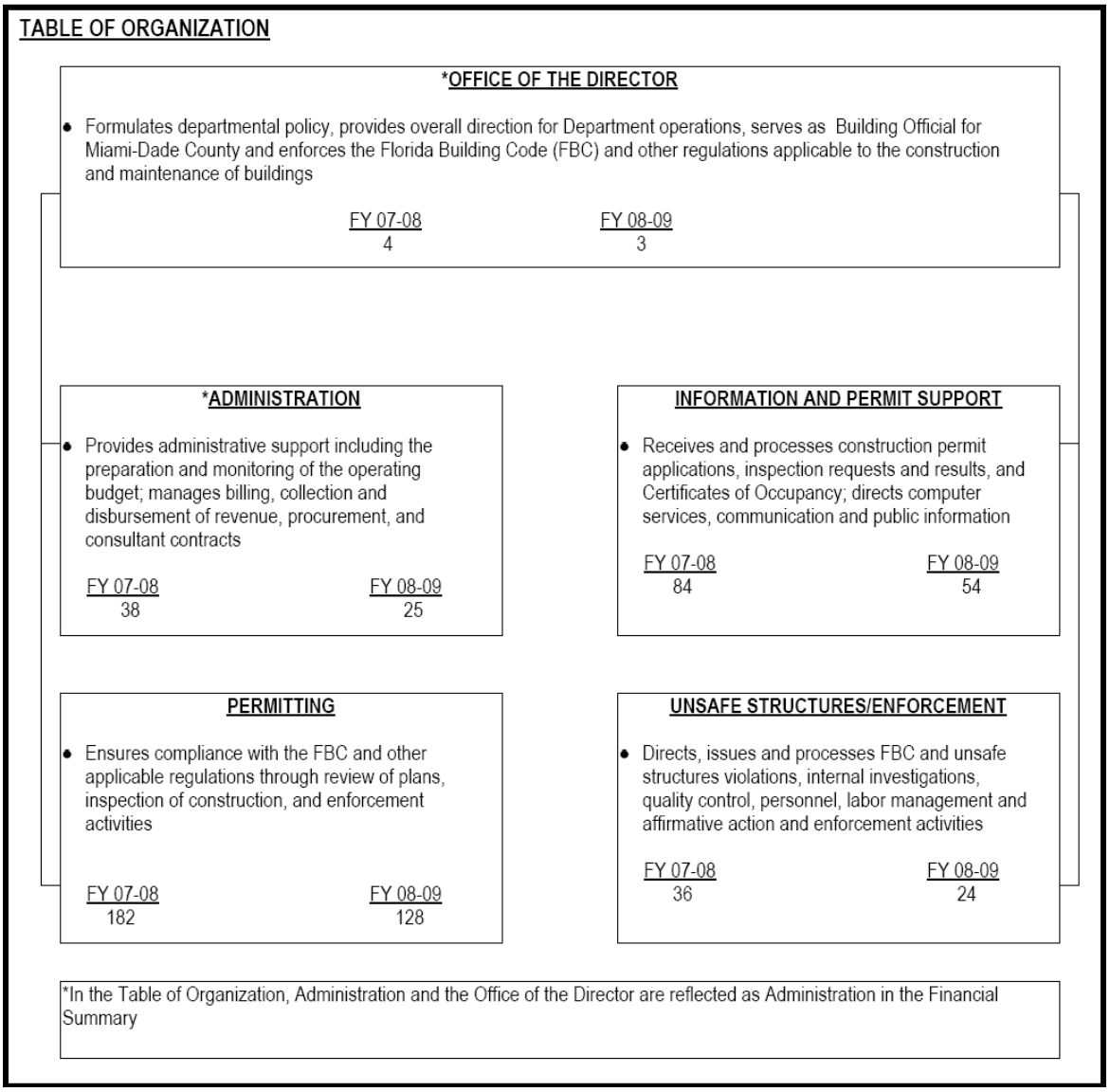
In-Stationed:
An in-stationed employee is funded by another department but assigned to yours for work. In-stationed employees must be indicated on your divisional-staffing chart, but *should not* be included in your total departmental position count. An in-stationed employee reflected on your department's staffing chart must correspond to an out-stationed employee on the partnering department's staffing chart.

Out-Stationed:
An out-stationed employee is funded by your department but assigned to another. Out-stationed employees must be indicated on the divisional-staffing chart, and *should* be counted in the position totals. An out-stationed employee reflected on your department's staffing chart must correspond to an in-stationed employee on the partnering department's staffing chart.

Part-time Full-time Equivalent (FTE):
Any number of part-time employees whose work equals the out-put of one full-time employee.

Functional Table of Organization

The purpose of the Functional table of organization (TO) is to show the relationships between divisions and provide a brief synopsis of the objectives within each divisional unit.



Important:

Functional TOs should be limited to one 8 ½ x 11 page only when submitted. Where there are exceptions, they should be represented in a manner that is easily understood, and where relationships can be visibly seen. Any questions regarding this should be directed to your OMB budget analyst.

Division Staffing Chart

The objective of the Division Staffing Chart is to show a more detailed position synopsis of the department within the individual divisions. The staffing chart should be prepared by using the OnDemand system with the report "Pay/R363310A/BW/DOC/01", which divides the department by divisions. OnDemand will allow you to put the report into excel in order to format it for future use.

For the purpose of your department's FY 2013-14 proposed budget submission, the Staffing TO should contain the following information:

- Clearly defined divisional titles
- FY 2012-13 full-time, part-time, and in-stationed adopted position counts for each division
- FY 2013-14 full-time, part-time, and in-stationed proposed base position counts for each division
- Total overall departmental position count for the FY 2012-13 Adopted and the FY 2013-14 Proposed Budget
- Identify all departmental out-stationed positions for FY 2012-13 and FY 2013-14 List Supervisors/Managers first in each division; highlight Division Chiefs and above.

On the following page is an excerpt of the Finance Department staffing chart:

Please note how Division Directors/Managers and above are highlighted

FINANCE DEPARTMENT
DIVISION STAFFING CHART
FY 10 BUDGET - FY 11 BASE

Director's Office
Fund 030

FY09-10		FY10-11
1	Director 0398	1
1	Deputy Director 0397	1
1	Exec. Asst. to Dir. 0396	1
1	Sr. Exec. Secretary 0096	1
1	Sr. Human Res Mgr. 0417	1
1	Personnel Specialist II 0411	1
1	Personnel Specialist I 0410	1
7		7

Bond Administration
Fund 030

FY09-10		FY10-11
1	Dir., Bond Admin. 0389	1
0	Dir., Bond Admin. Designee	1
3	Bond Analyst 0387	3
1	Accountant III 0317	1
1	Accountant I 0315	1
1	Finance Admin. Coord. 0395	1
1	Executive Secretary 0095	1
1	Secretary 0031	1
9		10

Cash Management
Fund 050

FY09-10		FY10-11
1	Dir., Cash Mgt. 0386	1
1	Dir. Cash Mgt. Designee 0386	0
1	Chief Portfolio Mgr. 9348	1
1	Portfolio Manager 0333	1
1	Asst. Portfolio Manager 0330	1
1	Inv. Portfolio Spec. 0331	1
1	Inv. Portfolio Clerk 0329	1
1	Account Clerk 0310	1
8		7

Full Time Position Count - Summary
FY09 Budget - FY10 Base

FY09-10	Division	FY10-11
7	Director	7
95	Controller	94
32	Tax Coll.	30
8	Cash Mgt.	7
9	Bond Admin.	10
151	Total	148
4	DHS	4
155		152

Controller
Fund 030

FY09-10		FY10-11
Controller Administration		
1	Controller 0377	1
1	Asst. Controller 0375	1
1	Buyer	0
1	Admin Sec 0094	1
4		3
Accounts Payable		
1	Asst Controller 0375	1
0	Accountant IV 0318	1
2	Accountant III 0317	1
3	Accountant II 0316	3
3	Accountant I 0315	3
3	Clerk IV 0013	3
1	Clerk II 0011	1
1	Clerk I 0010	1
16	Account Clerk 0310	16
1	Data Entry Spec. I 0015	1
1	AP Comp. Spec. 0328	1
32		32
Accounts Payable - Funded by DHS		
1	Accountant III	1
1	Accountant II	0
0	Accountant I	1
2	Account Clerk	2
4		4
36		36
Payroll		
1	Accountant IV 0318	1
1	Accountant III 0317	1
2	Accountant II 0316	2
2	Accountant I 0315	2
1	Account Clerk 0310	1
1	Office Support Specialist	1
8		8
Bank Reconciliation		
1	Accountant III 0317	1
2	Accountant II 0316	2
1	Accountant I 0315	1
1	Account Clerk 0310	1
1	O.S.S. II 0021	1
1	Clerk IV 0013	1
1	Clerk II 0011	1
8		8
FEMA / Hurricane		
1	Accountant III 0317	1
3	Accountant II 0316	3
1	Accountant I 0315	1
2	Account Clerk 0310	2
7		7

Tax Collector
Fund 030

FY09-10		FY10-11
Tax Collector Admin		
1	Tax Collector 0371	1
2	Asst Tax Col 0370	2
1	Admin Secretary 0094	1
1	Buyer 0270	1
1	Admin. Officer II 0811	1
1	Fin Info Sys Admin 0321	1
1	Spec Proj Adm II 0832	1
1	Chief Bus Lic & Tax	0
9		8
Tax Collector IT		
2	Network Manager 1832	1
1	Sr. Sys Ana/Prog 1845	1
2	Sys Ana/Prog I 1843	2
2	Computer Tech 1827	2
7		6
Auto Tag		
1	Chief, Finance 0379	1
1	Admin. Officer II 0811	1
1	Tax Coll Supv II 0361	1
1	Tax Coll Supv I 0360	1
1	Tax Col Mgr 0362	1
1	Clerk IV 0013	1
2	Sr Tax Rec Spec 0351	2
8	Tax Rec Spec II 0350	8
0	Inventory Clerk 0202	0
16		16

Please note how out-stationed employees are accounted for

Please note how TO reflects span of control (i.e. supervisor/manager listed first)

Important:

Division Staffing Charts should be presented in an 8 ½ x 11 format. Multiple pages are acceptable. Any questions regarding this or how to work with OnDemand should be directed to your OMB budget analyst.

Budget Submission Checklist

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

- Does the Department's budget submission align with the departmental business plan?

- Did the Department submit any operating enhancements? Were these enhancements added to the base budget or provided separately? Did the Department provide projected performance impact as a result of the enhancement? Did the Department justify its need for the enhancement? Is the cost of the enhancement accurate?

- Did the Department submit any operating reductions? Were these reductions included as part of the base budget submission or provided separately? Is this really considered a reduction or operating efficiency? Did the Department provide projected performance impact as a result of the reduction/efficiency? Is the cost the reduction accurate?

- If cutbacks in existing services are necessary, which services should be eliminated first? Which services could be scaled back? Which service, if scaled back, would become unproductive? What efficiencies can generate savings within existing services?

- Did the Department budget attrition? Why or why not? What is the attrition rate/value? How many vacancies does the Department currently have? How many positions are in the current budget vs the proposed budget? Does the position count match RFRO and the department's functional table of organization and staffing chart?

- Did the Department budget for furloughs? If so, what is the projected cost estimate and for what collective bargaining units?

- Did the Department budget for merits? If so, what is the value? Did the Department budget for termination payouts? If so, who, the cost, and their anticipated leave date?

- Did the Department over estimate and/or under estimate their revenues? Where there any changes to their revenues and why?

- Did the Department submit a capital plan? If no, why not? Is it realistic? Are there operating expenses associated with the project? Is it noted? Does their current spending pattern reflect what is budgeted and their true needs? Did the Department submit any new capital requests? Does the revenue source match their budgetary allotment? What is different from FY 2012-13 compared to FY 2013-14?

- Did the Department budget accordingly as per the FY 2013-14 budget manual?

- Did the Department include fee increase as part of their FY 2013-14 budget submission?

Capital Budget Development

Capital budgets look to the future and support long-term outlays for fixed assets and equipment. A capital budget differs from an operating budget in that it is inclusive of multiple years – the multi-year capital plan – whereby an operating budget generally covers a span of 12 months.

When developing your departmental capital budget you need to define departmental capital and financial goals. Take into consideration that there may not be enough money to fund every capital project on your departmental wish list. Develop an evaluation criterion for assigning priorities. For example, a need may be measured by the current condition or use of a facility or

equipment. Alternatively, consideration for a project might be based on health and public safety issues, or overall benefit to the community. Whatever the determining factor, you need to work with your department in setting and aligning your capital priorities with your departmental needs.

When formulating your FY 2013-14 Proposed Budget and Multi-Year Capital Plan you need to be sure and identify your revenue sources; provide an accurate assessment of your expenditure needs; in other words, cash flow projections are essential in identifying how projects will be funded and the timing of revenues (such as financing). Prioritize your projects according to your departmental and/or community needs, business plan, or strategic alignment; an lastly identify any operational impact as a result.

Start with the Revenue Sources

To start the process, begin by identifying the revenue sources that are available to your department for those capital projects that are to be included in the Department's FY 2013-14 Proposed Budget and Multi-Year Capital Plan. By revenue source, estimate the new revenues that are anticipated for FY 2013-18 and the amount of carryover anticipated at the end of FY 2012-13. Both of these amounts should be justifiable based on prior year amounts (or have a logical reason for departing from prior year amounts). This procedure should be repeated for each available funding source.

Enterprise funds should show transfers from operating accounts as capital revenues. Operating and capital budgets will be viewed together in these instances.

If there is no funding source identified for a project, use the Capital Outlay Reserve (COR) as the funding source.

Estimate Expenses

In many cases, departments will need to prepare a "high level" estimate of project expenses and timelines until a formal estimate is completed. OMB understands that estimates change over time. Nonetheless, departments should use all available information (including recent bidding experience, other departments' experiences, trade publications, and institutional knowledge) to arrive at reasonably accurate estimates for capital projects. Part of the effort in estimating capital project costs is the estimation of expenditures by fiscal year. Departments should not anticipate allocating more funds than they need to a particular capital project other than what they can reasonably expect to spend in a given fiscal year.

Tip:

Once these estimates have been completed, revenues and expenses should be compared. The easiest way to accomplish this is by listing all projects by revenue source in an Excel spreadsheet, by year (much like the input screens I-1 in RFRO). By doing this, a clear picture is presented to OMB and the Department as to whether or not there is a funding surplus or shortfall within each departmental funding source

If it is clear that a project will not be completed in the current fiscal year, the funding will need to be re-appropriated in the next fiscal year, even if it has been appropriated already.

Important:

If there is a funding shortfall within any given funding source, departments must prioritize the projects that can and should be done in any given fiscal year. Even if there is a funding surplus, departments will need to prioritize those projects that can and should be done and in which order they should be completed

Programming Revenue

When allocating revenue to milestones, it is important to program revenues classified as "Pay As You Use" first and "Pay As You Go" last.

Pay As You Use revenues are typically:

- Bonds
- Grants
- Federal Reimbursements
- State Funds

Pay As You Go revenues are typically:

- Departmental Operating Revenues
- Capital Outlay Reserve (COR)
- Fuel Taxes
- Interest Earnings

Important:

Bond and grant revenues should be reflected in the year that proceeds are realized.

Definitions

Capital Project: A project which results in the acquisition or addition of permanent fixed assets such as land, buildings, public infrastructure, building improvements, and equipment. The project should be at least $5,000 and have a usable life of at least five (5) years.

Funded Project: A capital project for which funding has been identified and for which some activity is expected between October 1, 2013 and September 30, 2018. Proprietary departments that periodically issue revenue bonds and have revenue streams sufficient to cover future debt obligations should assume future revenue bond projects are funded. Departments that can realistically anticipate continued grant funding should do so and program future year grant revenues for funded projects.

Capital Outlay Reserve (COR) Request: A request for funding from the COR for a capital project. The COR is an annual pay as you go set-aside partially funded from the General Fund operating budget and used to fund needed capital improvement projects. Funding requests should be for FY 2013-14 and should be included as a funded project. Approved COR funding requests will be included in the proposed capital budget as funded projects. Certain disapproved requests may be included in the CIP as unfunded projects in a separate section of the proposed CIP.

Technology Projects: All technology projects must be evaluated through the IT Governance Committee in order to be considered for funding.

Unfunded Project: A capital project for which no funding has been identified that can be completed within the same time frame as the funded projects (between now and fiscal year 2018-19).

New Project: A capital project that is not in the current fiscal year's (FY 2012-13) CIP.

Capital Budget Preparation

As each department's Capital Budget plan is assembled, the following guidelines should be taken into account:

- One of the emphases of the FY 2013-14 budget development process is to have capital recommendations, just has been done with operating recommendations, reflect the County's Strategic Plan and the department's individual Business Plans.

Important

All information in CIIS will be shared with the Office of the Commission Auditor (OCA) throughout the process. Staff from OCA may have additional questions or requests for departmental staff based on the information contained therein.

OMB, Bond Administration Division is responsible for programmatic oversight of the Building Better Communities (BBC) General Obligation Bond Program, and the Miami-Dade Safe Neighborhood Parks (SNP) Bond Program. All departments with projects in either of the BBC, or SNP programs must closely coordinate the capital submission with OMB of the submission relating to these programs.

- As with prior year submissions, each department's CIP should be consistent with any current strategic capital improvement plans and should be developed hand-in-hand with the Transportation Improvement Plan (TIP), and as noted above, the current schedule of Building Better Communities projects and timelines as programmed, the Comprehensive Development Master Plan, the People's Transportation Plan Pro-Forma, or the Community Development Block Grant Work Plan, or any other plans as adopted by the Board of County Commissioners (such as the Aviation Capital Improvement Program), if applicable.

- The Capital Improvements Element (CIE) of the Comprehensive Development Master Plan will be updated with information from the FY 2013-14 CIP

Important:

It remains critical that the budget information accurately reflects estimates for current year expenses and milestones (e.g., start dates or completion dates) and accurately projects information for next year's budget and for longer-range capital plans

- Complete information should be provided for all capital projects including, but not limited to, designating the County Commission District(s) and Community Council District(s) in which projects are located, the County Commission District(s) that the projects will serve, project start and completion dates, the strategic area, strategic objective, and reasonable estimates of operating impacts of planned capital projects.

- Expenditures in the current fiscal year's capital budget should not be overestimated. Anticipated expenditure levels should be projected realistically. Many departments have traditionally been optimistic regarding expenditures. **Please be realistic with each project.** Revenues should match the years that the funds were/will be appropriated; expenditures should match the years that the funds were/will be expended.

- Anticipated project cash carryover should be realistic and based on a review of actual prior year expenditure and carryover levels. Such a review should help reveal any

unrealistic forecasting. Please be prepared to substantiate estimates of cash carryover into FY 2013-14 as well as anticipated FY 2012-13 and FY 2013-14 project expenditure levels.

- Departments should continue to anticipate and budget for the Business Participation Model charges to pay for services provided by the Small Business Development functions and ISD. **A good rule of thumb is the budget at least the amount charged in the prior fiscal year.**

- Art in Public Places is required for all capital projects in Miami-Dade County, unless otherwise prohibited by funding source other legal restriction. A complete description of the Art in Public Places procedures can be found at the website:

  http://intra.miamidade.gov/managementandbudget/library/procedures/358.pdf

- For new expenditure commitments, assume five (5) percent inflation each year. If there is a proper reason for assuming a higher or lower percentage, please indicate such in the justification/comments section of that project.

- Capital projects funded through the Community Development Block Grant (CDBG) program appear in the Public Housing and Community Development (PHCD) capital budget as well as the department allocated the funding. Departments should work with PHCD and the appropriate OMB budget analyst to ensure that all discrepancies are resolved.

- In all other ways, the instructions for specifically filling out the fields of the database have not changed or have been made easier. The specific instructions may be found in Appendix H or may be gained in the training classes that are offered. Please see page 28 for more information regarding times, dates, and locations of training classes.

Tip

Departments should contact their OMB budget analyst with any questions regarding the process, the system, or style concerns. The list of OMB budget analysts can be found on the web at the link listed below or by calling (305) 375-5143.

http://www.miamidade.gov/managementandbudget/library/omb-budget-assignments.pdf

Requesting Funding from the Capital Outlay Reserve (COR)

Departments are encouraged to submit requests for funding from the COR. If the department's opinion is that a project warrants COR funding, and the project will be initiated during FY 2013-14, it should be included in the funded portion of the departmental capital budget submission. OMB will review each request, and, to the extent funding is available, priority projects will be included in the FY 2013-18 Proposed Capital Budget.

If the project is not funded, it will be moved to the unfunded portion of the capital submission.

As COR requests are prepared, be as specific as possible in defining projects and try to relate the project to the department's strategies for delivering services.

- Describe how the project, if funded, will enhance performance and the furtherance of strategic departmental goals
- Request only as much COR as can be spent within a given fiscal year
- Linkage to the departmental business plan will be critical in this regard

Important

The way to request funding from COR is by including the project as a funded project with COR as the funding source. Treat the project as funded unless otherwise informed.

- Putting a project on the list of unfunded capital projects **does not** request funding from COR
- Sending an email to an OMB budget analyst **does not** request funding from COR
- Mentioning the project in the RFRO forms **does not** request funding from COR

Tip

The highest consideration will be given to projects that:

- Link to a department's business plan and the County's Strategic Plan
- Cannot be funded from other sources
- Can be spent within the fiscal year in which the funds are allocated
- Have the best business case as presented by the department; this argument should show the impact of this project being funded in measurable terms

Tip

Please include as much information as possible in the "Justifications/Comments" section. There is no limit on the number of characters that can be input in this section.

All technology projects must be evaluated through the IT Governance Committee in order to be considered for funding.

Information Technology (IT) Governance Process

Funding requests for technology projects – regardless of source – must be submitted through the IT Governance Process. The IT Governance Process is the procedure by which all IT capital projects requiring funding of $50,000 or greater are submitted to the Information Technology Leadership Council (ITLC) for review. On October 22, 2012, you received an e-mail inviting you to attend a workshop on November 1, 2012 that described the process for the upcoming fiscal year. All departments with IT projects will be tasked with preparing a detailed business case to include a comprehensive cost benefit analysis. The ITLC will rank the business cases and make preliminary funding recommendations to the IT Executive Steering Committee. Departments are encouraged to contact their OMB Budget Analyst or ITLC representative below for further information. All submissions are due to the ITLC on **January 24, 2013.**

Contact: Tom James, ITLC Chair
305-349-6192

Additional information available online at:

For internal users:
http://enterprisesharepoint/home/CE002/CIO/ITLC/IRC/SitePages/Home.aspx

For external users:
http://enterprisesharepoint.miamidade.gov/home/CE002/CIO/ITLC/IRC/SitePages/Home.aspx

Sustainability Initiatives and Projects

In continuing with the County's efforts to reflect sustainability initiatives, the following categories and definitions are to be used as a guide when labeling a project *sustainable*.

Sustainability Categories	Explanation
LEED or Other Green Building Certification	Facility that has undergone a certification process for sustainability (design and construction, existing building operations and maintenance). U.S. Green Building Council, Green Globes, Florida Green Building Council and EPA Energy Star Portfolio Manager rating systems for buildings are among the potential applicable building certifications.
Energy Efficiency (Electricity and Fuel)	Activities and capital investments that contribute to increased electricity use efficiency and/or improved fuel efficiency (e.g. cool roofs; higher efficiency heating, ventilation, and air conditioning systems; lighting retrofits; energy and building management systems; purchase of hybrid vehicles; GPS-based idling-tracking systems for service vehicles; etc.)
Renewable Energy Feature/System	Includes solar photovoltaic, wind, geothermal, solar-thermal, co-generation (waste recovery) and other renewable energy projects or systems tied to facilities.
Innovative Water/Wastewater Feature and Approaches	Use of or programs to encourage the use of alternative and innovative water/wastewater approaches including but not limited to substitution of chemical treatment processes with biological processes, rainwater harvesting (e.g. cisterns), use of grey water systems, energy efficient reclaimed water technology or other water and/or energy conserving approach.
Climate Change Adaptation	Activities/capital investments that improve our understanding of our vulnerability to climate change impacts or help us to reduce or adapt to these impacts.
Other Climate Change Mitigation	Any activity that reduces/avoids Green House Gas emissions that is not an energy efficiency activity/capital investment. The planting of new and additional trees that sequester carbon is also considered a climate change mitigation strategy.
Other Sustainability	Activities that improve the integrated bottom line of economy, environment and quality of life and don't contribute to the deterioration of aspects of this integrated bottom-line.

Budget Submission Systems: ABDS, RFRO, and CIIS

Why Are There Three Budget Systems?

The County utilizes two operating budget planning systems and one capital system for preparing and reporting departmental proposed budget submissions.

The Budget Manual Supplement includes detailed instructions for entering budget information in each of the budget database systems and can be found online at:

http://www.miamidade.gov/budget/fy13-14-budget-development.asp

Important:

> **Departments must update information in all three systems as changes occur throughout the budget process.**

Automated Budget Development System (ABDS)

This legacy system is a powerful budgeting tool, particularly for forecasting departmental salary, fringe benefit, and other personnel costs. This system also provides the greatest detail regarding where and how departmental expenditures and revenues are organized:

- The smallest cost unit entered into ABDS is the subobject (line-items)
- The smallest organizing unit of subobject costs is the index code

During the first quarter, the County's payroll system information is downloaded into ABDS so that personnel costs need only be adjusted throughout the budget preparation process. Other operating costs will need to be entered by subobject at the index code level. After the final budget hearing, information in ABDS is used as a base from which to load the newly adopted budgeted into FAMIS.

Resourcing for Results Online (RFRO)

This web-based system generates summary reports that are used by OMB, the Office of the Commission Auditor, and the Board of County Commissioners during the various budget meetings and presentations.

The cost units entered into RFRO tend to be summary categories (such as Salary, Fringe, etc.), although the system will indicate when further detail is requested

- The smallest organizing unit of the RFRO cost unit is the Sub Activity.

In addition to the summary reports produced during the budget planning process, information from RFRO is drawn directly to produce the Proposed and Adopted Budget books.

Capital Improvements Information System (CIIS)

CIIS is used to prepare the County's Multi-Year Capital Plan. CIIS is a web-based project management tool used to monitor schedule and related cost information and other associated details for capital projects countywide. In addition, it is used to monitor and track all capital projects for the Building Better Communities General Obligation Bond Program (BBC-GOB) and the Quality Neighborhood Improvement Program (QNIP).

The information captured in CIIS during the budget development process is also used to directly produce the Proposed and Adopted Budget and Multi-Year Capital Plan, therefore the information entered in CIIS must contain accurate past expenditures and realistic projected cash flows needed to complete projects.

Access to ABDS, RFRO, and CIIS

To obtain access to either ABDS, RFRO or CIIS, contact your department's OMB budget analyst. For ABDS access, OMB will send you a form to complete. For RFRO or CIIS access, please provide your department's OMB budget analyst with each individual's name, desired user ID, and desired password.

Budget Training

Beginning this fiscal year, as part of both novice and refresher courses, OMB will also be providing a budget theory course, *Introduction to Budget*, aimed to help departments understand what OMB looks for in a budget submission. Additionally, classes for all three budget development systems are offered free of charge and are recommended for employees involved in the development or monitoring of departmental budgets. To register for any of the classes listed below, please contact Amelia Moya at 305-375-5143 and provide the trainee name, position title, and department. Seating is limited and classes will be filled on a first come, first serve basis.

The Appendix H provides additional instructions for using ABDS, RFRO, and CIIS, and is available online at:

http://www.miamidade.gov/budget/fy13-14-budget-development.asp

ABDS Training

This training will provide a basic understanding of how to enter, change, delete, and retrieve data into/from ABDS. Topics include: reconciling personnel counts, entering vacant positions, changing payroll data for exempt positions, entering service adjustments (reductions) and enhancements (increases), entering revenues and expenditures, and using ABDS reports. Training sessions will be broken into two distinct classes. A full-day training session is available for those with no experience with ABDS and a half-day "refresher" course.

The ABDS Users Manual may be found online at:

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

ABDS – Novice:

Time: 9:00am - 12:00pm and 1:00pm - 5:00pm (Full Day)

Dates: December 10, 2012 January 8, 2013
January 10, 2013

Location: Stephen P. Clark Center
111 NW 1st Street
17th Floor Training Room

ABDS - Refresher:

Time: 1:00pm - 5:00pm (Half-Day)

Dates: December 17, 2012 January 14, 2013
January 18, 2013 January 23, 2013

Location: Stephen P. Clark Center
111 NW 1st Street
17th Floor Training Room

RFRO Training

This training will provide a basic understanding of how to enter, change, delete, and retrieve data into/from RFRO. Topics include: entering information into the Input Screens (I-1 through I-9), with particular attention to the different sections of the activity summaries screen (Input Screen I-1). This year, we will continue to offer a separate training session specifically for Unmet Needs.

RFRO - Novice

Time: 2:00pm – 5:00pm

Dates: January 4, 2013 January 9, 2013
January 16, 2013 January 23, 2013

Location: Stephen P. Clark Center
111 NW 1st Street, 22nd Floor
OMB Rear Conference Room

RFRO - Refresher

Time: 10:00am – 12:00pm

Dates: January 4, 2013 January 9, 2013
January 16, 2013 January 23, 2013

Location: Stephen P. Clark Center
111 NW 1st Street, 22nd Floor
OMB Rear Conference Room

CIIS Training, Capital Budget Module

The FY 2013-14 Capital Budget will be created within the Capital Projects Budget module in the Capital Improvements Information System (CIIS). This training will provide a step-by-step explanation of how to enter, change, delete, and retrieve data into/from the module. Topics include: the importance of each report, inputting and updating funded projects including COR requests), inputting and updating unfunded projects, and prioritizing unfunded projects.

The Capital Projects Budget Module training guide can be found online at:

http://www.miamidade.gov/budget/FY2013-14/budget-development.asp

Time: 1:00pm – 5:00pm

Dates: December 3, 2011 December 13, 2011
January 3, 2012 January 10, 2012

Location: Stephen P. Clark Center
111 NW 1st Street
17th Floor Training Room

APPENDICES

Appendix A – Personnel Assumption and Rates

The following salary assumptions have been made as a result of the current status of collective bargaining negotiations. Updates will be provided as necessary.

- COLA for FY 2013-14
  - COLA reflects a zero (0) percent increase from FY 2012-13 to FY 2013-14

- Merit for FY 2013-14
  - Merit will be calculated at 4.3 percent based on effective date of each collective bargaining agreements (if applicable)

- Longevity for FY 2013-14
  - Longevity will be calculated based on effective date of each collective bargaining agreements (if applicable)

- Flex and Premium Pay Benefits for FY 2013-14
  - Both Flex and Premium Pay Benefits will be frozen for all employees and therefore have a zero value for FY 2013-14

Salary-Related Rates:

Executive Benefits Program (subobject: 00120)

Effective May 28, 2012, Mayor Carlos Gimenez eliminated executive benefits for all employees under his purview. Executive benefits remain in effect for employees who are not under the Mayor's purview. The program guidelines provide that executives be organized as defined below:

Group 1 - Board of County Commissioners (BCC) and designees, County Attorney, Department Directors of Non-Mayoral Authority

Group 2 - Deputy Directors who are designated second in command within a Department of Non-Mayoral Authority

Group 3 - Exempt, professional, non-bargaining unit employees who report directly to a Group 1 or Group 2 executive, within a Department of Non-Mayoral Authority

The table in the following page details the value of the benefits by group.

ABDS provides a complete report by department of the executive benefits provided. Additionally, ABDS will provide the car allowance value for eligible employees in non-mayoral departments that receive this benefit. Car allowance values should be reflected in subobject 00120.

Important:

Although this benefit has been suspended for all departments under the Mayor's purview, due to programming limitations, the benefit value will appear for all employees with an executive benefit classification in ABDS. Therefore, you must reverse the charges and the reversal must be reflected in subobject 00199.

Executive Benefit Program			
	Group 1	Group 2	Group 3*
Executive Benefits Allowance	$10,000	$8,500	$7,500
Supplemental Pension	$1,500	$0	$0
Total	$11,500	$8,500	$7,500

*Group 3 has sub-category EA which receives a pro-rata portion of the $7,500 maximum

Longevity Bonus Rates (subobject: 00125)

Upon completion of a minimum of 15 years of full-time continuous County service, employees in applicable bargaining units shall receive a longevity bonus award (LBA) on their leave anniversary date. These bonuses are calculated based on a percentage of the employees' adjusted salary. Please see the schedule below for the rate that pertains to a particular number of years of service.

Longevity bonuses for eligible non-bargaining unit employees may be authorized by the Mayor or non-Mayoral Appointing Authority.

Important

ABDS calculates social security, retirement, and longevity bonuses for departments automatically. Retirement calculations done by ABDS are based on the actual retirement plans to which an individual belongs.

Longevity Bonus Rates	
Number of Years of Continuous County Service	***Rate of Bonus Payment***
15	***1.5 Percent of Base Salary***
16	***1.6 Percent of Base Salary***
17	***1.7 Percent of Base Salary***
18	***1.8 Percent of Base Salary***
19	***1.9 Percent of Base Salary***
20	***2.0 Percent of Base Salary***
21	***2.1 Percent of Base Salary***
22	***2.2 Percent of Base Salary***
23	***2.3 Percent of Base Salary***
24	***2.4 Percent of Base Salary***
25	***2.5 Percent of Base Salary***
26	***2.6 Percent of Base Salary***
27	***2.7 Percent of Base Salary***
28	***2.8 Percent of Base Salary***
29	***2.9 Percent of Base Salary***
30	***3.0 Percent of Base Salary***

Sick Leave Reimbursement (subobject: 00154)

The County will pay out employees who retire or resign from County service in good standing for their accrued unused sick leave at the employee's current rate of pay at time of separation and excluding any shift differential.

Refer to the County Leave Manual, Section 02.08 to calculate the rate of payout. The rate will vary based on the number of years of service of the employee and whether or not the employee is special risk, among other factors.

Fringe-Related Rates:

Social Security Rate (subobject: 01010)

6.20% FICA rate on salary up to $110,100 (subject to change Dec 2012)

Medicare Rate (subobject: 01113)

1.45% MICA on total salary (subject to change Dec 2012)

Retirement Rates (subobject: 01011)

Regular Employees	6.71%
Senior Management Employees	17.23%
Special Risk Employees	19.18%
Drop Employees	11.65%

Group Health Insurance (subobject: 01110)

$ 10,390	per person per year
$ 11,073	per person (Fire Department Only)

The above-referenced rate assumes the employee contribution of 5 percent of salary toward the County's health insurance costs will sunset January 2014.

Dental (subobject: 01114)

$310	per person

New hires are not eligible for group health insurance until they have completed 90 days of service. Part-time employees who consistently work at least 60 hours per pay period are eligible for health insurance after 90 days of service. Part-timers must consistently work at least 60 hours per pay period to remain eligible for benefits.

Group Life Insurance (subobject: 01111)

Base annual salary x 0.0021

Unemployment Insurance (subobject: 01116)

Departments should use FY 2011-12 expenditures as a guide for budgeting FY 2013-14 amounts. If you have any questions, please contact your departmental OMB budget analyst.

Departure Incentive Program (subobjects: 03010-03199)

The Departure Incentive Program (DIP) lump sum payouts were completed in FY 1995-96 and FY 1996-97. Only recurring DIP costs such as health insurance should be included in the base budget submission for FY 2013-14.

Tip:

If your department incurred any expenses in FY 2011-12 in any of the following range of subobject codes: 03010 – 03199, contact the individual above or your department's OMB budget analyst to estimate FY 2013-14 DIP expenditures.

Deferred Retirement Option Program

Proprietary fund departments will need to enter the correct ABDS Florida Retirement System code for those entering DROP. General Fund departments will not need to budget DROP leave payments. Employee DROP information is available from Cognos. Access to Cognos can be provided by contacting the Information Technology Department (ITD) Help Desk at 305-596-HELP. Contact your department's OMB budget analyst to estimate FY 2013-14 DROP expenditures.

Appendix B – Information Technology Department Rates

Enterprise Applications and Solutions

Services encompass the creation of new systems as well as the on-going support required to maintain systems on an enterprise, consortium, or departmental basis. Types of services include system maintenance, enhancements, development of new systems, integration services, vendor package implementations, project management, and special requests. Services are billable at rates provided below. Services and support provided include but are not limited to the following technologies:

- Geographic Information Systems (GIS)
- Electronic Document Mgmt. System (EDMS) also known as Enterprise Content Management (ECM)
- Enterprise Asset Management Systems (EAMS)
- Enterprise Resource Planning (ERP) - PeopleSoft
- Interactive Voice Response Systems (IVR)
- Mobile Applications – Handhelds, Smart Phones, Blackberries
- Electronic Commerce Systems
- Business Intelligence (BI) – Dashboards and Report Authoring
- Web / Portal Systems Development
- Criminal Justice Systems

Services Rates

ITD offers customers a choice of an hourly rate (time and materials or "T&M") or an annual service level agreement (SLA) for a dedicated position by professional classification available through a full-time, half-time, or one-quarter of a full-time equivalent (FTE). T&M customers will be billed for hours associated with activities related to their projects, including project management and administration. Additionally, fixed rates can be provided on a per project basis for new development or implementations.

Overtime costs and costs related to staff assigned to on-call duties (24-hour support) will be added where appropriate and will be subject to prior customer approval.

The rates for FY 2013-14 are shown below. These rates are for work performed by County employees. Rates for contractors may be higher and will be quoted at time of engagement.

ITD Applications Hourly Rates Subobject: 26110	
Service	**ITD T&M Rate**
GIS Graphic Technician / Mapping	$90
Product Configuration (GIS Routing, Mobile, Dashboards, etc.)	$100
Project Management	$115
Systems Programming (Operating & Technical) and Database Administrator	$125
Analysis and Programming	$120
On Call Service	10%

Applications SLA Annual Rates Subobject: 26110			
Position	**Annual Rate**	**Semi-Annual Rate**	**¼ Annual Rate**
Junior Programmer Analyst	$145,000	$72,500	$36,250
Intermediate Programmer Analyst	$155,000	$77,500	$38,750
Senior Programmer Analyst	$170,000	$85,000	$42,500
IT Project Manager	$165,000	$82,500	$41,250
Systems Programmer	$185,000	$92,500	$46,250

Geographic Information System (GIS)

ITD provides the following enterprise-wide Geographic Information System (GIS) services (funded via the IT Funding Model):

- Licensing of the Environmental Systems Research Institute (ESRI) suite of GIS software
- Use of the County's enterprise GIS infrastructure and the GIS portal environment to include hosting of departmental applications using the County's enterprise infrastructure and maintenance of the development/test environment utilized by departments
- Use of enterprise GIS plotters
- Access to countywide imagery such as ortho-photography and oblique imagery (Pictometry)
- Maintenance of GIS base layers such as streets and addresses and general layers not owned by departments
- Maintenance of central geographic data repository
- Use of GIS standardized integration tools
- Access to GIS virtual campus training and workshop opportunities
- Enterprise GIS Mobile Blackberry License

ITD also provides the following GIS services that are ***not included*** in the IT Funding Model and are charged on a project or time and materials basis:

- Map creation and layer development
- Data analysis, report and chart generation
- GIS integration and consulting
- Customized routing solutions
- Application development and maintenance of department-specific applications
- Departmental infrastructure costs

Electronic Document Management System (EDMS) / Enterprise Content Management (ECM)

ITD provides the following services for the County's Electronic Document Management System (EDMS), also known as Enterprise Content Management (ECM), funded via the IT Funding Model:

- Licensing of Electronic Document Management suite of document management software to include scan, store and retrieval capabilities
- Use of the County's enterprise EDMS infrastructure to include hosting of departmental applications using the County's enterprise infrastructure

The following services are ***not included*** in the IT Funding Model; therefore, departments anticipating use of these services in FY 2013-14 should budget for them separately:

- Implementation costs paid to an outside vendor
- Disk storage
- Departmental infrastructure costs
- Application development
- Maintenance of departmental specific applications such as custom forms and workflows

Enterprise Asset Management System (EAMS)

ITD will provide the following services for the County's Enterprise Asset Management System (EAMS) (funded via the IT Funding Model):

- Licensing of Infor Asset Management software to include core functionality designed to ensure that physical assets are maintained properly and efficiently. Core functions include tracking of work orders, asset cost history, warranties, claims, meters, permits, etc.
- Deployment of mobile devices, call center, inventory, GIS integration, fleet, purchasing, scorecards, audit, analysis, and reporting capabilities
- Use of the County's enterprise EAMS infrastructure to include hosting of departmental applications using the County's enterprise infrastructure

The following services are ***not included*** in the IT Funding Model, therefore, departments anticipate use of these services in FY 2013-14 should budget for them separately:

- Implementation costs paid to an outside vendor
- Configuration
- Disk storage
- Departmental infrastructure costs
- Integration of department-specific applications

Advanced Mobile and Advanced Reporting are also available at an additional cost.

Enterprise Resource Planning Applications (ERP – PeopleSoft)

PeopleSoft has been established as the enterprise resource planning tool (ERP) for financial, procurement, and human resources systems. ITD will provide the following services for the County's Enterprise Resource Planning application (ERP) (funded via the IT Funding Model):

- Human Resources – PeopleSoft e-Recruiting
- Countywide deployment of the PeopleSoft Time & Labor (e-PARs)
- PeopleSoft e-Performance Module
- PeopleSoft e-Learning Management Module
- Human Resource Grievance Tracking and Discipline Tracking modules
- System and security administration, deployment, maintenance, and upgrades

The following services are not included in the IT Funding Model; therefore, departments anticipating using these services in FY 2013-14 should budget for them separately:

- Functional and technical training courses (available for all PeopleSoft modules from various partner providers)
- Additional PeopleSoft modules (cost quoted on request)
- Costs associated with project management, storage or archiving solutions; and
- Support to departments that have implemented ERP financial and procurement modules (available on chargeback basis).

Business Intelligence

Business intelligence (BI) is the ability of an organization to collect, maintain, and organize knowledge; essentially turning data into information. The goal of business intelligence deployments is to support better operational decision-making. BI technologies provide historical, current and predictive views of business operations. Common functions of business intelligence technologies are query, reporting, business performance management (scorecards and dashboards), analytics, data mining, benchmarking, predictive and prescriptive analytics.

ITD provides Business Intelligence (BI) services under the Cognos Enterprise License agreement. Charges for using BI services will be determined on a case-by-case basis depending on the anticipated resource usage. Departments **must budget and fund** for any new BI projects to include project management costs, disk storage, BI support charges and any associated infrastructure hardware, database and software license costs. Recurring annual costs include but are not limited to hosting charges for infrastructure hardware and software license costs, databases, installation, and storage. These costs may vary based on the size of the database and nature of the support required.

Enterprise Computing and Network Infrastructure

The Enterprise Computing and Network Infrastructure provides 24/7 operational maintenance and support for countywide data center operation, telephone (cellular, landlines, aircards and data circuits), network, microwave, and fiber optic systems to meet the communications and information management objectives of the County. It also plans, designs, and implements the infrastructure to provide information technology service to County departments; provides 24/7 maintenance and support to critical operational and communications systems on multiple computing platforms. Services include, but are not limited to:

- Network Architecture and Engineering Design Services
- Network/Application Load Balancing Services
- Storage, Backup and Off-site Vaulting Services
- Intel/AMD Server Provisioning/Management
- Connectivity Services, Remote VPN Access, Wireless Mobility, NetMotion
- E-mail and Messaging Services (Microsoft Exchange and Blackberry)
- Utilization and Availability Reporting
- Active Directory Domain Services and Domain Name System (DNS)
- Security Updates, Patching and Remote Software Deployment
- Mainframe Security -- Resource Access Control Facility (RACF)
- Firewall Management, Antivirus Protection, and Internet Content Filtering
- IP Address Management
- Web Services Secure Socket Layer (SSL) Certificate Management

Services Rates

ITD offers customers a choice of an hourly rate or a Service Level Agreement (SLA). ITD provides SLAs which specify service hours and response time to reported requests for service. SLAs can be enhanced to include specialized services and weekends or after hours coverage. Costs vary based on the service hours, response time, and number of locations and specialized requirements. Hourly customers will be billed on a time and material basis associated with activities related to their service requests or projects including any overtime costs.

The hourly rates for FY 2013-14 are shown below. These rates are for work performed by County employees. Rates for contractors may be higher and will be quoted at time of engagement.

ITD Infrastructure Services Rates	
Service	**Rate**
Network Design, Engineering, and Consulting Services	$120
Telecommunications Technicians	$85
Communication Service Representatives (billed in 30-minute increments)	$70
Equipment and Parts Multiplier for Engineering and Design Project Services*	10%
Contractor Multiplier for Engineering and Design Project Services*	15%

**The Equipment and Parts and Contractor Multipliers will not be applied for straight pass-through purchases processed by ITD on behalf of customers.*

Communication Service Representative rates apply to billable work which includes project work as well as moves/changes of existing telephone service and provisioning of new or additional telephone services. Examples of non-billable work are: customer billing inquiries, consulting with customer regarding telephone services (other than for large projects involving numerous moves/disconnects); updating of telephone records due to employee terminations or new employee assignment to existing telephone services; issuance or deactivation of passwords for voicemail, conference bridge or long distance access; and coordination of repair/removal of coin telephones (payphones).

Engineering and Design Services

ITD provides telecommunication consulting, engineering and design of new facilities, Local Area Network Solutions, Voice Solutions, Video Solutions, CTI Apps (IVR), Voice Traffic Study, Grounding/Bonding, Cable TV, Infrastructure Wiring, and outside plant fiber infrastructure. Customers will be billed on a time (hourly) and material bases associated with activities related to their service requests or projects including any overtime costs.

E-mail Archiving Services

E-mail archiving is a systematic approach to saving and protecting the data contained in e-mail messages. Without archiving, end-users typically maintain their own individual e-mail archives by storing the messages on their local hard drive in the form of a personal folder (PST file). Using an archiving service, older messages that are not accessed frequently are moved to another location on the network but are still accessible by the end-user and do not take up space in their mailbox. The cost for e-mail archiving services are as follows:

E-mail Archiving Services	
Service	**Rate**
Initial one-time cost per user (includes the purchase of the licenses required)	$32.40
Monthly recurring charge per user (includes an allocation of 2 GB per year per user of storage)	$3 per month
Additional e-mail archiving storage (beyond the 2 GB included in the base monthly recurring charge)	See Back-up and Vaulting Rates

Backup and Off-Site Vaulting Services Using Symantec's NetBackup Product

The Enterprise Cloud Services (ECS) unit provides backup services using Symantec's NetBackup product and is currently backing up approximately seven petabytes of data yearly (7,000 terabytes). NetBackup provides an enterprise level heterogeneous backup and recovery solution, providing cross-platform backup/recovery functionality to a large variety of Windows, UNIX, and Linux operating systems. NetBackup utilizes hardware devices like tape drives, tape libraries, and SAN connected disks. It can, with the necessary licenses, also support hot backups for major database products like Oracle and Microsoft's SQ, and can natively backup and restore the virtual machines of major virtualization products like VMware and has the capability of electronic tape vaulting.

Benefits to using ITD's Backup Services include:

- Ability to backup and store computer files from anywhere in County facilities using countywide fiber optics network
- Ability to create off-site tapes by utilizing ITD's electronic vaulting service (no human intervention required)
- Reduces staff required to maintain backup infrastructure
- Enable timely recovery of data via totally interconnected sites within the County Network
- Provides the option to generate multiple copies and store at multiple secure off-site locations.

Back-up and Vaulting Rates	
Service	**Rate**
Back-Up Services (per GB)*	$0.50
Back-Up Services minimum charge per year per server.	$600
Back-Up Services for electronic tape vaulting at the NAP of the Americas (per GB).	$0.50

**This rate is based on number of gigabytes backed up during each backup run and assumes a minimum backup service requirement of once a month.*

Disk/SAN (Storage Area Networks) and NAS (Network Attached Storage)

ITD's Enterprise Cloud Services (ECS) unit currently manages and supports SAN (Storage Area Network) storage arrays and NAS (Network Attached Storage) with a total capacity of over 1.3 petabytes (1,300 terabytes). These arrays are located at four County facilities and at the NAP of the Americas. The deployment of storage arrays and amount of storage capacity varies from site to site. The largest install base is located at the RDPCC facility. The sites are connected by a high-speed DWDM fiber channel ring, which offers the capability of remote data replication and a number of other advanced storage features. ITD offers four different classes of storage. Tier 1, Tier 2 and Tier 3 are SAN connected storage. Networked attached storage (NAS) is offered in Tier 3, and is available for replication services only, not as a primary storage option. Storage is priced in four tiers:

Storage is priced in four tiers:

- Tier 1 – available 99.999% of the time and is predominately associated with AIX applications. All AIX data is Tier 1. Tier 1 is also available to Windows and Linux applications
- Tier 2 – available 99.99% of the time and is predominately associated with Windows and Linux and Solaris applications
- Tier 3 (SAN/NAS) – available 99.99% of the time. It is lower duty cycle/lower performance and is only appropriate for data that has minimal access and is targeted for archival or is static data (not changing) or for file level storage access and file shares
- Tier 4 (NAS storage) – available 99.9% of the time and is appropriate for replication services only. This is to be used as a copy of data already being stored on the Tier 3 NAS platform.

Disk/SAN (Storage Area Networks) Rates Subobject: 24512	
Service	**Pricing**
Disk Storage Tier 1	$ 0.85/ GB/month
Disk Storage Tier 2	$ 0.60/ GB/month
Disk Storage Tier 3	$ 0.25/ GB/month
Disk Storage Tier 4	$ 0.15/ GB/month
Protected File Storage (includes backup using a predefined backup policy)	$ 0.60/ GB/month
Long term storage of any type or combination of types	Available upon request

Cost includes the provisioning and management of the storage as well as all maintenance and recapitalization expenses. All storage is billed on a monthly basis.

Intel/AMD Server Provisioning/Management/Co-Location Services

ITD Enterprise Cloud Services (ECS) unit provides provisioning and management services for INTEL and AMD servers running the Windows and Linux Operating Systems.

Physical Servers - Provisioning of physical servers (Discrete and Blades) normally takes three to six weeks and is priced on a case-by-case basis based on the configuration. Discrete servers are machines that are stand-alone units that are normally rack mounted and require their own power and network connections. Blade servers are more cost effective and plug into an enclosure with shared network and power connections. These servers are less expensive per unit, have economics of scale associated with their operation, and are less costly to maintain.

Virtual Servers - There are four classes of virtual servers. All of the virtual server offerings include Ethernet and Fiber Channel connectivity as well as automatic failover (high availability) in the event of a hardware problem. Provisioning of virtual servers will occur within 48 business hours of request. Virtual servers are “leased” on a month-by-month basis.

Server Management - Management of Discrete and Blade servers is billable on a yearly basis and includes all costs associated with the functioning of the server (network connections, power, air conditioning, rack space, operating systems maintenance, hardware maintenance, and recapitalization).

Managed Server Co-Location Services - ECS also offers managed co-location services to house customer owned servers. With this service, ITD provides rack space and environmental support (such as power, network connections and temperature control). The customer is responsible for providing the machine hardware and all software associated with it. ECS will install, manage, and maintain the server **with the exception of recapitalization and a hardware maintenance contract**. Should a failure occur, ITD will respond and manage the incident to its resolution. Cost of this service for a “standard pizza box” server (2U or less) (one “U” is approximately 1 7/8 inches) is $500 one-time installation cost ($250 per U) and an annual recurring cost of $1,980. See table below for costs. All other types of servers/support options are quoted on a case-by-case basis. Should the customer require server hosting without the managed services, a rack with power and network connectivity can be provided, with secure, customer only card key access. For more details on this service see the *Data Center Co-location / Hosting* Section of this document.

Intel/AMD Server Provisioning/Management Rates		
Service	**Cost**	**Subobject**
No new Class 1 Virtual Servers will be provisioned. MS Operating System minimum requirements for Windows Server 2008 require 2 GB RAM minimum)	N/A	N/A
Class 2 Virtual – 2GB RAM 1-2 v CPU 40GB System Drive	$ 120/month	24571
Class 4 Virtual – 4GB RAM 1-2 v CPU 40GB System Drive	$ 240/month	24571
Class 6 Virtual – 6GB RAM 1-2 v CPU 40GB System Drive	$ 360/month	24571
Class 8 Virtual – 8GB RAM 1-2 v CPU 40GB System Drive	$ 480/month	24571
Discrete Server and Blade Server Provisioning	Available Upon Request	24571
Discrete Server Management and Recapitalization	$ 3,800/yr	24571
Blade Server Management and Recapitalization	$ 2,600/yr	24572
Co-Location Installation Charge - Intel Server one time installation charge $250 per "U" (1.78 inches), includes power, portion of rack, KVM switch, patch panel access, network connection, etc.	Based on size of server	24571
Co-Location – Annual recurring charge	$ 1,980	24571
Co-Location (non-managed)	$ 1,500	24571

Data Center Services

Data Center Services provides 24/7 operational support and hosting services of Mainframe and Distributed systems and applications including system management (Windows, AIX, Sun, Linux, Z/OS, Z/VM, and Z/Linux), network management (switches/routers), Enterprise Monitoring and Reporting, Enterprise Infrastructure Change Control, Mainframe Change Control, and application management (Websphere, Portal, ERP, EDMS, EAMS, Database) to effectively manage the County's enterprise network and system resources. Process Scheduling services through Tivoli Workload Scheduler on all platforms are supported by Data Center technical, administrative and operations staff.

These services cross multiple operating platforms and include, but are not limited to, completion of nightly production schedules; off-hours help desk; print, post-processing and distribution services and network monitoring over hundreds of application systems, including the IBM Z10 mainframe, SUN, and P6 Eclipse (AIX) platforms.

The Data Center provides off-site disaster recovery services for the County's legacy mainframe applications; and provisioning and support services for CITRIX XenApp Application Virtualization services and for XenDesktop virtual desktops. Mainframe support staff provide 24x7 support for mainframe infrastructure control for mainframe applications, and mainframe remote printing services. In addition, the Data Center provides Infrastructure Change Control, Discovery, Monitoring & Alert services.

Midrange Hardware and Hosting

Hosting services involve the operation of a customer's application on ITD hardware. ITD provides Midrange Hardware and Hosting support on a variety of platforms such as AIX, LINUX (including LINTEL, and P-LINUX). The rate structure is determined by the number or fraction of processors allocated. All other hardware components are a fixed rate based on the processor usage. Departments must budget and fund for any new and existing Midrange Hosting requirements to include project management costs, disk storage, system support charges, and any associated license costs. Recurring annual costs include, but are not limited to, hosting charges for infrastructure hardware and software license costs, databases, installation, and storage. Costs vary based on the size of the logical partition (LPAR), number of processors and the nature of the support required.

If hardware resources are available, provisioning of Logical Partition AIX Servers (LPARs) will typically occur within five business days after the request has been approved by the Distributed Systems Manager (plus additional network and storage cabling time for non-VIO (Virtual Input Output) servers. If hardware resources are currently not available, prevailing vendor rates apply to purchase those resources and the provisioning time will depend on the procurement process as well as product availability from the vendor.

Following are the representative classes of servers supported on the P-series infrastructure. These configurations can be modified to meet specific customer needs. Contact the Midrange Hardware and Hosting Manager for custom configuration quotation.

There are six classes of servers supported on the Enterprise p-Series Power 6 complexes:

Class 1 Enterprise Cluster Servers - two redundant LPARs for high availability workload with one processor and 4GB of memory each, two network cards and two storage connectivity fiber cards each, HACMP software for automatic failover and HACMP licenses (based on one processor), initial cluster configuration and setup, GPFS software and licenses (based on one processor), C compiler software and licenses (based on 1 user), 8GB paging space (based on 4GB of memory)

Class 2 Virtual Client Cluster Servers with Shared Resources - two redundant LPARs for light I/O workloads with high availability with one processor and 4GB of memory each, sharing of network connectivity and storage connectivity through an existing enterprise I/O server (VIO), HACMP software for automatic failover and licenses (based on one processor), initial cluster configuration and setup, GPFS software and licenses (based on one processor), C compiler software and licenses (based on one user), 8GB paging space (based on 4GB of memory).

Class 3 Stand-alone Shared Resource Server - one LPAR for light I/O workloads with one processor and 4GB of memory, sharing of network and storage connectivity through an existing enterprise I/O server (VIO), GPFS software and licenses (based on one processor), C compiler software and licenses (based on one user), 10GB paging space (based on 4GB of memory). Live Partition Mobility configuration is available, to possibly move this LPAR to another frame without an outage in case of maintenance.

Class 4 Basic LPAR Server - one LPAR for light I/O workloads with 0.1 processor and 2GB of memory, sharing of network and storage connectivity through an existing enterprise I/O server (VIO), installed with AIX Operating System on p-Series Operating System. Live Partition Mobility configuration is available, to possibly move this LPAR to another frame without an outage in case of maintenance.

Class 5 Basic LPAR (One LPAR for light I/O workload with 0.1 processors, 2GB of memory and 8GB of paging space, with a shared SAN Storage connection through the VIO Server installed with AIX on p-Series Operating System. Live Partition Mobility configuration is available, to possibly move this LPAR to another frame without an outage in case of maintenance.

Class 6 Basic LINUX LPAR Server - one LPAR for light I/O workloads with 0.1 processor and 2GB of memory, sharing of network and storage connectivity through an existing enterprise I/O server (VIO), installed with Red Hat Linux on p-Series Operating System.

All server (LPAR) configurations include operating system installation (latest AIX and/or Linux versions), configuration of O/S according to ITD standards, O/S backups, on-line storage of the last O/S image, basic monitoring of the server, AIX system activity report performance collection, redundant network connectivity, redundant storage connectivity, mirrored O/S disks if booting from internal disks or SAN booting, ability to participate in CPU pooling, basic paging space, operating system licenses, operating system maintenance, basic system administration tasks performed by a system administrator and O/S software. Processor speeds are presently 4.2 GHz on the Power 6 processor. If you require a custom solution, please contact the Midrange Manager for configuration quotation. All costs indicated are for Power 6 hardware. If a platform change occurs during FY 2013-14, all new solutions will be considered custom configurations and will have to be quoted.

Costs are based on three-year service model of existing active inventory. Prevailing maintenance rates will be charged in Year Four and beyond for both the hardware resources and operating systems, HACMP and GPFS if included as part of the software stack. Additional options and custom configurations are available and quoted upon request.

P-series temporary use of resources beyond initial sizing will incur charges for the use of the additional resources (processors and/or memory). Examples are the additional memory required for the collection of taxes during the month of November and during the last five days of each month from December through May and the need for additional temporary resources to accommodate development or testing activities. See table for daily and monthly rates.

Midrange Hardware and Hosting Rates				
Distributed Server Provisioning/Management (P-series only)	**Lump Sum Prepaid 3 Year Lease**	**Year 1 Annual Lease Rates**	**Year 2 Annual Lease Rate**	**Year 3 Annual Lease Rate**
Class 1 Enterprise Cluster Servers	$175,110	$118,234	$27,704	$29,172
Class 2 Virtual Client Cluster Servers with Shared Resources	$155,731	$101,277	$27,576	$26,878
Class 3 Stand-alone Shared Resource Server	$87,574	$47,844	$19,344	$20,386
Class 4 Basic LPAR Server - AIX on P-series	$77,280	$39,366	$18,280	$19,634
Class 5 Basic LPAR	$46,844	$14,508	$14,102	$18,234
Class 6 Basic Red Hat LINUX LPAR Server	$54,347	$20,737	$16,602	$17,008
Additional 4.2GHz Processor (Does not include software license)	$22,902	$22,902	N/A	N/A
Additional 1/10 of a 4.2GHz processor	N/A	$2,290	N/A	N/A
Additional Gigabyte of Memory	N/A	$238	$238	$238

	Estimated Costs for 4th Year and Beyond (Based on Pricing Currently Available from Vendors)	
	Estimated Yearly Hardware Maintenance Per Processor	$2,296
	Estimated Yearly Software Maintenance Per Processor	$1,242
	RER (DERM) - Oracle Consolidated AIX resources on P6 Eclipse	$37,062
	WASD - AIX for CCB, MWM, PIP	$188,009
	WASD - Full FTE For AIX including on-call	$203,500
	WASD - ORS AIX Server Requirements are still being analyzed	TBD
	WASD - CIS AIX Hardware/Software Maintenance	$40,680
	Property Appraiser - CAMA AIX Hardware/Software Maintenance	$10,614
	Property Appraiser - AIX Memory charges based on 192GB of allocated memory	$45,696
	Clerk of Courts - SPIRIT AIX Memory Charges based on 40GB of allocated memory	$9,520
	Clerk of Courts - SPIRIT AIX Hardware/Software Maintenance (Prod MIR and Consolidated Courtroom)	$14,152
	Clerk of Courts - SPIRIT AIX 1/6 of on-call charges	$3,083

	Rates for Temporary Usage of Additional Resources	
	Temporary Full Processor Per Day (Daily Rate) Does not include software license fees)	$54
	Temporary Full Processor Per Month (Monthly Rate)* Does not include software license fees)	$1,655
	Temporary Gigabyte of Memory Per Day (Daily Rate)	$72
	Temporary Gigabyte of Memory Per Month (Monthly Rate)*	$22.32

**Refer to cost for Intel Servers*

All configurations exclude application storage space (see Disk/SAN costs for Tier 1 storage), application backups, network setup fees, and post charges. Pricing for these services is included in other sections of the ITD portion of this document. Note that adding incremental memory to an LPAR requires an increase in page space for the associated LPAR. This is calculated as 2X the amount of memory which is being added.

Data Center Co-Location / Hosting

ITD is responsible for managing and coordinating space allocation at both the Data Processing and Communications Center (DPCC) and the Integrated Command Facility Building (ICFB also known as "Lightspeed") data centers for departments wishing to co-locate equipment or for ITD to provide hosting services. Typically, services such as disaster recovery for department's business systems or simply space allocation at a fully supported, secure, off-site, redundant location are excellent candidates for the service provided. Departments will be provided with alternative costing once requirements are defined. In a co-location scenario, departments who have their own IT staff could access their devices at the facility directly. In the hosting alternative, ITD would provide turn-key services and support. ITD will provide cost estimates on request based on customer requirements.

Mainframe Printing to Network Attached "Remote" Printers

Mainframe remote printers will be charged a license and support fee of $100 per printer per year. New mainframe remote printers allocated during the fiscal year will be prorated at a cost of $10 per month for each month remaining in the fiscal year (to a maximum of $100).

Enterprise Middleware and Web Services

The Enterprise Middleware Unit provides infrastructure support services in the following areas:

- The County's Internet portal applications, miamidade.gov and enet.miamidade.gov, including ability for customers to perform on-line functions, including on-line payments and pervasive device technical support
- IBM WebSphere software suite including guaranteed messaging (Message Broker) and interactive voice response infrastructures hosting Java applications
- Enterprise IIS 5, IIS 6 and IIS 7 web server infrastructures hosting Microsoft DotNet application
- Microsoft SharePoint 2003 and 2010, including the migration of content from 2003 to 2010
- IBM Cognos 8 Business Intelligence infrastructure
- Infor EAMS Cognos Advanced Reporting infrastructure
- Enterprise distributed FTP (file transfer protocol) and secure FTP infrastructures Web services administration including web services monitoring and support for legacy web services development
- Enterprise SAP Crystal Reports infrastructure
- Enterprise Microsoft SQL Reporting Services infrastructure

If a department is leveraging countywide enterprise infrastructure, the cost of these services is included in the enterprise IT Funding Model. For departmental or project specific implementation of any of these services, charges will be determined on a case-by-case basis depending on the required scope. Departments must budget and fund all costs for any department-specific need, including but not limited to:

- Project management costs
- Technical architecture
- Disk storage
- Database creation
- Software license costs
- Hardware licenses costs
- Training
- Staff labor

Enterprise Middleware staff labor for any departmental or project specific implementation will be charged at the time and materials rate listed under the "Services Rates" section in this document, unless otherwise negotiated via service level agreement.

Database Administration

ITD provides basic support for existing databases on countywide database infrastructure platforms for a fee that varies depending on how the database is hosted. Basic support is defined as unlimited restructures of 10 records or less for Oracle, SQL Server, or UDB databases, one to two restructures regardless of size for IDMS databases, vendor recommended upgrades and patches, problem resolution, back-up and recovery, capacity planning, database monitoring and tuning, and systems documentation. Services beyond this scope, i.e., replication, disaster recovery, standby, database mirroring, streaming, will incur additional database costs as well as related hardware and software license costs. Departments with databases running on independent infrastructures must budget for recurring licensing and database support staff costs billed on a yearly or monthly basis, either on a Service Level Agreement (SLA) or on a Time and Materials basis.

Departments must budget for and fund costs related to any new databases including project management costs, disk storage, database support staff, installation costs, and any associated infrastructure hardware and software license costs. Where new databases result in separate (non-countywide) platforms, recurring hardware and software license costs as well as database support staff costs should be budgeted. These costs will vary based on the size of the database and nature of the support required. On average, the charge for a new Oracle database set is $3,000; the charge for a new SQL or UDB database set is $1,000. A database set includes the following databases used to support a given production database: one each sandbox/development, test, staging, production. Additional databases will incur additional fees.

Departments must budget for and fund any databases requiring disaster recovery services at the Network Access Point (NAP) or at the Integrated Command Facility Building (ICFB), also known as the LightSpeed facility. Annual costs of $10,000 per database include charges for infrastructure hardware and software license costs, databases, installation, and storage. Where databases require separate (non-countywide) platforms at the NAP, recurring hosting costs as well as database support staff costs should also be budgeted. These costs vary based on the size of the database and the nature of the support required. Database licensing costs are listed in the following section.

In the absence of a Service Level Agreement, database services for department-specific infrastructures (separate from the countywide infrastructures) will be billed at the Time and Materials rate (listed in the *Services Rates* section of this document) as services are delivered. Otherwise, SLAs are billed as contracted based on the rates shown for a *"Systems Programmer"* under the *Services Rates* section. For a complete cost analysis, please contact the Database Manager.

Enterprise Architecture Services

ITD provides the following enterprise architecture services (funded via the IT Funding Model):

- Leads the collaborative effort required for the creation of information technology architecture standards
- Reviews solution designs for compliance with the current architecture
- Conducts the architecture exception request process
- Publishes and revises the reference tools and documents used to document the enterprise architecture
- Publishes and revises documentation to be used with all procurements that have information technology requirements

ITD also provides the following architecture services that are ***not included*** in the IT Funding Model and are charged per project or on a time and materials basis:

- Proof of concept, proof of technology efforts for department-specific (non-enterprise) solutions
- Department-specific (non-enterprise) architecture initiatives

Pass-through License Rates and SSL Certificates

Autodesk, Oracle, SQL, Exceed, and TOAD License Costs

Autodesk, Oracle, SQL Server, and Exceed software licenses are renewed yearly based on countywide co-terminus renewal dates. The schedule of license costs below includes estimated FY 2013-14 costs based on the inventory registered as of October 2011. Please advise ITD immediately of any anticipated changes in the number of licenses required. Additional licenses may be purchased at the prevailing rates for that product. Note that there are no charges for the Tool for Oracle Application Developers (TOAD) ELA in FY12-13. Net new license costs for TOAD for Oracle and TOAD for SQL will cost approximately $1,380 and $2,760 respectively, in FY 2013-14.

SQL SERVER LICENSES	
Department	**FY 2012-13 Rate**
Clerk of Court (Odyssey)	$ 34,000
Elections Voters Registration	$ 48,000
ITD	$177,325
GIS – Spatial Data Engine (SDE)*	$0
RER – Cogsdale*	$0

*Note: Software maintenance payments will begin in FY 2015-16 after conclusion of the current Mircrosoft Enterprise License Agreement.

Autodesk, Oracle and Exceed Annual License Renewal Charges			
Department	**Autodesk**	**Oracle***	**Exceed****
Subobject	**24520**	**24520**	**24520**
Aviation	$33,524	$31,189	
Community Action and Human Services	$2,534		
Community Information and Outreach	$185	$25,300	
Clerk of Courts		$69,253	
Cultural Affairs	$610		
Finance - Tax Collector		$2,406	
Fire		$73,210	
ITD	$5,545	$813,985	$4,686
ITD-ASP-311		$245,028	
ITD-ASP-EAMS		$18,571	$66
ITD-ASP- ECM (formerly EDMS)		$37,141	
ITD-ASP-ERP		$272,587	
ITD-ASP-Finance DW		$33,666	
ITD-ASP-GIS		$219,209	
ITD-ASP-PIN		$30,026	
ITD-ASP-PM			
ITD-ASP-Remedy		$23,212	
ITD-ASP-Security		$10,425	
ISD (formerly GSA)		$32,354	
Miami-Dade Transit	$7,801	$361,921	
Parks, Recreation and Open Spaces	$15,341		
RER (formerly DERM)	$16,993	$25,014	
RER (formerly DP&Z)	$1,939		
RER (formerly SBD)		$1,072	
PHCD			$132
Police		$216,356	
Port of Miami	$8,237	$97,846	
Property Appraiser		$27,310	
PWWM (formerly Public Works)	$28,512	$7,302	
PWWM (formerly SWM)	$2,308	$4,009	$330
WASD	$57,890	$97,575	$132

* *Oracle Totals include adjustments resulting from the vendor software license audit completed in FY 2011-12, such as maintenance on new licenses purchased and licenses that were migrated from one department to another.*

** *This product was formerly known as Hummingbird.*

Microsoft License Costs

In FY 2010-11 Miami-Dade County established an Enterprise License Agreement with Microsoft that offers full desktop software bundle with software assurance that provides the latest versions available for the term of the five-year agreement for Windows/OS, Client Access Licenses for Exchange, SCCM, SharePoint, Windows and Office Professional Plus. All server and application products enrolled under the Microsoft Enterprise License Agreement also include software assurance for the term of the agreement. The Microsoft Enterprise License Agreement Entitlement Benefits include:

1. Software Assurance - free software upgrade to the latest version of software
    a. Operating System (Windows 7)
    b. Office Professional (Office Pro Plus 2010)
    c. All Server products enrolled
    d. All Visual Studio product enrolled
    e. LYNC CAL (Office Communicator Service) included at no additional cost

2. Microsoft Home Use Program for County employees now available for $9.95 includes Office Pro Plus, Project Pro, and Visio Pro. Details are available by using the Program Code 335884F828 at the Microsoft Home Use Program Page: http://www.microsofthup.com/hupus/home.aspx.

3. Microsoft E-Learning available at no cost at Microsoft.com. Access Codes for courses

    E-Learning Applications (Word, Excel, Project) IWO518FCEF
    E-Learning Systems (Windows XP, Windows Vista) CLO3DD4456
    E-Learning Server (Windows Server, Exchange, SQL) SRODA80C8C

4. Visual Studio 2010 with MSDN SA Benefits
    Technical staffs are eligible to access media download for Visio Studio Pro 2010 and access technical support, news group and online concierge. Also available are webcasts, videos, virtual labs, and podcasts by product and topic.

5. Microsoft SA TechNet Benefits
    Technical staffs are eligible to access 24x7 Problem Resolution Support Web & Phone access technical support, news group and online concierge.

Microsoft Enterprise Annual License Costs per Unit – Subobject: 24571	
Product Description	**Annual Rate**
Microsoft Full Desktop Renewal	$150
Visual Studio Ultimate with MSDN Renewal	$1,774
Visual Studio Professional with MSDN Renewal	$325
Visual Studio Premium with MSDN Renewal	$814
Microsoft Standard Server Renewal	$126
Microsoft Enterprise Server Renewal	$410
Microsoft SQL Standard Server Renewal	$1,246
Microsoft SQL Enterprise Server Renewal	$4,775
True-Up Prices	On request

Microsoft Enterprise Licensing True-Up Schedule:

- Year 1 – May 1, 2011 thru April 30, 2012
- Year 2 – May 1, 2012 thru April 30, 2013
- Year 3 – May 1, 2013 thru April 30, 2014
- Year 4 – May 1, 2014 thru April 30, 2015

Software License True-Up allows you to purchase the software products required and join the Microsoft Enterprise License Agreement with full access to benefits. It is a one-time charge with no annual recurring for the term of the contract term.

Enterprise Secure Socket Layer (SSL) Certificates for External Websites

The Secure Sockets Layer (SSL) protects data transferred over the Internet using encryption enabled by a websites SSL Certificate. An SSL Certificate contains the information used to encrypt the user session and data and allows the user to decipher it. When a browser points to a secured domain, an SSL handshake authenticates the server and the client and establishes an encryption method. The County website and external client can then begin a secure session that protects message privacy and message integrity.

ITD purchases and renews SSL Certificates for all departments and agencies that host an external website requiring an encrypted connection. Encryption is required when the website requests for sensitive data such as passwords, credit card number, user id, social security number, or other personally identifiable information. These SSL Certificates are requested and issued from a trusted authority, the Certificate Authority (CA). The County utilizes VeriSign as our CA. External Certificates cost $175/year. Certificates can be purchased for multi-year periods. Pricing is based on the annual cost multiplied by the number of years requested for the certificate.

Computer and Telecommunications Services

ITD provides administration, installation, and maintenance services for the County's computer and telecommunications equipment infrastructure, encompassing telephone systems, telephone devices, personal computing devices, wireless devices, print devices, mainframe terminals, and auxiliary peripheral devices. This includes on-call emergency maintenance services 24-hours-a-day, 365 days-a-year.

ITD offers customers the option of entering into a Service Level Agreement (SLA) or accessing services on a Time and Materials basis. Telephone installations that require physical rearrangements or reinstallations of wiring, telephone jacks, instruments, and/or maintenance of non-standard County issued telephone equipment will be billed on a time and materials basis, as shown in the Service Rates section under Enterprise Computing and Network Infrastructure Hourly Rates.

CITRIX Desktop and Application Virtualization Provisioning & Support

Thin Client Virtual Desktops - ITD offers a Virtual Desktop (VD) option in addition to the traditional PC desktops. Instead of having discrete PCs for each workstation, the software, memory, and CPU power are consolidated into larger servers that will host these elements for end-users. To the end-user, the VD workstation has the same look and feel of a traditional PC and is equipped with a mouse, keyboard, and network device that will provide access to the software, memory, and storage hosted on an enterprise server. While VDs may not be appropriate for all Desktop installation, they work for the large majority of County users. Advantages of VDs:

- VDs are less expensive to purchase and operate than traditional desktops

- VDs are more energy-efficient than traditional desktops and will result in less landfill waste at end-of-life -- one enterprise server can replace approximately 80 traditional desktops
- VDs simplify upgrade and patching processes where changes are made to one shared server
- Thin client workstations are expected to last eight to ten years, and the annual fee includes funding for the repair or replacement of the Thin Client
- VD users can access their VDs (including all applications and data files) directly from any computer including MAC and iPAD devices
- A VD session can follow the user from office to home computer (including Mac), to laptop to iPAD with no interruption in processing

CITRIX Virtual Desktop (VD) Services	
Service	**Cost**
Thin Client Hosted VD - includes one user ID, Thin Client device, keyboard and mouse, 15GB of SAN storage with backup and recovery service. Free replacement of any nonfunctioning thin client device is included.	$275 per user ID per year
Hosted VD - includes one user ID, 15GB of SAN storage with backup and recovery service. This Virtual Desktop can be accessed from a standard PC, laptop or iPAD.	$250 per user ID per year

CITRIX Application Virtualization Services – CITRIX Application Virtualization services are available to centrally host departmental applications enabling authorized users to access them from any internet-enabled computer. The annual fee and initial installation and configuration charges are listed in the table below. Ongoing support for Application Virtualization is available on a Time and Materials basis or by SLA for ongoing support and oncall services. Note that the first 40 hours of installation and setup time or ongoing support time are included in the annual fee for this service.

CITRIX Application Virtualization Services and Remote Desktop Access	
Service	**Cost**
Annual fee for Application Virtualization service for non-GIS departmental applications includes Application Virtualization user ID and server hardware allocation. Storage and Backup fees and database support services are not included. Installation, configuration and application customization is free of charge up to 40 hours. Up to forty (40) hours of application upgrades and other systems programming services are provided annually.	$394 per user ID per year
Virtual Remote Desktop Access - allows a user to access one's desktop remotely from any internet-enabled computer through citrix.miamidade.gov using the Remote Desktop Protocol (RDP)	$150 per user ID per year

CITRIX Charges and Licensing – Note that CITRIX charges are cumulative; i.e. customers using CITRIX Application Virtualization and a CITRIX Thin Client VD will be charged for both

services. All software provided on the VD must be fully licensed software. Proof of license for Windows and MicroSoft Office Suite for each desktop must be provided or purchased at the time of installation. Any specialized software that is properly licensed and compatible will be hosted on the virtual desktop. Each Virtual Desktop request will be reviewed before installation to ensure that a VD is the most appropriate solution to meet your desktop needs.

Note that customers with a "full-service" Desktop Support SLA through ITD's Field Services area may be entitled to desktop Virtualization services for their employees at no additional cost as long as the SLA remains in effect. Please consult with John Conception (305-596-8368) or Adrienne di Prima (305-596-8492) to determine if your agency or location is eligible for this support.

Provisioning of PC Desktops

Field Services coordinates the purchasing and provisioning of PC Desktop computers and computer peripherals. Costs are based on market price. ITD will also obtain quotes for custom computer configurations or special equipment upon request.

PC Desktop Provisioning and Set-up Rate*	
Service	**Rate**
Desktop set-up charge per device. Includes delivery, installation, configuration (mapping to network drives and peripherals) as required backup/transfer all locally stored files and removal of old device.	$85

**Departments should budget annually for Microsoft and other software licenses. See Pass-Thru License Rates section for pricing.*

Video Conferencing Services

Video Conferencing Services include the ability to host interactive video conferencing and web collaboration sessions. This service can be used to hold on-line meetings, share presentations, conduct online training sessions, and collaborate on documents. This service is available to desktop clients as well as Video-enabled conference rooms allowing for maximum flexibility and reducing the necessity for travel expenses. Estimates of the cost of acquiring video conferencing equipment (desktop, room-based, or mobile cart) are available upon request.

Video conferencing services within the County network are funded via the IT Funding Model, and users will not be charged for the call. Calls involving one or more participants outside of County network will incur charges for the external connection. Cost for these calls will be quoted on request based on the prevailing rates for the third-party providers.

The charges for all participants will be billed back to the meeting organizer. For assistance in setting up a video conference, contact the Enterprise IT Help Desk at (305) 596-HELP.

Cable Television with Digital Content

ITD provides Cable Television (CATV) services for new and existing County facilities. CATV services consist of physical plant, end point products, design, and installation services. CATV services, depending upon facility location, are Miami-based COMCAST Television, or Atlantic Broadband. Miami-Dade County complies with Florida statute, Title 36 Chapter 610. ITD designs carrier-class CATV infrastructure to include multicasting and digital television.
Selecting the best CATV solution requires an optimal balance between speed, distance, price, and scalability. ITD offers a range of professional services to support the County's expanding CATV infrastructure including:

- Analysis and Planning for New Infrastructure: ITD will develop a plan that meets business needs in a cost effective manner by translating service, performance and budgetary requirements into a recommended solution. Customers will be billed on a time (hourly) and material basis associated with activities related to their service requests or project including any overtime costs.
- Deployment and Implementation of New Infrastructure: ITD offers end-to-end project management including system acquisition, implementation, and contractor management. Customers will be billed on a time (hourly) and material basis associated with activities related to their service requests or project including any overtime costs.
- Maintenances and Support of CATV Infrastructure: Cost for the on-going support and maintenance of CATV infrastructure will be billed to departments on a monthly basis per end point/TV outlet connection and onetime acquisition / implementation costs.

Maintenances and Support of CATV Infrastructure Monthly Charge per Port Subobject: 31018	
Service	**Rate**
CATV Maintenance	$6.00

Expansion of existing CATV in Facility – Cost for cable installation from consumer outlet to the nearest distribution point is dependent on the required cable length and generally costs between $300.00 and $425.00. Rates do not include concrete penetration, installation of conduit pathway, concrete coring, structural analysis, and permitting. These items will need to be determined at an additional cost. The above cost reflect pricing if ports are available in the CATV infrastructure. No amplification equipment or signal conditioning hardware cost is included. Pricing for all labor and equipment will be provided at time of system design.

New CATV Service to Facility – Costs associated with installation of new CATV service to a facility is dependent on the distance and complexity of the project and are quoted on request. Installation costs will include both Comcast charges and ITD one-time charges for design, project management and implementation.

Interactive Voice Response (IVR) Services

ITD offers the Enterprise Avaya Aura Experience Portal solution to customers seeking IVR services. The AAEP provides the following supported features for application design: Web services (Voice XML, CCXML), JAVA API, INTUITY Response API, Dialog Designer API, Media Source Control Protocol, Interactive Voice Response, Out Bound feature, Pluggable Data Connectors, SIP trunking, and Text to Speech. It is a County goal to leverage this new enterprise communications architecture solution to reduce duplication of services and overall operational costs by consolidating telephony resources.

The enterprise IVR monthly hardware maintenance cost is $50 per port. The IVR will be provisioned with the required number of phone lines or SMS capability required by the customer's IVR application to meet the customer's mission critical business needs. ITD will be responsible for maintaining the hardware, network, phone lines and text messaging services on the AVAYA enterprise IVR platform with one hour response on 24/7/365 basis to meet customer departments' critical business requirements.

In addition to the IVR monthly hardware maintenance cost, the customer is responsible for the monthly cost for phone circuits, text messaging (SMS), application development, and application maintenance.

IVR Monthly Maintenance Charges	
Services	**Monthly Rate**
Enterprise IVR Hardware Maintenance	$50 per port
AT&T Phone Circuit (Inbound and Outbound Lines)	Available upon request
Text Messaging (SMS) Send and Received	Available upon request
Application Development	Available upon request
Application Maintenance	Available upon request

ITD offers a range of professional services to support the County's expanding IVR infrastructure services. ITD can assist customers with migration onto the Enterprise Avaya Aura Experience Portal solution for IVR services on a Time and Materials basis. ITD will work with the customer to develop a solution that meets business needs in a cost effective manner that leverages professional services and County resources. The customer is responsible for the one-time cost for engineering and application development and ongoing application maintenance costs. ITD can establish a customized Service Level Agreement (SLA) for ongoing application maintenance costs.

Telecommunication Rates

Services include local telephone service (31010), long distance (31011), wireless aircard charges (31009), directory listing (31023), mobile/cell charges (31015), and data circuits (31018). The service rates are listed in this section. See the section called Estimated Radio and Telecommunication Expenses for an estimate of FY13-14 charges for each department based on historical consumption.

Local Telephone Service/Device Charges - The table below lists the monthly charges per device as well as the monthly local service charge applied to each telephone landline. The Local Service fee is applicable if the telephone device (handset or soft phone) can receive an inbound call directly from outside the facility and/or can make a call outside the facility from the telephone device (handset or soft phone). The Local Service fee is also applied to telephone lines used for alarms systems, fax service, remote access, and other special applications that may only be used for one-way calling in some cases.

Local Telephone Services Monthly Charge per Device Subobject: 31010	
Service	**Rate**
Telephone Maintenance	$8.30
IP Telephone Maintenance	$7.30
Soft Phone Maintenance	$5.30
IP Fax Maintenance	$5.30
Local Service Charge* (per line)	$17.00

Wireless Telephone Service Charges - The table below lists rates for wireless telephone services. The Aircard Limited rate is for usage not to exceed a maximum of 5 GB of data transfer monthly. For usage in excess of 5 GB, AT&T will automatically charge the unlimited rate, thus avoiding overage fees for that month, and then reset the charge for the following month back to the limited rate. Before choosing the unlimited rate, please contact ITD for a traffic analysis to determine if the unlimited rate plan is recommended.

Wireless (Voice & Data) Services - Monthly Charge per Device		
Service	**Rate**	**Sub-object**
Wireless Device Administration Fee (Per Blackberry, Cellular , Satellite Phone and Push-to-Talk device Smartphone, iPAD)	$5	31015
Wireless Device Administration Fee for AIRCARDS	$5	31009
Zero Access Plan	$0.06/min	31015
BlackBerry / iPhone Unlimited Voice & Data	$84	31015
BlackBerry / iPhone Unlimited Data Only	$30	31015
Voice Unlimited	$54	31015
Push to Talk Unlimited	$4	31015
AIRCARD Limited (up to 3GB data transfer monthly)	$26.25	31009
AIRCARD Limited (up to 5GB data transfer monthly)	$36	31009
AIRCARD Unlimited	$39.99	31009
Unlimited Texting within AT&T network (text, MMS, and pictures)	$5	31015
iPad Limited – 3GB plan	$26.25	31009
iPad Limited – 5GB plan	$37.50	31009
Additional Rate Plan Prices	Available upon request	31015
NETMOTION Infrastructure Charge	$20	31015

** Please note that there is a onetime installation cost for new voice or data circuits that varies depending on the customer requirements for the deployment.*

<u>Data Circuit and Port Charges</u>

The table below lists the monthly recurring charges for County-owned and private data circuits. Note that there is a one-time installation cost for new voice or data circuits that varies depending on the customer requirements for the deployment. As of FY 2011-12, a monthly fee of $10 per Metronet or data center port is being charged to departments in order to fund the upgrade of the County's edge switch infrastructure. Edge switches are network devices that provide access to the network for end-users and peripherals. They comprise the access layer or first point of connectivity to Metronet. Upgrading the Ethernet edge switch infrastructure will provide the following benefits:

- All Ethernet ports will provide one Gigabit per second connectivity (Gb/s), allowing for increased network performance
- Quality of service will be enabled on all ports, allowing for the prioritization of critical network traffic
- Security will be improved by enabling certain features available on the new state-of-the-art edge switch equipment
- Network Access Control will be enabled on all managed ports, ensuring that only Miami-Dade County approved users and peripherals are provided access to Metronet

- Power Over Ethernet will be available which will allow certain peripherals, i.e., Voice over IP phone handsets, to draw power from their network connection as opposed to a traditional power outlet
- An overall architecture improvement for the edge switch infrastructure

The upgrade of the edge switch infrastructure will occur in phases over several years; departments will be charged as their infrastructures are upgraded. ITD is currently planning the continuation of the second phase of the Edge Switch deployment for upgrades that will take place during FY 2012-13, and will be contacting departments which will be impacted to conduct a port inventory, and provide port counts and estimated charges for FY 2013-14. For departments that have already been upgraded, the port count and estimated FY 2013-14 expense are listed in the section, "Estimated Radio and Telecommunication Expenses".

Other Telecommunications Monthly Charges per Device*		
Service	**Rate**	**Subobject**
County Fiber – T1 (1.54Mb/s) Point-to-Point	$240	26110
County Fiber –10 Mb/s Ethernet	$850	26110
County Fiber –100 Mb/s Ethernet	$1,400	26110
County Fiber –1,000 Mb/s Ethernet	$2,500	26110
County – Port Charge	$10	26110
AT&T DSL	$215	31018
AT&T T1 (1.54Mb/s) Point-to-Point	$280	31018
AT&T - 10 Mb/s Ethernet	Available upon request	31018
AT&T - 100 Mb/s Ethernet	Available upon request	31018
AT&T - 500 Mb/s Ethernet	Available upon request	31018
Other AT&T Circuits	Available upon request	31018

**Please note that there is a one-time installation cost for new voice or data circuits that varies depending on the customer requirements for the deployment.*

High Speed Wireless Services

ITD provides carrier-class wireless point-to-point, point-to-multipoint, fixed outdoor or mobile Broadband, and Wi-Fi/WiMax services utilizing various licensed and unlicensed spectrum frequencies and technologies such as microwave, ruggedized Access Points Long Term Evolution (LTE) and mobile routers and gateways. These wireless connections provide secured data transfer as a cost effective alternative to commercial leased services and County-owned fiber (in cases where it is cost-prohibitive to run fiber) inter-building connectivity, campus environments, or backhaul. A typical wireless link provides a 100Mb/s duplex connection at a minimum, with uptime comparable to commercial leased services.

Selecting the best wireless solution requires an optimal balance between speed, distance, price, and scalability. ITD offers a range of professional services to support the County's expanding wireless infrastructure including those listed below.

Analysis and Planning: ITD will develop a preliminary business plan that meets business needs in a cost effective manner by translating service, performance, and budgetary requirements into a recommended solution. Customers will be billed on a time (hourly) and material basis associated with activities related to their service requests or project including any overtime costs.

Deployment and Implementation: ITD offers end-to-end project management including system acquisition, implementation, and contractor management. Customers will be billed on a time (hourly) and material basis associated with activities related to their service requests or project including any overtime costs.

Maintenance and Support: Cost for the ongoing support and maintenance of point-to-point and point-to-multipoint wireless connections will be billed to County departments based on the monthly charges listed in the table below. Certain capital equipment such as the cost of antenna/dish installation on existing structure (pole or rooftop) is included in the monthly rate. Costs to erect a new pole from the ground are ***not*** included. When the wireless service is shared among multiple agencies, maintenance, and support costs will be prorated.

High Speed Wireless Services - Monthly Charge per Point-to-Point Subobject: 26110	
Service	**Rate**
100 Mb/s Full Duplex Point-to-Point Microwave	$1,400.00
100 Mb/s Full Duplex Point-to-Multipoint Microwave	Available upon request
Greater than 100 Mb/s Full Duplex Point-to-Point or Point to Multipoint Microwave	Available upon request
Fixed/Mobile Broadband Data Gateway and Wi-Fi / WiMax	Available upon request

*Rates are inclusive of labor related to ongoing maintenance and certain capital equipment costs

<u>Public Safety Radio Communication Services</u>

The Radio Services Division provides radio engineering and design services, plans and develops communications talkgroups, plans and coordinates interoperability plans in the Southeast Florida region, provides repair and installation of vehicle emergency lighting and mobile communications equipment, and provides 24/7 maintenance and support of the County's public safety radio infrastructure.

RF (Radio Frequency) Communication Services – ITD provides planning/ design, engineering, project management, installation maintenance and consulting services for

the implementation and support of radio communications systems. Studies and engineering analysis required for new, expanded, or enhanced systems will be billed at the engineering rate (see Radio Service Rates table below).

Mobile/Portable Radio Maintenance and Installation –The ITD Radio Shop located at 6010 SW 87th Avenue provides full two-way radio service including sales, service and installation of portable and mobile radio equipment and associated emergency lighting equipment such as lightbars and sirens for emergency vehicles and police cruisers. Customized installation work is available for specialized vehicles such as Command buses, watercraft, motorcycles, undercover vehicles, and Fire/Rescue apparatus, etc. The Radio Shop maintains two pools of radios, one for emergency and disaster response use and a rental pool for special events. Services are charged on a time and materials basis (see Radio Rates table below). Departments may elect to enter into a Radio Maintenance Service Level Agreement (SLA). Please contact Patrick Burke for details.

Radio Systems – Departments that use the 800 MHZ radio system will be charged for the repair and maintenance of system infrastructure on a pro-rata basis (the number of radios that a department relative to the total number of 800 MHz radios using the system). Departments who make use of the dual band (700/800 MHz) and expanded Mutual Aid network will be charged additional costs to pay for the maintenance and support of the additional infrastructure.

Radio Service Rates		
Service	**Rate**	**Subobject**
Universal Radio Rate (per 800 MHz Handheld/Mobile Device)	22.20 each unit/ per month	26130
Installer Rate	$85/ per hour	24630
Telecommunications Technicians	$85/ per hour	24630
Radio Engineering / Design	$120/ per hour	24630
Equipment and Parts Multiplier	10%	N/A
Contractor Multiplier	15%	N/A

Universal Radio Rate

Departments that use the 800 MHZ radio system are typically charged a monthly Infrastructure Rate" per active radio. An active radio is defined as any radio with an active Logical Identity (LID) in the 800 MHz system.

Effective in FY2013-14, the monthly infrastructure charge will cover all routine repair and maintenance for active subscriber radios. This Universal Radio Rate (URR) will cover parts and labor for portable, mobile and desktop radio repairs, thus eliminating the time and material charges for covered repairs for customers paying the URR. Municipalities and other entities that do not pay a Radio Infrastructure fee in FY2012-13 may enter into a separate agreement with ITD, typically a Memorandum of Understanding, to provide radio repair services. The URR is made possible as a result of the agreement(s) negotiated by ITD in the 800 MHz Rebanding process. This agreement provides a two-year warranty on a new P25 radio infrastructure which reduces maintenance costs and facilitates inclusion of subscriber radio repairs as described below at a reasonable price to County agencies and municipalities.

The URR covers time and materials for routine radio repairs, including drive-ins. However, there are some exclusions which will continue to be billed on a time and materials basis:

- Repairs on radio accessories such as microphones, batteries, etc.
- Physical damage, water damage, and radios beyond economical repair
- Radios with multiple problems or radios that have evidence of tampering
- Mobile Radio installation and vehicular strip outs
- Off-line spare radios that have been deactivated
- Installation related repair work such as wiring, antennas, etc.
- Project work and large scale radio reprogramming
- Work performed outside normal working hours or locations
- Desktop installation and antenna systems
- Repair of Bi-Directional Amplifiers and distributed antenna systems

The URR only applies to active radios. Inactive radios, or off-line spares, are subject to time and material rates. Radios in non-working condition without active LIDs must first be repaired to be eligible for the universal rate.

Note that departments should continue to budget for any anticipated new purchases, such as radio equipment, accessories or antenna systems.

Radio Rebanding Charges

As a part of the County Radio Rebanding efforts, certain departments with proprietary divisions are impacted by the FCC-driven settlement. The enclosed chart identifies the number of radios attributed to each department as identified by Information Technology Department (ITD). Prior to FY 2011-12 if a department was identified as proprietary an amount was budgeted to cover their identified share. All general fund supported departments are funded through the COR.

Department	Inventory	FY 2013-14
Aviation	1,100	$110,484
Library	30	$3,013
Port of Miami	424	$42,587
Public Housing and Community Development	10	$1,004
Public Works and Waste Management	1,456	$146,241
Regulatory and Economic Resources (CSD)	52	$5,223
Regulatory and Economic Resources (DERM)	19	$1,908
Transit	2,710	$272,192
WASD	1,863	$187,120
TOTAL	7,664	$769,772

**Rates are subject to change upon inventory changes*

Estimated Radio and Telecommunications Expenses

Charges Table below for estimated charges based on actual charges incurred over the last 12-month period. For departments that pay their mobile/cellular invoices independently, the amounts in the table below reflect only the costs associated with loaner units provided by ITD.

Departments that recently experienced significant changes in personnel counts, or usage or anticipate such changes will occur during FY 2012-13 or FY2013-14 are encouraged to contact their Communications Service Representative for assistance in developing estimates of FY 2013-14 telecommunications charges or for any billing-related questions.

Please note: It is the responsibility of the user departments to notify ITD of any operational changes that will impact the need for or the billing of telecommunications or radio services. This includes, but is not limited to, events such as a reduction in the number of active lines or radios needed, index code changes, or transfer of individuals or devices from one department to another. Departments will be responsible for any charges incurred as a result of failure to notify ITD of any such changes in a timely manner.

Tip:

Telephone installations that require physical rearrangements or reinstallations of wiring, telephone jacks, instruments, and/or maintenance of non-standard County issued telephone equipment will be billed on a time and materials basis, as shown in the table above titled "Enterprise Applications and Programs Hourly Rates"

Directory Listing Estimated FY 2013-14 Charges		
Department	**Amount**	**Subobject**
Information Technology Department	$5,550	31023
Miami-Dade Transit	$5,520	31023

ITD FY 2013-14 Communications Services Estimated Charges*	Universal Radio Rate (URR) Charges **		Telephone Line Charges **		Wireless Aircard Charges	Mobile / Cellular Charges	Long Distance Charges	Circuit Charges	MetroNet Port Charges**	
SubObject Charged:	**26130**		**31010**		**31009**	**31015**	**31011**	**31018**	**26110**	
Departments	***Units***	***$22.20***	***Units***	***$17.00***	***$***	***$***	***$***	***$***	***Units***	***$ 10.00***
ADMINISTRATIVE OFFICE OF THE COURTS	32	$ 8,525	2,288	$ 466,752			$ 55,000	$ 14,615	29	$ 3,480
ANIMAL SERVICES DEPARTMENT	8	$ 2,131	60	$ 12,240	$ 13,561	$ 15,222		$ 18,561		$ -
AUDIT AND MANAGEMENT		$ -	113	$ 23,052		$ 2,068	$ 800	$ 2,376	32	$ 3,840
AVIATION	1,100	$ 293,040		$ -						$ -
CITIZEN'S INDEPENDENT TRANSPORTATION TRUST		$ -	27	$ 5,508		$ 691	$ 50		16	$ 1,920
CLERK OF COURT	11	$ 2,930	1,915	$ 390,660	$ 7,839	$ 44,709	$ 22,000	$ 62,267	372	$ 44,640
COMMISSION ON ETHICS AND PUBLIC TRUST		$ -	10	$ 2,040			$ 50		26	$ 3,120
COMMUNITY ACTION AND HUMAN SERVICES	90	$ 23,976	1,585	$ 323,340	$ 4,319	$ 67,754	$ 7,000	$ 130,211	26	$ 3,120
COMMUNITY INFORMATION AND OUTREACH	7	$ 1,865	176	$ 35,904	$ -	$ 13,469	$ 1,200	$ -	204	$ 24,480
CORRECTIONS & REHABILITATION	3,555	$ 947,052	2,004	$ 408,816			$ 7,100	$ 143,629		$ -
COUNTY ATTORNEY		$ -	298	$ 60,792	$ 60	$ 93,819	$ 800		164	$ 19,680
COUNTY COMMISSION		$ -	337	$ 68,748	$ 1,620	$ 102,910	$ 5,100	$ 6,608	16	$ 1,920
CULTURAL AFFAIRS		$ -	284	$ 57,936		$ 7,837			37	$ 4,440
ELECTIONS		$ -	1,034	$ 210,936	$ 33,473	$ 42,955	$ 1,300	$ 14,532	1	$ 120
FINANCE DEPARTMENT		$ -	739	$ 150,756		$ 11,864	$ 2,100	$ 28,036	201	$ 24,120
FIRE RESCUE	715	$ 190,476	88	$ 17,952	$ 350,946	$ 1,260	$ 4,500	$ 5,388	22	$ 2,640
GENERAL GOVERNMENT		$ -		$ -						$ -
HOMELESS TRUST		$ -	28	$ 5,712	$ -	$ 2,240	$ 100		12	$ 1,440
DEVELOPMENT									1	$ 120
HOUSING FINANCE AUTHORITY		$ -		$ -			$ 400	$ 20,584	48	$ 5,760
HUMAN RIGHTS AND FAIR EMPLOYMENT		$ -	21	$ 4,284		$ 825	$ 100		16	$ 1,920
INFORMATION TECHNOLOGY DEPARTMENT	183	$ 48,751	1,453	$ 296,412	$ 13,497	$ 180,608	$ 9,000	$ 279,522	1004	$ 120,480
INTERNAL SERVICES DEPARTMENT	406	$ 108,158	2,172	$ 443,088	$ 41,519	$ 68,801	$ 13,590	$ 80,767	1,453	$ 174,360
JUVENILE ASSESSMENT CENTER		$ -	207	$ 42,228	$ 6,479	$ 11,116	$ 4,000	$ 12,472	215	$ 25,800
LIBRARIES	30	$ 7,992	708	$ 144,432	$ 3,239	$ 13,309	$ 2,700	$ 384,078		$ -
MEDICAL EXAMINER	20	$ 5,328	340	$ 69,360	$ 2,160	$ 22,601	$ 3,100	$ 8,694	177	$ 21,240
METROPOLITAN PLANNING ORGANIZATION		$ -	27	$ 5,508		$ 1,989	$ 50		24	$ 2,880
MIAMI-DADE ECONOMIC ADVOCACY TRUST		$ -	27	$ 5,508		$ 1,619	$ 800		18	$ 2,160
MIAMI-DADE POLICE DEPARTMENT	7,521	$ 2,003,594	5,908	$ 1,205,232	$ 983,220		$ 43,500	$ 1,250,431	99	$ 11,880
MIAMI-DADE TRANSIT AGENCY	2,710	$ 721,944	3,407	$ 695,028	$ 186,391	$ 59,444	$ 14,000	$ 460,618		$ -
OFFICE OF INSPECTOR GENERAL	6	$ 1,598	10	$ 2,040	$ 8,638	$ 531	$ 100		51	$ 6,120
OFFICE OF MANAGEMENT AND BUDGET	0	$ -	171	$ 34,884	$ -	$ 3,788	$ 800	$ -	148	$ 17,760
OFFICE OF THE MAYOR		$ -	73	$ 14,892	$ -	$ 34,898	$ 1,300		134	$ 16,080
PROPERTY APPRAISER		$ -	371	$ 75,684	$ 1,080	$ 6,815	$ 2,300	$ 3,084	519	$ 62,280
PARKS, RECREATION AND OPEN SPACES	834	$ 222,178	1,346	$ 274,584	$ 11,931	$ 52,467	$ 19,000	$ 105,570	290	$ 34,800
PUBLIC DEFENDER		$ -	1,470	$ 299,880	$ 2,699	$ 11,408	$ 14,000	$ 50,054		$ -
PUBLIC HOUSING AND COMMUNITY DEVELOPMENT	59	$ 15,718	973	$ 198,492	$ 1,620	$ 74,080	$ 7,000	$ 12,434	0	$ -
PUBLIC WORKS AND WASTE MGMT	1,456	$ 387,878	1,039	$ 211,956	$ 427,991	$ 90,962	$ 10,400	$ 2,248,659	532	$ 63,840
REGULATORY AND ECONOMIC RESOURCES	19	$ 5,062	2,274	$ 463,896	$ 115,549	$ 47,342	$ 7,800	$ 32,110	983	$ 117,960
SEAPORT	424	$ 112,954	545	$ 111,180	$ 9,178	$ 65,183	$ 8,400	$ 28,803		$ -
STATE ATTORNEY 'S OFFICE	55	$ 14,652	2,539	$ 517,956	$ 10,750	$ 29,675	$ 27,000	$ 169,171	806	$ 96,720
VIZCAYA	46	$ 12,254	72	$ 14,688		$ 3,951	$ 900	$ 22,040	65	$ 7,800
WATER AND SEWER	1,863	$ 496,303	265	$ 54,060		$ 3,360	$ 3,600		31	$ 3,720
TOTALS	21,150	$ 5,634,360	36,404	$ 7,426,416	$ 2,237,756	1,191,571	$ 300,940	$ 5,595,312	7,772	$ 932,640

** Actual charges will be based on actual usage and level of service*

*** Based on current inventory counts, contact your departmental liaison for updates (Units * 12 Months * Monthly Rate)*

IT Funding Model Charges

Funding Model Charges for enterprise IT services for FY 2013-14 are currently under development and will be provided to departments by OMB in a separate document.

Appendix C – Indirect Costs for Certain Federal Grants

The indirect costs rates are based on the cost allocation plan prepared by Maximus in FY 2010. The rates have changed and vary department to department. To review indirect service fee is applied to your department please refer to the following link.

http://www.miamidade.gov/finance/library/cost-allocation-2010.pdf

To find out if your department will pay an indirect service fee from certain federal grants received in FY 2013-14 please contact your department's OMB budget analyst.

Appendix D – Internal Services Department Rates

ISD HR Employee Training:

Supervisory Leadership Development Program (subobject: 32010)

The Supervisory Leadership Development program was developed by Florida International University in collaboration with Miami-Dade County. The program was developed to offer supervisory and professional employees with the tools and strategies needed to meet the challenges in today's workplace. This training is required for new supervisors, and covers 16 leadership competencies.

http://www.miamidade.gov/emprel/supervisor_certification_program.asp

Rate: $400 per person for certificate

New Employee Orientation Program (subobject: 32010)

New employee orientation is a one-day course for Miami-Dade County employees during new employee processing.

Rate: $200 per person for the one-day workshop

Expanded Employee Development Classes (subobject: 32010)

These courses provide a focused educational opportunity for managers and supervisors on matters of business and supervisory management. Topics include cultural diversity, business writing, customer service, management communication skills, budget preparation and fair employment practices.

Rate: $85 per course

Other rates associated with employee training may be calculated by contacting HR at 305-375-2473.

ISD HR Testing & Validation and Payroll Services

Testing and Validation Services (subobject: 21030)

The following departments should budget funds as indicated below for projected services to be rendered by the Testing and Validation Section of HR.

Testing and Validation Services	
Department Name	**FY 2013-14 Budget**
Miami-Dade Transit	$188,118
Miami-Dade Police	$136,781
Water & Sewer	$ 69,994
Fire Rescue	$140,374
Corrections and Rehabilitation	$ 60,756
Aviation	$ 14,564
General Government	$ 57,895

Payroll and Unemployment Services (subobjects: 00180 and 01092)

The following departments should budget funds as indicated below for services related to payroll and unemployment compensation.

Department Name	Services Provided	FY 2013-14 Budget
Miami-Dade Transit	Payroll	$54,300

ISD Insurance Rates

ISD Insurance Rates and Allocations (several subobjects)

Operating insurance coverage, including workers compensation (01115), other vehicle insurance such as light equipment (26065), heavy equipment (26075), and general liability (23210), is provided through Internal Services Department (ISD). Departments that purchase insurance or participate in special self-insurance programs will receive individual estimated cost for FY 2011-12

The premium for Workers' Compensation is based on a department's last three fiscal years' historical experience combined with man-hour exposure relative to all other County departments and is provided at the departmental level. For budget preparation, departments may wish to distribute their premium on a budgeted position basis.

Automobile Insurance Rates			
Subobject	**Service**	**Rate**	**Department**
26065	Automobile Liability	$500/ light vehicle	All departments with light vehicles
26075	Automobile Liability	$750/ heavy vehicle	All departments with heavy vehicles
26065	Automobile Liability	$950/ police vehicle	Miami-Dade Police Department
26075	Automobile Liability	$400/ aviation vehicle (excluding shuttle buses)	Miami-Dade Aviation Department

Professional Liability Insurance Allocations			
Subobject	**Service**	**Allocations**	**Department**
23230	Police Professional Liability	$4,165,846	Miami-Dade Police Department
23230	Police Professional Liability	$1,006,410	Miami-Dade Corrections and Rehabilitation Department
23230	Police Professional Liability	$18,600	Miami-Dade Aviation Department

DEPARTMENT NAME	WORKERS' COMPENSATION FY 13-14	GENERAL LIABILITY FY 13-14
ANIMAL SERVICES	290,300	33,900
AUDIT AND MANAGEMENT SERVICES	19,200	14,200
AVIATION	1,490,600	0
BOARD OF COUNTY COMMISSIONERS	93,600	59,600
CITIZENS' INDEPENDENT TRANSPORTION TRUST	3,200	2,500
CLERK OF COURTS	963,400	386,300
COMMISSION ON ETHICS & PUBLIC TRUST	5,900	4,600
COMMUNITY ACTION & HUMAN SERVICES	1,617,600	479,400
COMMUNITY INFORMATION AND OUTREACH	113,500	60,800
CORRECTIONS & REHABILITATION	5,189,900	882,900
COUNTY ATTORNEY	64,700	38,900
CULTURAL AFFAIRS	11,300	8,900
ELECTIONS	304,600	27,400
FINANCE	130,500	89,000
FIRE RESCUE	9,896,200	853,400
HOMELESS TRUST	7,500	4,900
HUMAN RIGHTS & FAIR EMPLOYMENT PRACTICES	13,200	3,400
INFORMATION TECHNOLOGY	282,500	166,100
INSPECTOR GENERAL	21,500	10,600
INTERNAL SERVICES	1,876,100	301,700
JUDICIAL ADMINISTRATION	112,000	75,800
JUVENILE SERVICES	72,100	33,100
LAW LIBRARY	2,100	1,800
LEGAL AID	15,700	12,500
LIBRARY	458,700	219,500
MEDICAL EXAMINER	37,700	21,600
METROPOLITAN PLANNING ORGANIZATION	6,100	4,600
MIAMI-DADE ECONOMIC ADVOCACY TRUST	9,100	7,200
MIAMI-DADE POLICE	11,041,200	1,538,600
MIAMI-DADE TRANSIT	10,735,700	0
OFFICE OF MANAGEMENT & BUDGET	31,400	24,200
OFFICE OF THE MAYOR	32,400	17,200
PARKS, RECREATION & OPEN SPACES	2,775,900	560,000
PORT OF MIAMI	702,300	141,900
PROPERTY APPRAISAL	151,100	107,400
PUBLIC HEALTH TRUST SUPPORT	1,536,000	0
PUBLIC HOUSING & COMM. DEV.	196,100	134,300
PUBLIC WORKS (SOLID WASTE MGT & PUBLIC WORKS)	3,329,600	545,800
REGULATORY AND ECONOMIC RESOURCES	849,500	317,400
SOUTH FLORIDA WORKFORCE INVESTMENT BOARD	35,500	0
STATE ATTORNEY'S OFFICE	4,600	3,600
VIZCAYA MUSEUM & GARDENS	257,800	15,300
WATER AND SEWER	4,989,700	0

Fleet Operating and Vehicle Replacement Charges

Fleet Operational Charges (several sub-objects)

Fleet operations charges are broken down between heavy (trucks and one-ton pickups) and light (cars, vans, and up to ¾ ton pickups) equipment. Departments can access their monthly Fleet charges summarized by expense category through the On-Demand internet client program at http://wasiap.miamidade.gov/templates/logon.htm.

Rates: Current operational fleet rates are shown in the table below. Total charges to departments will vary according to vehicle service needs; please see tables on the following pages.

Please note that rates are determined during the budget development cycle. Final rates for FY 2013-14 will be published in the ISD Fleet Management website, once the FY 2013-14 budget is adopted.

FY 2012-13 Fleet Operational Rates		
Item	**Heavy Equipment**	**Light Equipment**
Labor	$ 73.00/hour	$ 73.00/hour
Commercial Repairs	Cost + 20% markup over invoice	Cost + 17% markup over invoice
Parts	Cost + 20% markup over invoice	Cost + 25% markup over invoice
Fuel	Cost + $ 0.15 surcharge per gallon	
Misc. Charges	Overdue PM fees for light equipment: 0–499 miles past due: No penalty fee 500-750 miles past due: $ 50 penalty 750+ miles past due: $ 100 penalty Vehicle storage fee: $10 per day will be charged if vehicles are not picked up ONE WEEK after the posted ready date	
Loaner Vehicles	$0.47 per mile (inclusive of repairs and fuel)	
Pool Vehicles	Sedan / Pickup / Cargo Van	$ 0.47 / mile + $1.75 / hour
	Passenger Van (7 & 15)	$ 0.47 / mile + $ 2.75 / hour
	Executive Car	$ 0.47 / mile + $ 2.00 / hour
	Hybrid Sedan	$ 0.47 / mile + $ 3.00 / hour
	Wheelchair Equipped Pass. Van	$ 0.47 / mile + $ 4.50 / hour

		Preparation Chgs	Disposal Chgs
Vehicle Preparation & Disposal Charges	General Fleet Vehicle	***$931.28***	***$127.70***
	General Fire Vehicle	***$839.35***	***$160.80***
	Marked Police Cruiser	***$914.05***	***$175.40***
	Marked Corrections Cruiser	***$841.85***	***$153.50***
	Marked Police Motorcycle	***$1,012.45***	***$160.80***

Fleet Management charges for its services under the following sub-object codes shown in the table below:

Fleet Management Services Sub-object Codes		
Description	***Sub-object Code***	
	Light	***Heavy***
Operating Charges:		
Fuel	26060	26070
Fluids	26061	26071
Pool Vehicle Mileage	26062	N/A
Labor	26066	26072
Parts	26063	26073
Commercial Repairs	26064	26074
Accident, Abuse, Modification	26068	26068
Vehicle Trust Fund Charges:		
Mthly Vehicle Replacement Chgs	26067	26067
Pool Vehicle Hourly Charges	26077	N/A
Old Vehicle Disposal	26078	26078
New Vehicle Preparation	26079	26079
Vehicle Replacement Settlement	26081	26081

Important

The following chart details actual operational fleet charges for FY 2011-12 and are being provided only as a guide.

FY 2011-12 ACTUAL OPERATIONAL FLEET CHARGES[1]

Department Name	FUEL		Pool Vehicle MILEAGE 26062	REPAIRS[2]		Ac/Ab/Mod 26068	TOTAL
	Light 26060	Heavy 26070		Light	Heavy		
Administrative Office of the Courts	$8,923	$0	$2,813	$5,669	$0	$0	$17,406
Animal Services	$139,244	$1,897	$967	$93,728	$11,606	$3,609	$251,052
Aviation	$683,096	$212,011	$265	$30,031	$0	$19,077	$944,479
CAHSD	$121,727	$167,118	$87,954	$113,475	$356,787	$34,420	$881,480
Community Information & Outreach	$2,717	$0	$233	$2,138	$0	$5,967	$11,055
County Commission	$53,658	$0	$6,693	$44,217	$1,310	$7,168	$113,045
Clerk of Court	$21,626	$0	$7,065	$21,632	$722	$993	$52,039
Corrections & Rehabilitation	$370,556	$95,114	$20,833	$448,791	$298,633	$89,237	$1,323,164
Cultural Affairs	$11,094	$0	$1,640	$9,516	$0	$0	$22,250
Elections	$36,277	$1,658	$34,097	$7,816	$9,141	$13,232	$102,221
Finance	$0	$0	$34,987	$0	$0	$1,399	$36,387
Fire Rescue	$548,128	$818,173	$20,000	$587,305	$497,928	$79,658	$2,551,193
ISD	$200,179	$8,516	$44,158	$158,145	$38,077	$19,773	$468,849
ITD	$149,533	$72	$30,100	$105,703	$1,539	$3,687	$290,634
Inspector General	$11,578	$0	$0	$0	$0	$0	$11,578
Juvenile Services	$1,060	$0	$21,524	$0	$0	$514	$23,098
Library	$43,760	$58,237	$3,461	$33,080	$77,002	$0	$215,540
Medical Examiner	$26,431	$0	$6	$8,658	$0	$0	$35,095
Transit	$27,589	$57	$163,262	$455,140	$342,632	$70,245	$1,058,925
Police Department	$12,013,508	$66,505	$2,340	$8,432,511	$287,532	$880,155	$21,682,551
Office of Mayor	$0	$0	$5,701	$0	$0	$4,344	$10,045
Parks, Recreation and Open Spaces	$1,280,828	$349,134	$110,054	$817,201	$407,617	$123,520	$3,088,354
Public Housing & Community Development	$333,819	$12,350	$60,311	$404,580	$0	$12,840	$823,899
Public Works and Waste Management	$973,369	$9,945,714	$88,446	$781,832	$26,462,233	$921,709	$39,173,303
Property Appraiser	$19,415	$0	$36,832	$34,118	$0	$6,309	$96,674
Regulatory and Economic Resources	$417,063	$0	$27,015	$448,669	$1,679	$44,663	$939,091
State Attorney Office	$100,065	$1,580	$1,121	$81,789	$7,545	$14,991	$207,092
Seaport	$206,111	$23,212	$19,181	$163,713	$161,204	$32,168	$605,589
Vizcaya	$7,054	$671	$35	$1,698	$14,362	$0	$23,820
Water & Sewer	$1,684,920	$1,886,956	$0	$1,203,777	$0	$4,777	$4,780,429
Total	**$19,493,329**	**$13,648,975**	**$831,097**	**$14,494,933**	**$28,977,550**	**$2,394,454**	**$79,840,338**

[1]Departments with actual Fleet charges less than $5,000 are not included above.
[2]Repair values include total charges for parts, labor, and outsourced work for the following sub-object codes: 26063, 26064, 26066, 26072, 26073, 26074

Fuel Costs

Below is a table showing actual fuel use by department in FY 2011-12. The average fuel price per gallon charged to departments in FY 2011-12 is also shown below and is being provided as a guide.

Rates: Unleaded (E10): $3.39 per gallon
Diesel (B5): $3.54 per gallon

FUEL USE IN GALLONS FY 11-12		
DEPARMENT	**DSL**	**UNL**
ADMINISTRATIVE OFFICE OF THE COURTS		2,539.70
ANIMAL SERVICES	522.90	39,486.80
AVIATION	58,647.00	196,404.60
COMMUNITY ACTION AND HUMAN SERVICES	44,522.10	35,975.60
CLERK OF COURTS		6,197.90
COMMISSION ON ETHICS		67.00
COMMUNITY INFORMATION AND OUTREACH		773.30
CORRECTIONS AND REHABILITATION	37,287.50	95,003.30
COUNTY ATTORNEY OFFICE		1,136.10
COUNTY COMMISSION		15,261.60
ELECTIONS	8,087.20	2,550.30
FIRE RESCUE	232,122.50	147,946.50
INFORAMTION TECHNOLOGY SERVICES	19.40	45,681.20
INTERNAL SERVICES	2,842.00	57,121.20
INSPECTOR GENERAL		3,539.80
JUVENILE SERVCES		288.40
LIBRARIES	16,006.00	12,422.00
MEDICAL EXAMINER		7,554.30
METROPITAN PLANNING ORGANIZATION		180.00
POLICE	23,896.90	3,406,014.10
PARKS, RECREATION AND OPEN SPACES	123,879.80	303,197.80
PORT OF MIAMI	6,502.20	57,461.10
PROPERTY APPRAISER		5,504.60
PUBLIC DEFENDER		350.00
PUBLIC HOUSING AND COMMUNITY DEVELOPMENT	3,391.20	90,214.40
PWWM - PUBLIC WORKS	229,746.20	156,471.90
PWWM – COLLECTION	1,681,070.90	81,299.90
PWWM – DISPOSAL	825,992.30	45,878.10
REGULATORY AND ECONOMIC RESOURCES		118,877.90
STATE ATTORNEY	438.20	28,388.50
TRANSIT AGENCY	15.00	7,976.80
VIZCAYA MUSEUM AND GARDENS	178.10	2,022.30
WATER AND SEWER	516,912.30	476,373.50
Total	**3,815,089.20**	**5,620,411.20**

Fleet Vehicle Replacement Charges

The *minimum* expected service life for light mobile equipment is 100,000 miles at the time of replacement. The implementation of this extended vehicle replacement plan has reduced monthly vehicle replacement charges. Departments should not combine vehicle replacement charges with fleet operational charges.

Rates: Vehicle replacement charges vary according to the department's fleet composition. A table showing actual vehicle replacement charges for FY 2011-12 and projections for FY 2013-14 has been prepared and is shown on the next page.

Current rates for vehicle preparation and disposal services are shown in the *FY 2011-12 Fleet Operational Rates Table.*

Important

Please note that vehicle preparation and disposal charges are determined during the budget development cycle. Final rates for FY 2013-14 will be published in the ISD Fleet Management website once the FY 2013-14 budget is adopted.

Important

If the department is adding vehicles to the current fleet, it is the operating department's responsibility to provide initial funding for those vehicles. Operating expenditures for additional vehicles will also need to be calculated by the department and included in the vehicle operations budget.

The following chart details actual vehicle replacement charges for FY 2011-12 as well as projections for FY 2013-14. Departments should adjust calculations accordingly to account for additional vehicle purchases being planned.

Vehicle Replacement Charges

Dept. Initial	County Department	2011 - 2012 Actual	2012 - 2013 Projection	2013 - 2014 Budget
AD	Animal Services	$ 83,100	$ 69,900	$ 65,050
CC	County Commission	$ 22,200	$ 29,114	$ 20,475
CL	Clerk of Court	$ 24,360	$ 24,360	$ 21,610
CO	Community Action and Human Services	$ 94,978	$ 108,095	$ 93,430
CR	Corrections & Rehabilitation	$ 737,835	$ 769,090	$ 687,665
EL	Elections	$ 17,640	$ 17,640	$ 17,640
ET	Information Technology	$ 54,960	$ 56,279	$ 26,465
ID	Internal Services	$ 167,622	$ 177,660	$ 168,935
HD	Public Housing and Community Development	$ 154,680	$ 129,401	$ 118,590
JU	Juvenile Services	$ 8,303	$ 7,560	$ 5,360
LB	Library	$ 74,400	$ 74,400	$ 63,900
ME	Medical Examiner	$ 25,800	$ 25,525	$ 22,500
OC	Administrative Office of the Courts	$ 9,360	$ 9,360	$ 9,360
PE	Regulatory and Economic Resources	$ 418,062	$ 456,226	$ 411,310
PR	Parks, Recreation and Open Spaces	$1,496,181	$1,431,040	$1,291,870
PW	Public Works and Waste Management	$2,547,300	$2,474,430	$2,372,001
SC	State County Health	$ 39,741	$ 46,920	$ 46,920
SP	Port of Miami	$ 83,104	$ 84,920	$ 79,375

Note: Departments with actual charges less than $5,000 are not included.

Real Estate Services

Real Estate Development

Rate: Development fees are charged, where applicable, at 50 percent of any real estate commissions paid to a licensed real estate broker for the transaction.

Lease Management Services (subobject 25511)

Lease management services are provided to all County departments that lease space. Services include locating space, negotiating and preparing lease contracts, processing contracts for BCC approval, overseeing design, and construction of lease build-outs, and processing the monthly lease payments.

Rate: Fee for services is four (4) percent of annual lease payments. Where no lease payments are involved, departments will be charged for staff time spent on processing the lease agreement, plus any out-of-pocket expenses.

Land Sale Services

The disposal process for County real property requires coordinating an assessment of future need for the real property by County agencies, processing requests to the Planning Advisory board, administering the competitive bidding process, and conducting contract closings.

Rate: Fee for services is ten (10) percent of the sale price. Where no lease payments are involved, departments will be charged for staff time spent on processing the lease agreement, plus any out-of-pocket expenses.

Acquisition Services

The acquisition of real property and facilities for County departments includes identifying and analyzing potential County and non-County sites, conducting site planning activities, securing necessary surveys, negotiating and preparing contracts, and other legal obligations required thereof. In addition, departments leasing property or space from the private sector may require a zoning hearing for the planned use.

Rate: Fee for services is based is the greater of four (4) percent of the negotiated purchase price or costs for staff time spent on the project, plus any out of pocket expenses

Other Real Estate Services

The Real Estate Section is also responsible for many other miscellaneous real estate functions such as administering the appraisal selection process, soliciting title services, preparing easements, permits, and other legal documents. Charges for these services are based upon the staff time spent and actual out-of-pocket expenses incurred by ISD.

Rate: Fee for services is based upon time spent and actual expenses incurred by ISD

ISD Service Tickets/Work Orders/Capital Projects

County departments must use the ISD Work Order and Service Ticket system through the following ISD Divisions:

- Design and Construction Services Division (DCSD) for space planning, office designs or relocations, furniture acquisition, architectural, design services and engineering building renovation, and new construction work.
- Facilities and Utilities Management Division (FUMD) for repairs, preventive maintenance requests, graphics and signage improvements, renovation and construction repair work to be performed at ISD facilities and other County facilities.

Departments are encouraged to determine their needs or request assistance from ISD with estimating costs for projects that will be initiated during the next fiscal year. All initial Service Requests may be made online through the Intranet at http://intra.miamidade.gov and click on ISD Work-Order/Service Ticket link, or http://s0110029/DCSOnline/. Billing for all work occurs on a monthly basis.

Service Tickets (subobject: 26028) - up to $15,000

Used for interior remodeling, repairs, and preventive maintenance on systems such as plumbing, electric, air conditioning, carpentry, painting, signage requests, furniture acquisition, and office redesign. A Service Ticket is also opened when a department requests a preliminary estimate to be developed for a larger project or when minor damage occurs as a result of a Tropical Storm or Hurricane. Charges are billed to the requestor's index code on a monthly basis.

Work Orders (subobject 26040)

A work order is initiated when it is determined that the scope of work being requested is for major repairs or renovations of plumbing, roof replacement, air conditioning, and office relocations or redesigns are expected to cost more than $15,000. Projects are normally larger, longer in duration, more expensive, and may require OMB approval. Departments are expected to secure adequate funding before work begins. Charges are billed to the requestor's index code on a monthly basis.

Capital Projects

Capital projects are designated by the User Agency, OMB and the OMB Capital Coordinator. DCSD's project management staff provides construction administration and charges are billed to the specific user agency's index codes on a monthly basis.

ISD Business Supplies and Miscellaneous Services

Mail Services (subobject 26051)

U.S. mail will be charged on a monthly basis as a journal entry to FAMIS. Non-FAMIS departments will receive invoices for charges. Requested non-scheduled deliveries will be charged for actual personnel and vehicle operation costs of service.

Rate: U.S. Mail - $0.45 per normal First Class piece, assess monthly*

***This rate may be adjusted during the fiscal year should the U.S. Postal Service approve different rates.**

Graphics and Copy Service (subobject 26050)

All presswork and graphic design services are individually priced based on actual job costs.

Rates: Graphic design projects are individually priced
Quick Copy Charges - $0.038 per impression
Greater than 5,000 impressions - $.034 per impression

Business Supplies (subobject 47011)

Stability in general merchandise pricing is expected to continue.

Rates: Departments are advised to budget consistent with current spending levels

Moving Crew

Service includes a two-man crew, equipment, and supervision necessary to perform most moving needs.

Rates: $110.00 per hour

Asset Management Fee

Departments are assessed an asset management fee based on the number of assets assigned to each department at the time the annual inventory process is initiated.

Rate: $3.00 per asset in Fixed Assets System

Monthly Parking (subobject 31320)

All County vehicles that park in County facilities will be charged a monthly fee. Monthly parking rates for non-County vehicles can be found in the table below. Additional parking-related information may be found at www.miamidade.gov/internalservices/downtown-parking.asp

Rates: $45.00 per County vehicle per month; departments may use the following formula for budgeting expenditures:
(number of County vehicles x $ 45.00 x $12.00)

Monthly Parking Rates (non-County vehicles)	
Parking Location	**Monthly Charge**
140 West Flagler Garage	$ 63.80
Hickman Garage	$ 58.03
Cultural Center Garage	$ 58.03
Courthouse Center	$ 61.60
Mahi Shrine Lot	$ 44.00
Civic Center – Kristy House	$ 47.30
Graham Lot	$ 50.60
West Lot Facility	$ 58.03
Hickman Lot	$ 33.00
Overtown Transit Village	$ 58.03

Daily Parking

Daily parking includes County vehicles and/or downtown business visits with personal vehicles. Departments may purchase parking validation stickers by having an authorized representative send a purchase request via memo, with index code or check to the Parking Manager. Stickers should be attached to parking ticket and given to cashier upon exit.

Rates: $360 for a book of 100 stickers

Tip:

Failure to submit a validation sticker upon exit will require payment of the full ticket packing rate at cashier's window

Facility After-Hours Charges

Departments that anticipate using ISD-managed buildings outside of normal operating hours should budget to cover the additional utilities, security, janitorial, and building labor expenses associated with making the building available during such periods. For courts and other facilities, additional charges may be applied for additional security needs.

Rates: Varies according to building

After Hour Charges by Facility	
Building	**After-Hour Charge (per hour)**
Caleb Center	$60.00
Coordinated Victims Assistance Center	$55.00
Coral Gables Courthouse	$60.00
Courthouse Center	$60.00
Dade County Courthouse	$60.00
E.R. Graham Building	$60.00
Elections/311 Building	$60.00
Hialeah Branch Courthouse	$60.00
Hickman Building	$60.00
Integrated Command Facility	$60.00
Miami Annex Building	$55.00
Juvenile Justice Center	$35.00
Mental Health Diversion Facility	$60.00
Miami-Dade Flagler Building	$70.00
North Dade Justice Center	$55.00
Overtown Transit Village – North & South	$65.00
Public Defender Building	$60.00
Richard E. Gerstein Building	$70.00
South Dade Government Center	$60.00
South Dade Justice Center	$60.00
Stephen P. Clark Center (Floors 1 -17)	$145.00
Stephen P. Clark Center (Floors 18-29)	$160.00
West Dade Permitting & Inspection Center	$60.00
West Lot Garage Facility	$60.00

Rent Roll

The rent roll for county departments is based on the square footage allocation within a facility.

Rates: Varies according to department usage of space; updated list will be provided by ISD and OMB in a separate document

Electrical Energy

Each department will receive its electrical cost projections for FY 2013-14 based upon the department's actual accounts by rate and facility. The cost variables in each rate are calculated based on energy usage and specified rate inflation factors. Departments will need to assess FY 2012-13 budgeted and FY 2012-13 projected usage to determine if any adjustments will result from operational changes or equipment modifications.

Elevator Maintenance Management and Services

The Office of Elevator Safety (OES) will render services to include writing and managing maintenance contracts for elevators, escalators, moving walks, and conveyors, and related equipment. OES will also provide compliance inspections, consultations, and equipment testing.

Rates: Total expense for each department will vary, depending on the total number of units, age, degree of usage, and condition of unit

Personnel Description	Hourly Rate
Elevator Inspector, standard rate:	$ 75.00
Elevator Inspector, standard overtime rate:	115.00
Elevator Inspector, holiday overtime rate:	150.00
Elevator Section Support Staff:	75.00
Deputy Chief Elevator Inspector:	85.00
Manager, Office of Elevator Safety:	90.00

Elevator Regulatory Fees, Permit Fees, Inspection Fees and other costs:
For departments that own and operate elevators, escalators, moving walks and other regulated equipment, there are other associated fees for the inspection, permitting and certifying that equipment which may apply. Please refer to the Office of Elevator Safety Website for the published fee schedule, applicable to all owners, both public and private, at:
http://www.miamidade.gov/gsa/elevators_safety.asp

Security Services

Security services include calls for maintenance, repair on alarms, security surveys and consultations, administration of security guard contracts, and security alarm monitoring.

Rates: Varies according to service

Security Service Charges	
Service	**Charge**
Service calls for maintenance and repair on alarms, closed circuit television, and other security equipment All service regarded as overtime, weekends And/or holidays Alarm Supervisor security system evaluations	$75.00 per hour plus parts and charges $112.50 per hour, plus parts and charges $95.00 per hour
Installation of new security equipment	Call for estimate
Security Alarm System Monitoring – non-key response: ISD notifies facility contact person and/or police upon alarm activation	$36.00 per month for each numbered account
Security Alarm System Monitoring – key response: ISD dispatches a Security Supervisor to the alarm and notifies facility contact person and/or police upon alarm activation, *Note: Departments requiring service must provide a set of keys or access card to ISD.*	$75.00 per month for each numbered account False Alarm fees apply: • 1st – 5th: no charge • 5th: Technician Inspection • 6th: $50.00 • 7th: $100.00 • 8th: $150.00 • 9th: $200.00 • 10th and above: $250.00 each
Administration of security guard contracts and on-site supervision	Six percent added to invoices
Vehicle (patrol car or motorized cart) for security officer. *Note: charges based on current vendor contracts, and are subject to change*.	Charges are based on current security contract rates. Call for estimates on specific sites.
Security Guards, armed or unarmed with radios and uniforms/blazers Level 1: Watchman-type guard, unarmed Level 2: Intermediate guard, armed or unarmed Level 3: Specially trained, armed security guard Screener: Trained operator of electronic screening equipment	Charges are based on current security contract rates. Call for estimates on specific sites
Additional Services, i.e. security surveys, investigations, consultations, surveillance planning	$75.00 per hour
Elevator Telephone Monitoring Services, ISD notifies the facility contact person, the elevator service contractor and fire rescue upon receiving the request for assistance	$20.00 per month, per elevator

Pest Management (subobject: 22340)

The Integrated Pest Management Program has replaced conventional pest control measures that use potentially toxic chemicals with environmentally safe procedures. Funding for the program is provided by departments in direct proportion with their pro-rata use of the countywide pest control contract with the Department of Procurement Management.

Rates: Varies among departments utilizing service

DEPARTMENT	NUMBER OF FACILITIES	FY 2013-14 BUDGETED COST
Aviation	132	$ 31,350
Community Action and Human Services	76	18,000
Corrections	10	2,400
Fire Rescue	42	9,900
Internal Services	38	9,000
Library	28	6,600
Parks, Recreation and Open Spaces	113	26,850
Police	14	3,300
Port of Miami	32	7,650
Public Works and Waste Management	61	14,400
Regulatory and Economic Resources	3	750
Transit	58	13,800
Water and Sewer	25	6,000

Electric Generator Support

On-site electric power generators provide auxiliary prime and back-up power to County-owned facilities. Scheduled preventive maintenance is provided in accordance with a Service Level Agreement (SLA) for each unit, for a fixed monthly fee. Agreements are available on a weekly, bi-weekly, or monthly basis. Departments and agencies will be charged for actual hourly and applicable overtime rates for outside labor and parts used. Emergency and other unscheduled repairs are charged based on time and materials to include the cost of parts, supplies and other materials to cover administrative, procurement, and delivery costs. Procurement of parts, materials or components not available off the shelf will be ordered at the vendors' delivered rates. In non-emergency situations, priority shipping must be approved in advance by the customer.

Rates: With SLA
Rates are quoted with departments for each machine

Not covered in SLA

ISD service technician (Regular time):	$ 67/hour
ISD service technician (Overtime):	$ 96/hour
Outside contractors (Regular time):	$ 92/hour
Outside contractors (Overtime):	$ 125/hour

Important:

ISD is not responsible for refueling generator tanks. This responsibility rests with the owner/operator managing the facility.

Sign Language Interpreters (subobject 11502)

Under certain circumstances, public meetings and County-sponsored events may be required to have sign language interpreters present. Refer to County Procedure No. 579 (ADA Effective Communication) and consult with your departmental ADA Coordinator in order to make this determination.

Rates: Varies depending on hours/day of service

Rates per Two Hour Block for a National Certified Sign Language Interpreter	
Office Day: 8am – 5pm, Mon- Fri	$124 Per Two Hours
Office Evening: 5:01pm -12am, Mon-Fri	$128 Per Two Hours
Office Night 12:01am – 7:59am, Tues-Fri	$138 Per Two Hours
Weekend: Sat 12:01am – Mon 7:59am	$128 Per Two Hours
National Holidays	$128 Per Two Hours

Appendix E – Regulatory and Economic Resources – Planning Assumptions

Consumer Price Index (CPI)

The table below contains CPI growth rates for budgeting contractual agreements and cost estimates based on inflation

Inflation Data Source: Florida Economic Estimating Conference, National Economy, November 2012.

YEAR	ANNUAL RATE OF CHANGE IN CPI
1998-99	1.7%
1999-00	2.9%
2000-01	3.4%
2001-02	1.8%
2002-03	2.2%
2003-04	2.2%
2004-05	3.0%
2005-06	3.8%
2006-07	2.6%
2007-08	3.7%
2008-09	1.4%
2009-10	1.0%
2010-11	2.0%
2011-12	2.9%
2012-13*	1.5%
2013-14*	1.5%
2014-15*	1.8%

Notes: * Indicates an estimate

Appendix F – Public Works and Waste Management Rates

Public Works and Waste Management Department (PWWMD)

Countywide Professional Services Agreements Management Fee (subobject: 26260)

The Public Works and Waste Management Department (PWWM) manages three Professional Services Agreement (PSA) contracts: The Soils Foundations and Geotechnical Testing Services agreement (E09-PW-02), the Materials Testing/Consulting and Training Services agreement (E09-PW-03), and the General Land and Engineering Surveying Services agreement (E09-PW-01). These service agreements are utilized by most County Departments that undertake capital projects or testing services on existing facilities or new developments.

Rates: PWWM charges a two (2) percent fee based on the services being requested.

Appendix G – Community Information and Outreach Rates

Community Information and Outreach (CIAO)

New subobject codes were established to more clearly define the type of advertising budgeted or expended. This will help facilitate the tracking and reporting of countywide advertising activities. Departments need to use the subobject codes listed below for budgeting and recording advertising expenditures.

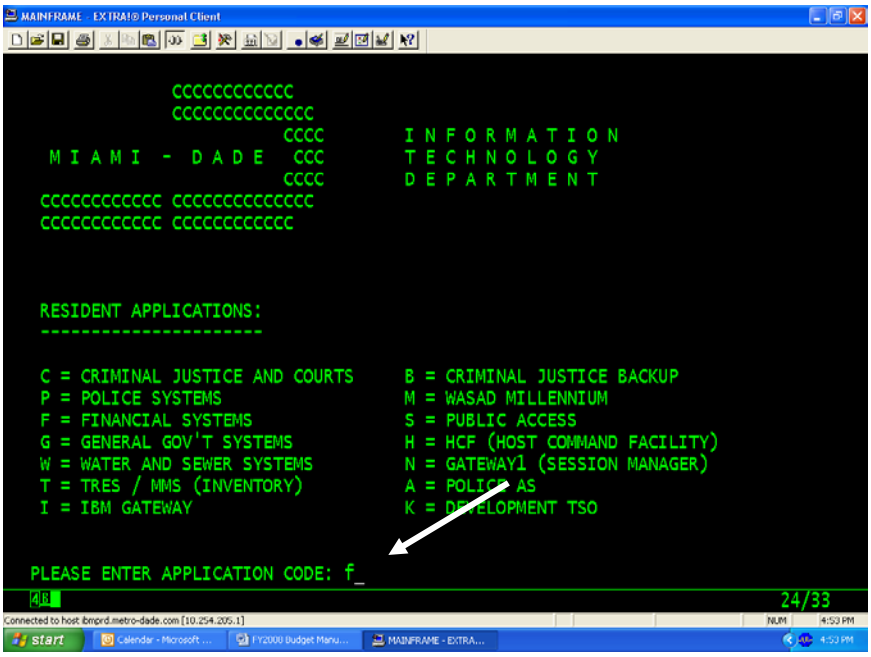
Advertising Subobject Codes		
Subobject	**Name**	**Description**
31401	Newspaper Advertising – Legal Public Notices	Notices that are required by local, state or federal law to be published in newspapers
31402	Newspaper Advertising - Promotional	Discretionary / general publicity notices not required by local, state or federal law to be published in newspapers
31403	Newspaper Advertising – Employment Only	All recruitment advertising in newspapers
31404	Online Advertising – Promotional	Discretionary / general publicity notices not required by local, state or federal law to be published in newspapers and are advertised on external websites; search engine optimization
31405	Online Advertising - Employment	All recruitment advertising on external websites
31406	Magazine Advertising	Promotional ads and notices published in magazines
31407	Outdoor Advertising	Outdoor advertising, e.g., billboards; transit vehicles; facility; light pole banners
31408	Radio Advertising	Broadcast or satellite radio advertising
31409	Television Advertising	Broadcast, cable, satellite television advertising
31412	Community Periodical Advertising (CPP)	Only for newspapers participating in the CPP program
31420	Sponsorship/Marketing and Promotional Items	County branded items for marketing or event participation – not print or other media

Appendix H – Supplemental Information

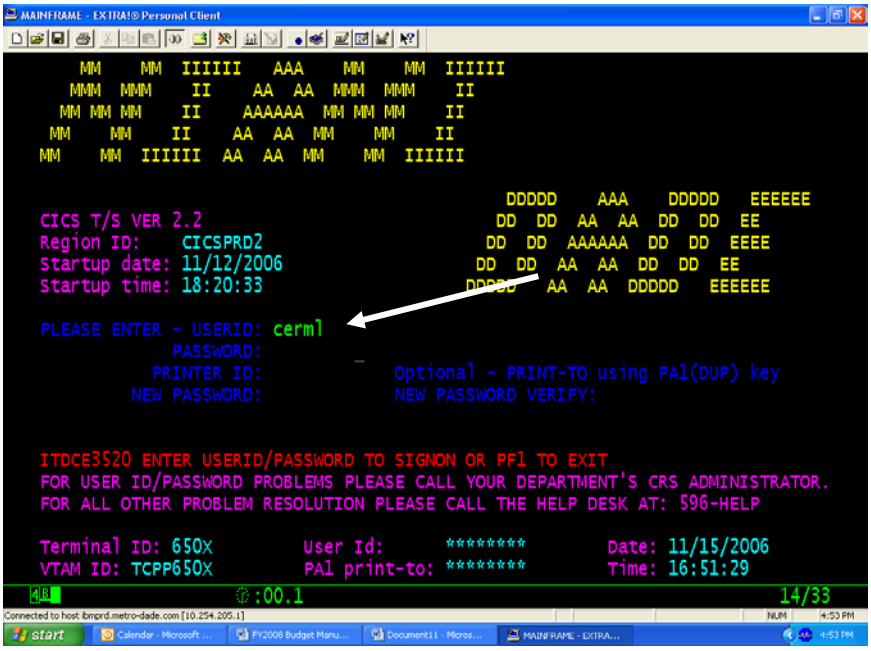
This appendix provides instructions on entering base budget information into the County's two operating budget systems, Automated Budget Development System (ABDS) and Resourcing for Results Online (RFRO). This manual assists users in log-in, frequently used functions, and data entry in ABDS and RFRO systems. Additionally this manual will provide essential information for using Capital Improvements information System (CIIS).

Section I - ABDS Basics

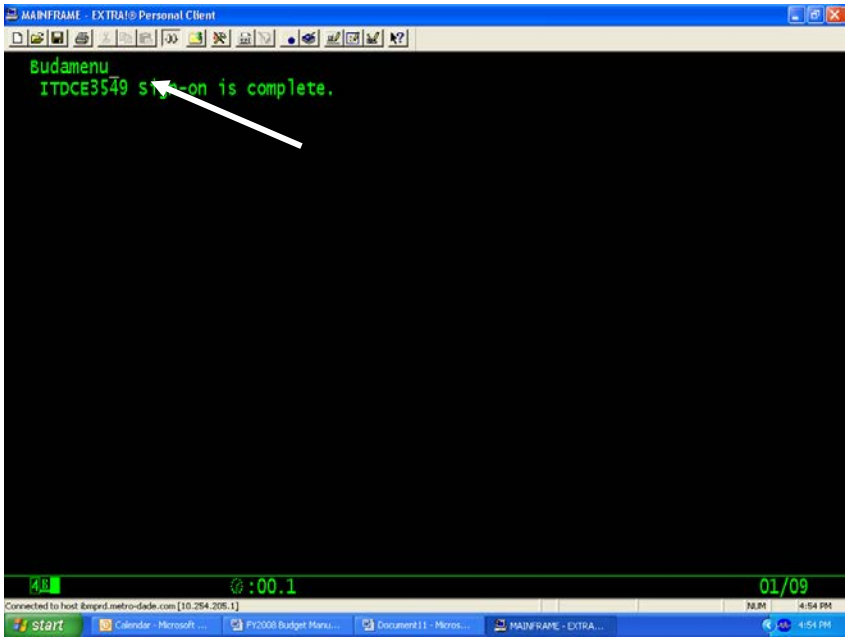
Entering the ABDS System through the County's Mainframe System:



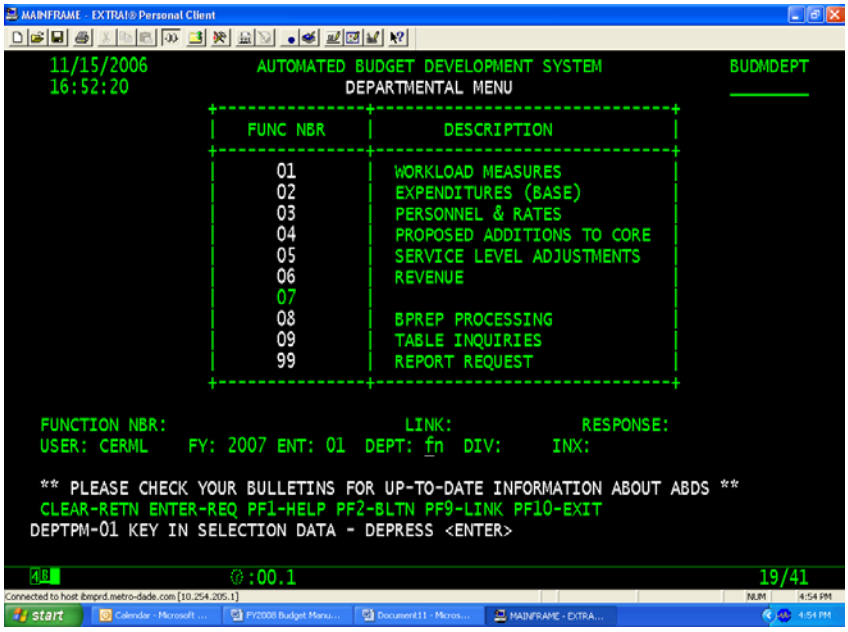
Type in the letter "F" after the phrase: "Please Enter Application Code". Press <Enter>.



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

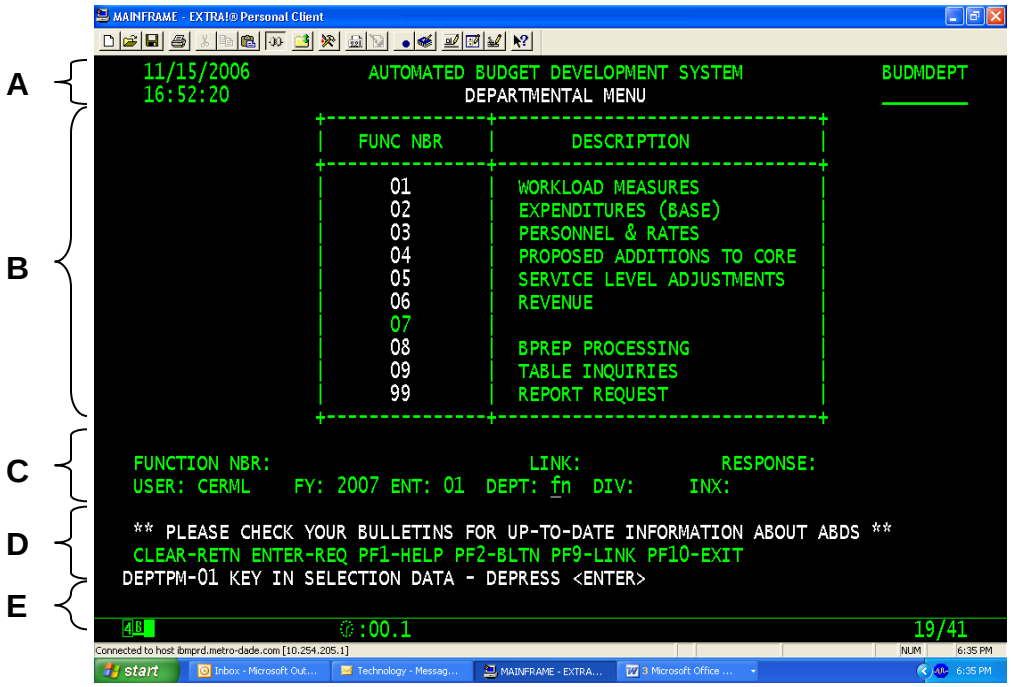


Type in the word “budamenu” where indicated on the screen. Press <Enter>.



You are logged into the ABDS homepage!

ABDS Screen Layout

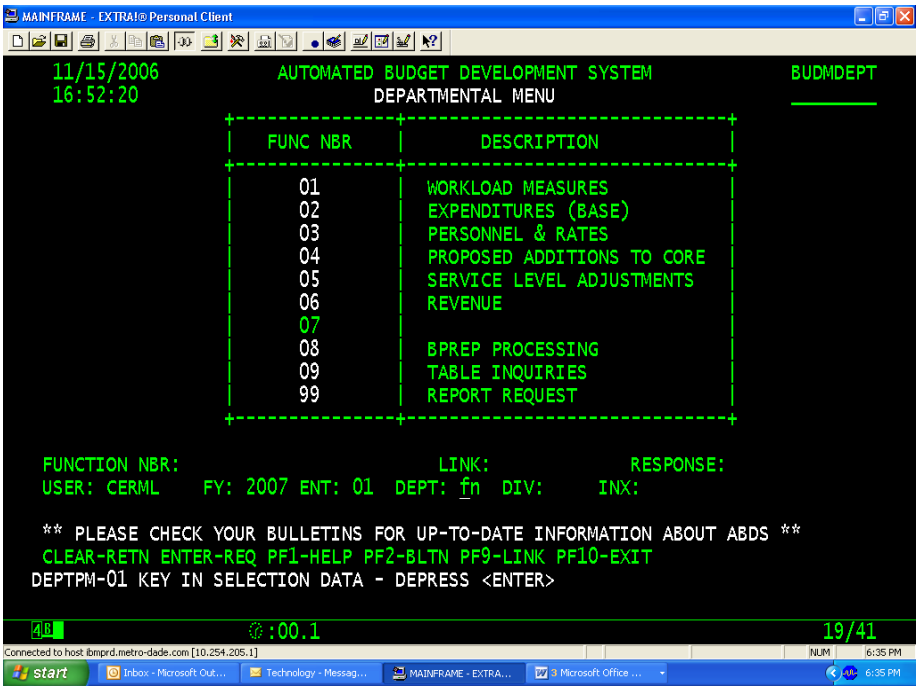


Once you have signed onto ABDS, the Departmental Menu Screen will appear, showing the different, primary functions in ABDS. By choosing one of the functions, you will be able view a series of additional menus or options available within each function. These screens are organized from the most general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

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

Section A – Screen Header
Section B – Main body of the screen
Section C - Where you enter information to select a function, or require a certain action to be performed
Section D - Lists the Function keys of the Screen. To choose one, press the corresponding "F" key located on the top of your keyboard. For example, if you press the F10 key on this screen, this section tells you that you will "EXIT" this screen
Section E - Message line of the screen. This section will tell you error messages, information, or messages requesting a specific user action

Frequently Used Functions



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

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

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

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

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

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

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

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

Entering Base Budget into ABDS

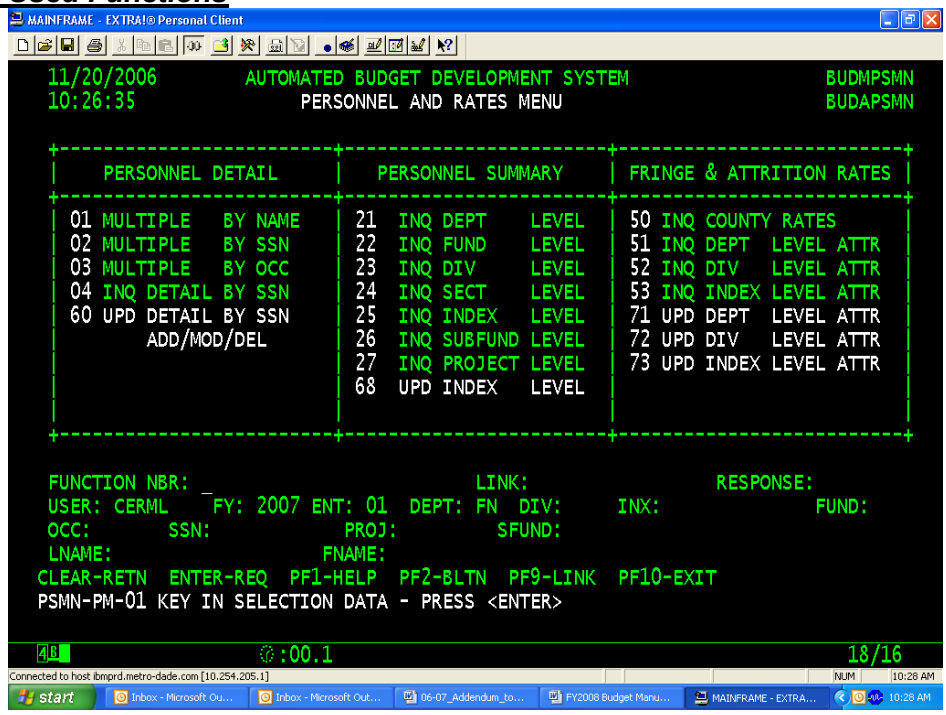
Personnel and Salaries

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

Warning:

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

Frequently Used Functions



Function 01 – Displays summary personnel information in alphabetical order, at the level of specificity requested (department-wide, by division, or by index code)

Function 03 – Displays summary personnel information in increasing order of occupation codes, at the level of specificity requested (department-wide, by division, or by index code)

Function 60 – Displays a blank update screen for adding vacant or filled positions that were not part of the payroll download into ABDS. You can also update and delete individual records with this function

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

Other Operating Expenses

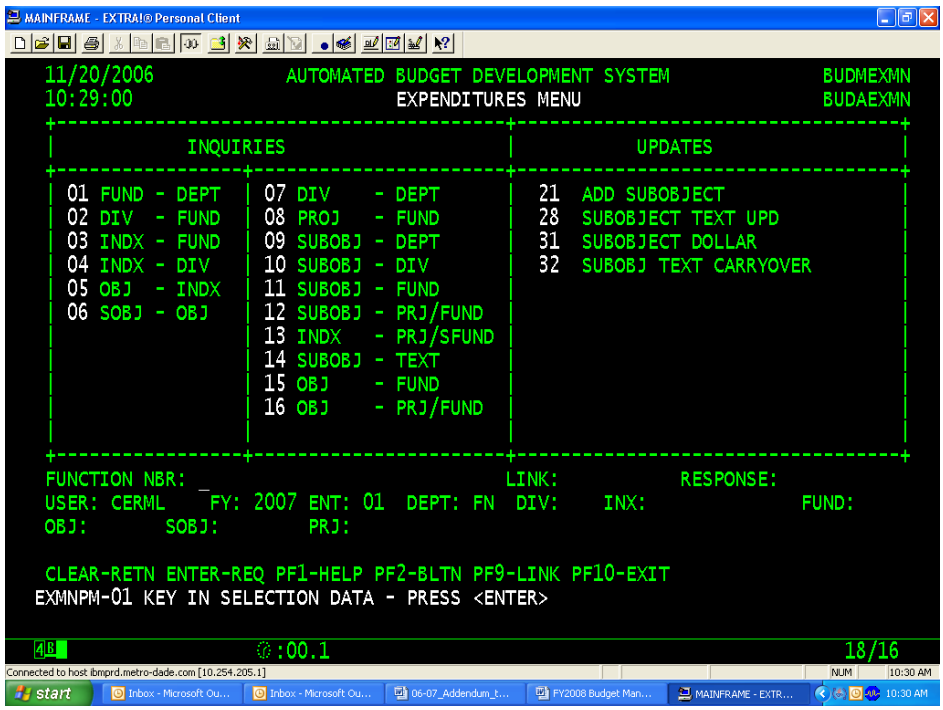
ABDS allows you to enter many expenditures at the subobject (line item) level by index code for end-of-year projection and next year's base budget. These numbers should be determined by

analysis conducted outside of ABDS. ABDS does automatically include historical and current year budget figures, and ABDS adds up all numbers entered at the subobject and index code level to report totals by object, index, division, and department.

Warning:

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

Frequently Used Functions



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

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

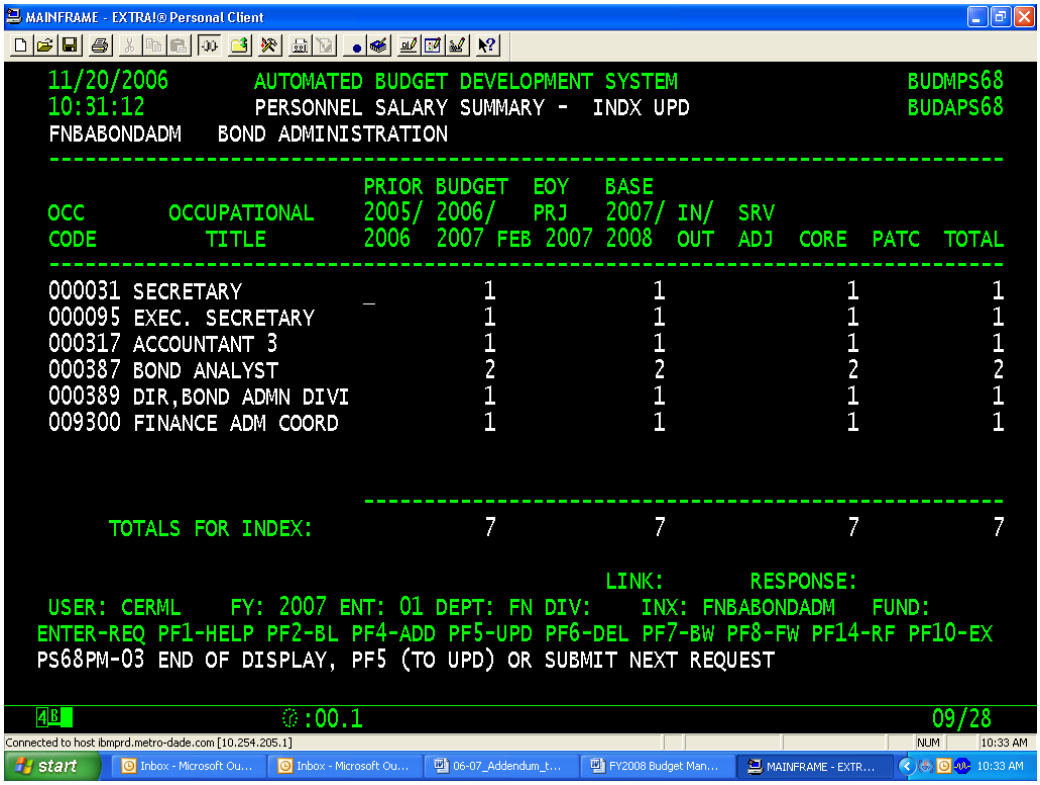
For further information regarding updating other operating expense information in ABDS, please refer to the Rates for Other Operating Costs listed below, and/or refer to Part 3 of the ABDS User's Manual, found online at:

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

Personnel Summary

Personnel summary may edited by occupation code at the index code level by choosing Function 68 of the Personnel and Rates Menu in ABDS. You may update the prior year, the

current year's budget, the end of year projection, and the in-stationed/out-stationed column. All of this information should be updated for the base budget staffing requirements.



```
11/20/2006        AUTOMATED BUDGET DEVELOPMENT SYSTEM                BUDMPS68
10:31:12          PERSONNEL SALARY SUMMARY -  INDX UPD               BUDAPS68
FNBABONDADM   BOND ADMINISTRATION
-------------------------------------------------------------------------------
                          PRIOR BUDGET  EOY   BASE
OCC       OCCUPATIONAL    2005/ 2006/   PRJ   2007/ IN/  SRV
CODE        TITLE         2006  2007 FEB 2007 2008  OUT  ADJ  CORE  PATC  TOTAL
-------------------------------------------------------------------------------
000031 SECRETARY                1            1            1            1
000095 EXEC. SECRETARY          1            1            1            1
000317 ACCOUNTANT 3             1            1            1            1
000387 BOND ANALYST             2            2            2            2
000389 DIR,BOND ADMN DIVI       1            1            1            1
009300 FINANCE ADM COORD        1            1            1            1


                          ---------------------------------------------------
     TOTALS FOR INDEX:          7            7            7            7

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

Please note the following in completing the ABDS personnel summary:

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

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

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

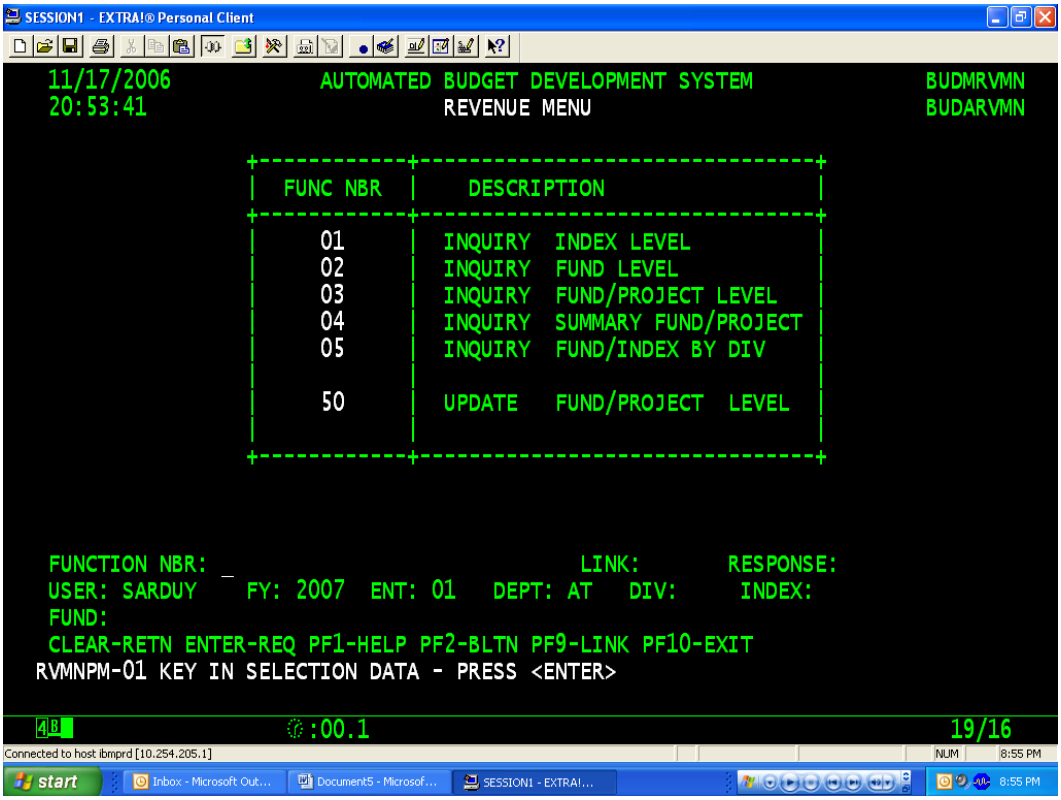
Reclassifications:
The resource allocation plan process is not a mechanism for reclassifying employees. Requests for reclassifications and new classifications should be submitted to the Department of Human Resources prior to your departmental resource allocation plan submission. Only approved classification actions should be used in preparing your resource allocation plan submission.

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

Projected Revenues

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

Frequently Used Functions



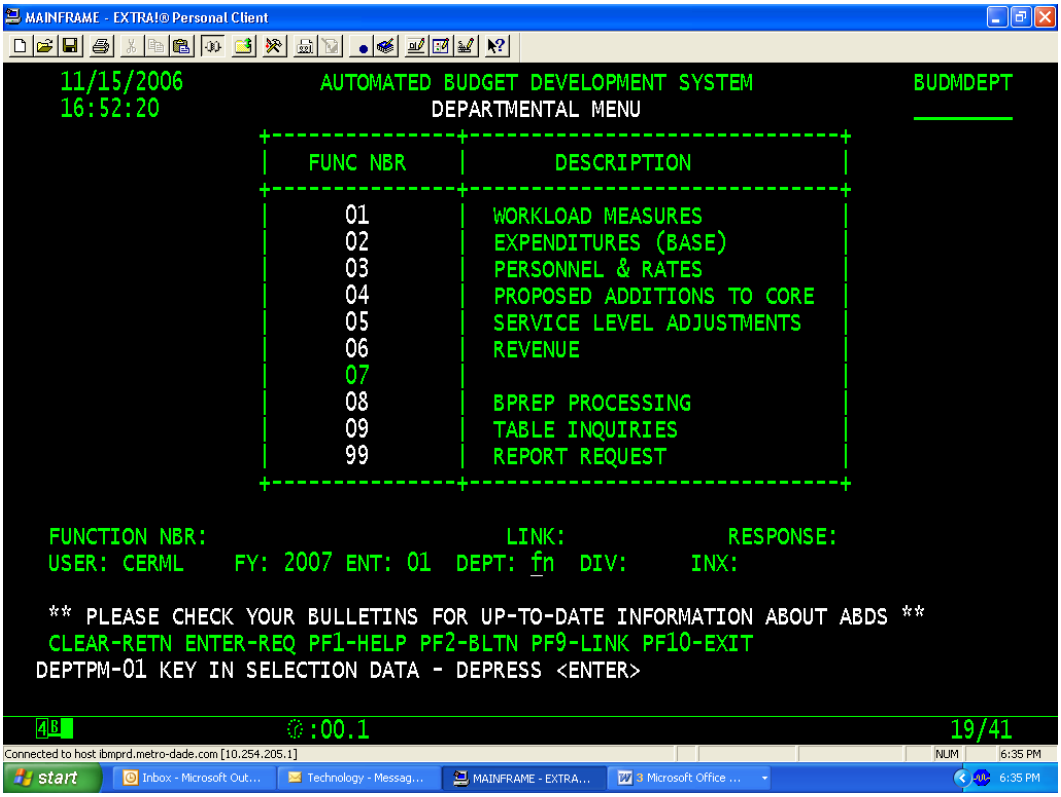
Function 01 - To review revenue at the index code level
Function 02 - To review revenue at the fund level
Function 50 - To update revenue related information

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

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

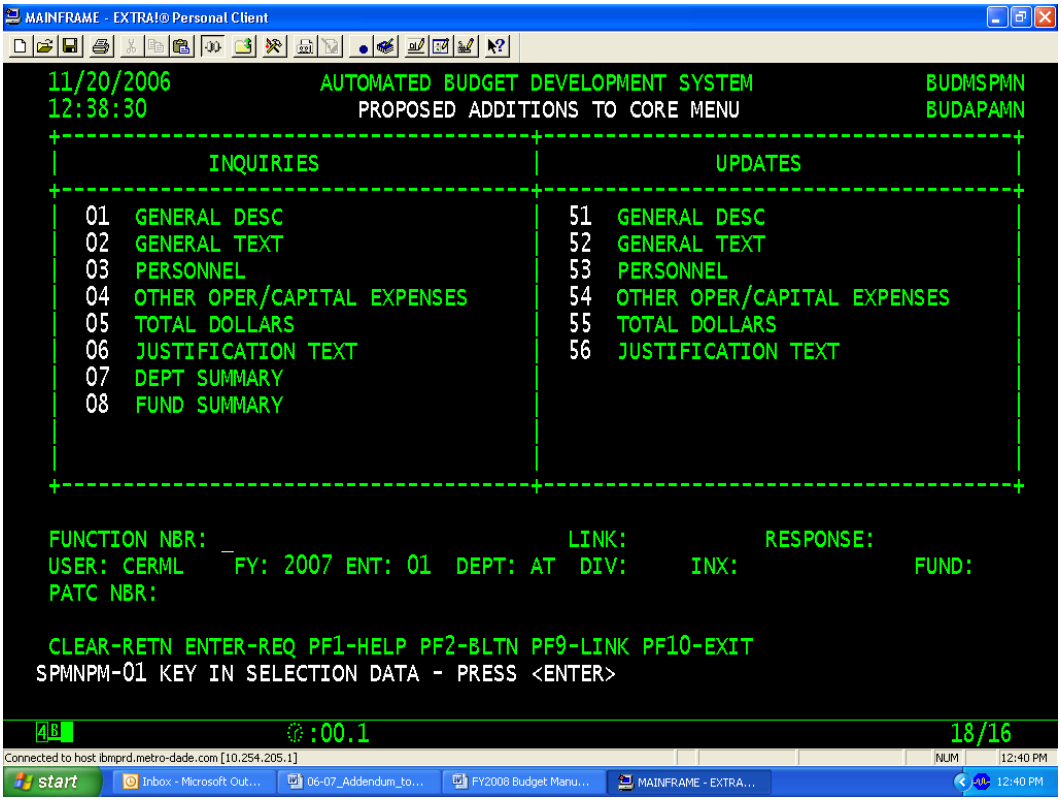
Entering Enhancements and Reductions into ABDS

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



Function 04 – To add, update, or delete expenditures related to **service enhancements**
Function 05 - To review, add, update, or delete savings related to **reductions**

Frequently Used Functions – Service Enhancements

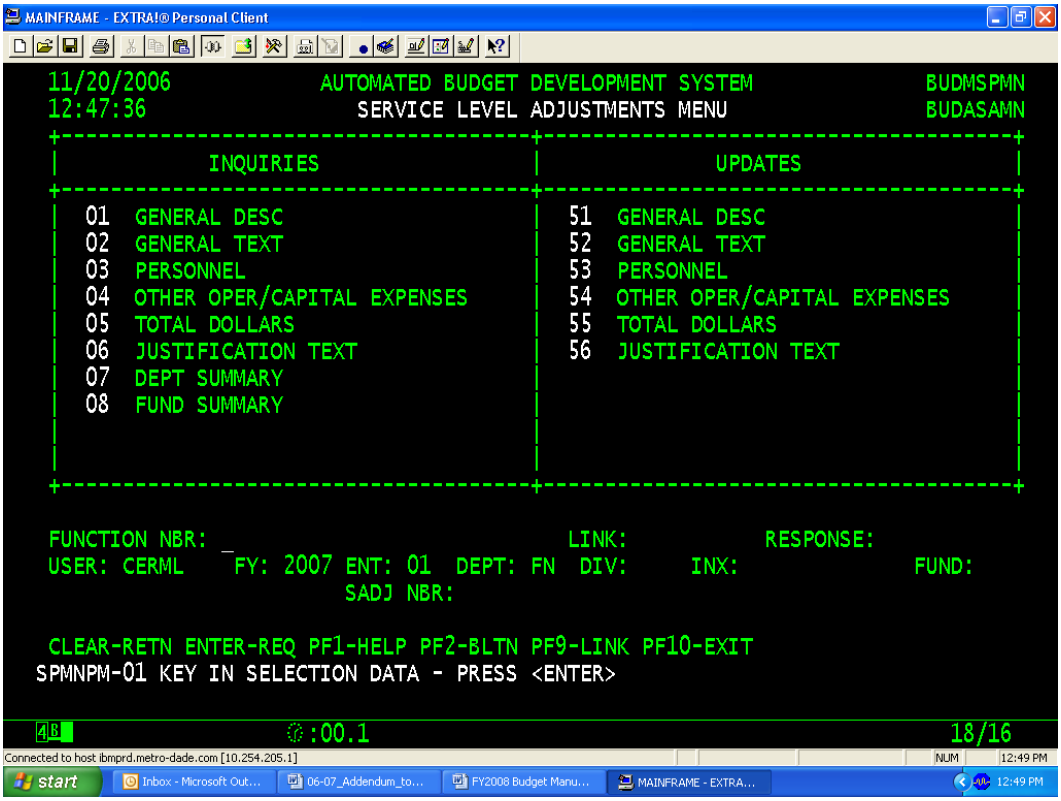


Function 51 – To add, describe, and assign departmental priority to a service enhancement

Function 53 – To enter personnel-related (salary/fringe) expenditures associated with the service enhancement

Function 54 – To enter other operating/capital expenditures associated with the service enhancement

Frequently Used Functions – Reductions



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

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

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

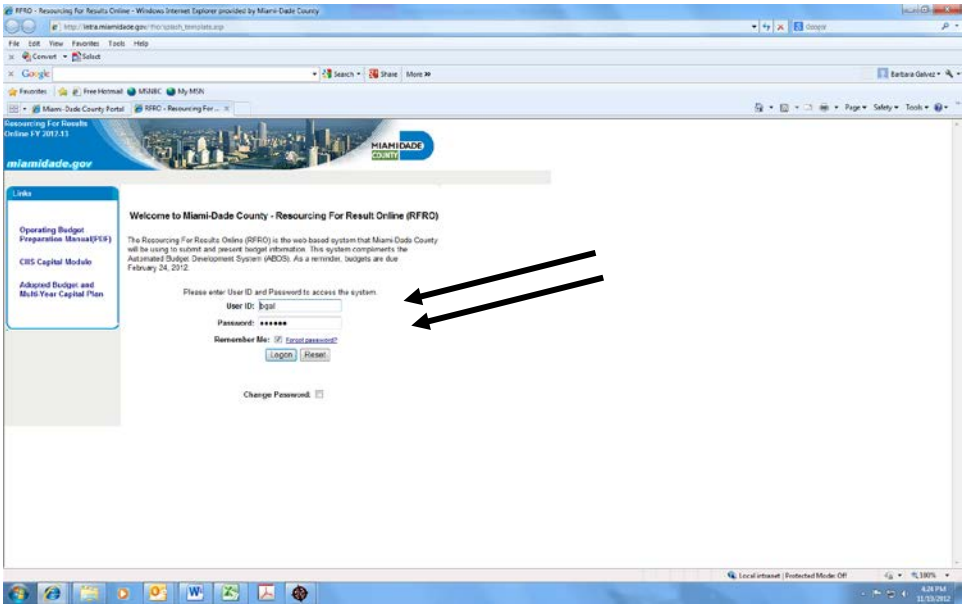
For further information regarding adding or updating service enhancements or reductions in ABDS, refer to Part 4 of the ABDS User's Manual, found online at:

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

Section II - RFRO Basics

Entering the RFRO System from the County's Intranet:

- Go to http://www.miamidade.gov/budget/
- Click on the phrase 'Budget Development FY 2013-14' located on the left side of the screen
- Click on the phrase 'Resourcing for Results Online (RFRO)' in the main portion of the screen



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

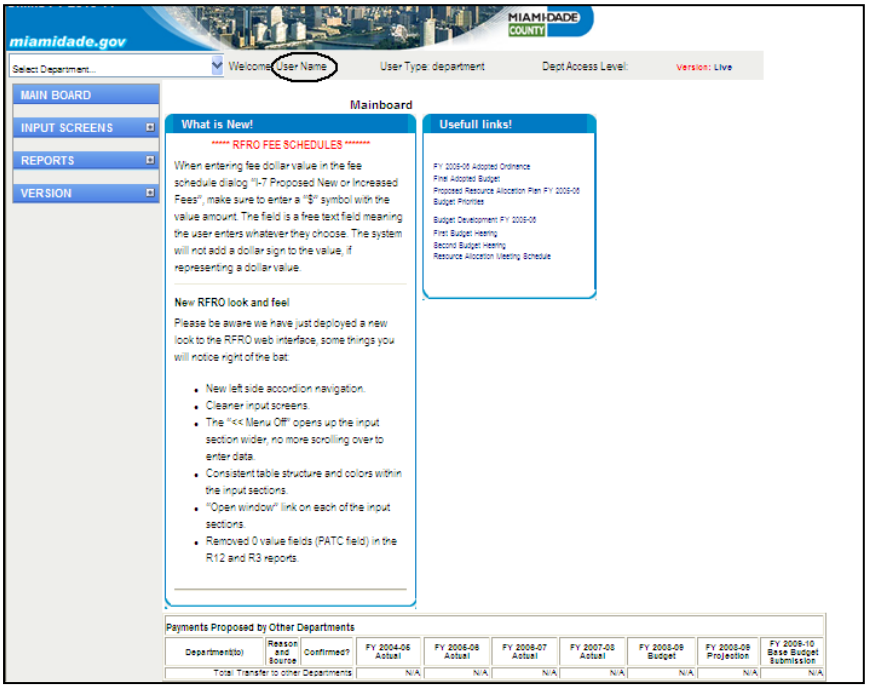
RFRO Screen Layout

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

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

Departments will input issues for discussion, financial information, personnel information, performance information, proposed enhancements, and proposed reductions in this system at a Primary Activity Level (or at a lower level upon the agreement of the department and their respective OMB budget analyst). RFRO reports will aggregate this information at Department, Fund, and Activity levels. (i.e., departments will not need to aggregate the information manually, RFRO will do this automatically).

The Dashboard Screen



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

Tip:

- **To select your department:**
  Click the drop-down menu in the upper-left corner of the screen. Choose your department (departmental users will have only one choice).
- **To select an Input Screen, view a Report, or return to the Dashboard Screen:**
  Choose the appropriate link from the menu located in the column on the left side of the screen. To gain access to the detailed information of each category (i.e. 'input screens', 'reports', 'version'), choose the '+' on the blue bar heading.
- **To ease data entry into the Input Screens:**
  Click on the "**<< Menu Off" link at the top left corner of each screen** to hide the menu on the left side of the screen**. You will not have to scroll as much as you enter data. Unhide the menu by clicking on the "<< Menu On" link at the top left corner of each screen.**

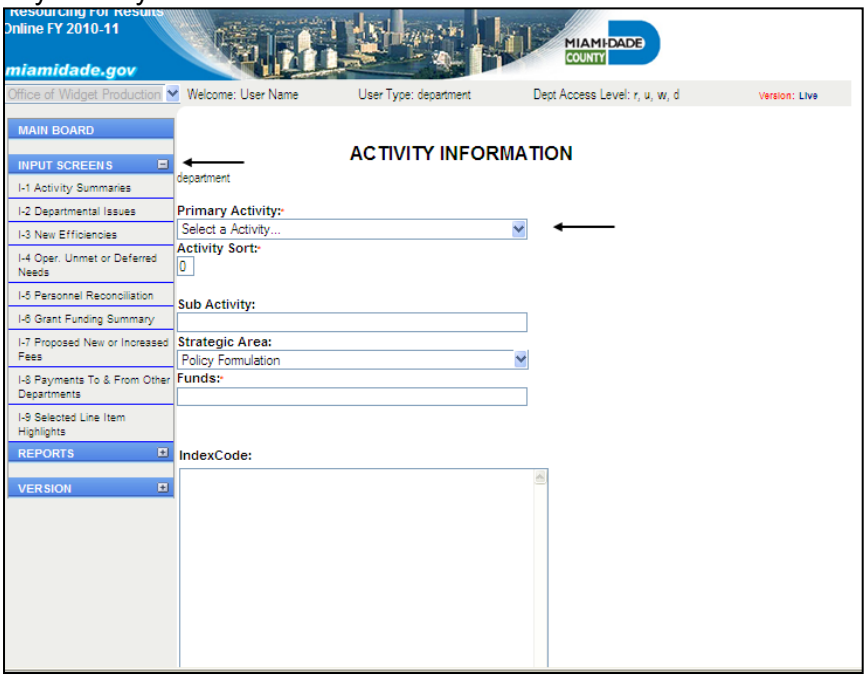
Warning:

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

Input Screen I-1 Activity Summaries

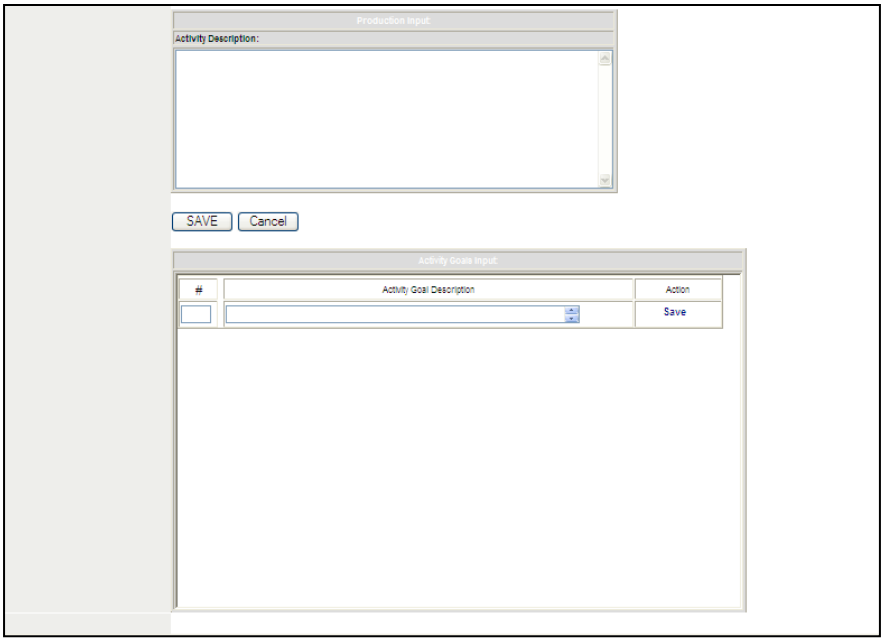
Your department's information must be displayed in the Resource Allocation Plan and Adopted Budget books at the Primary Activity level (or at a Sub-Activity level upon the agreement of the department and their respective OMB budget analyst).

To input a Primary Activity:



Choose the Input Screen bar heading to expand the options

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



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

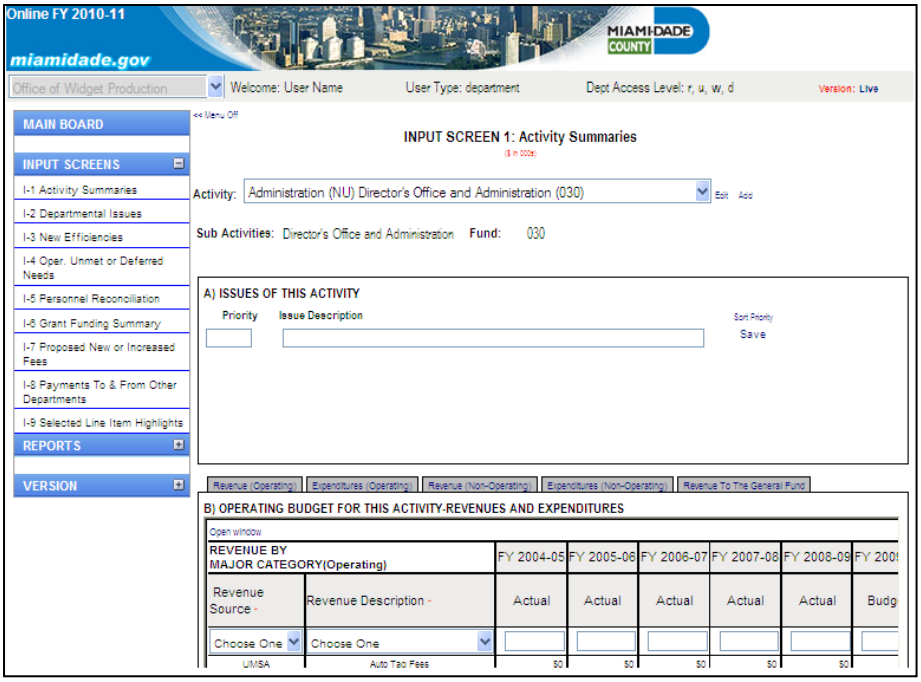
Work with your OMB budget analyst if you wish to use Primary Activities different than those used by your department in the FY 2012-13 budget development process.

Tip:

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

- Click the Save button

Repeat the above-reference steps as necessary to add all Primary Activities and Sub Activities



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

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

Entering Base Budget into RFRO

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

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

Warning:

There are a few other important differences between ABDS and RFRO. Unlike ABDS, RFRO divides activity expenditures into two main categories: 'Operating' and 'Non-Operating.' Intra-departmental transfers are also treated in a specific fashion. Before entering subtotals from ABDS into RFRO, be sure you are clear about these distinctions. Use ABDS reports 784 through 789 which provides the summarization of the subobjects in the appropriate RFRO categories.

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

Step One: Identify Expenditures Relating to Each Activity

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

Each activity's expenditures include:

- Salary and Fringe costs
- Court Costs
- Contractual Services
- Other operating
- Charges for County Services
- Grants to Outside Organizations
- Capital costs
- Transfers of revenue to other activities in the same department
- Distribution of Funds in Trust
- Debt Service
- Depreciation, Amortization, and Depletion
- Reserve

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

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

Definitions of Operating and Non-Operating Expenditures at the Activity Level	
Operating	Salary Expenditures Fringe Expenditures Court Costs Contractual Services Other-Operating Expenditures Charges for County Services Grants to Outside Organizations Capital Expenditures (Transfers to other departments are considered an operating expenditure if they directly support the operations of this activity)
Non-Operating	Transfers to other activities within the same department (INTRADEPT) Distribution of Funds in Trust Debt Service Payments Depreciation, Amortization, and Depletion Reserve

<u>Step Three: Identify the Revenue Sources for All Activity Expenditures</u>

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

<u>Important:</u>

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

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

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

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

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

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

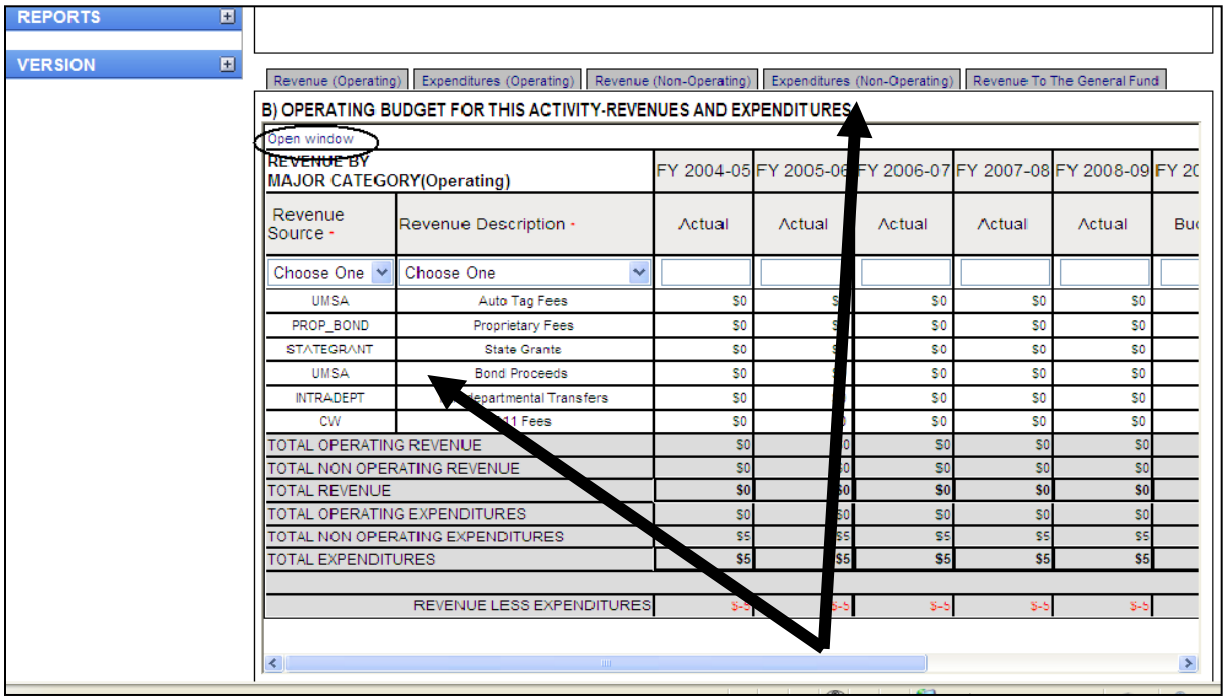
<u>Other Considerations</u>

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

Revenue and Expenditure Data Entry

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

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



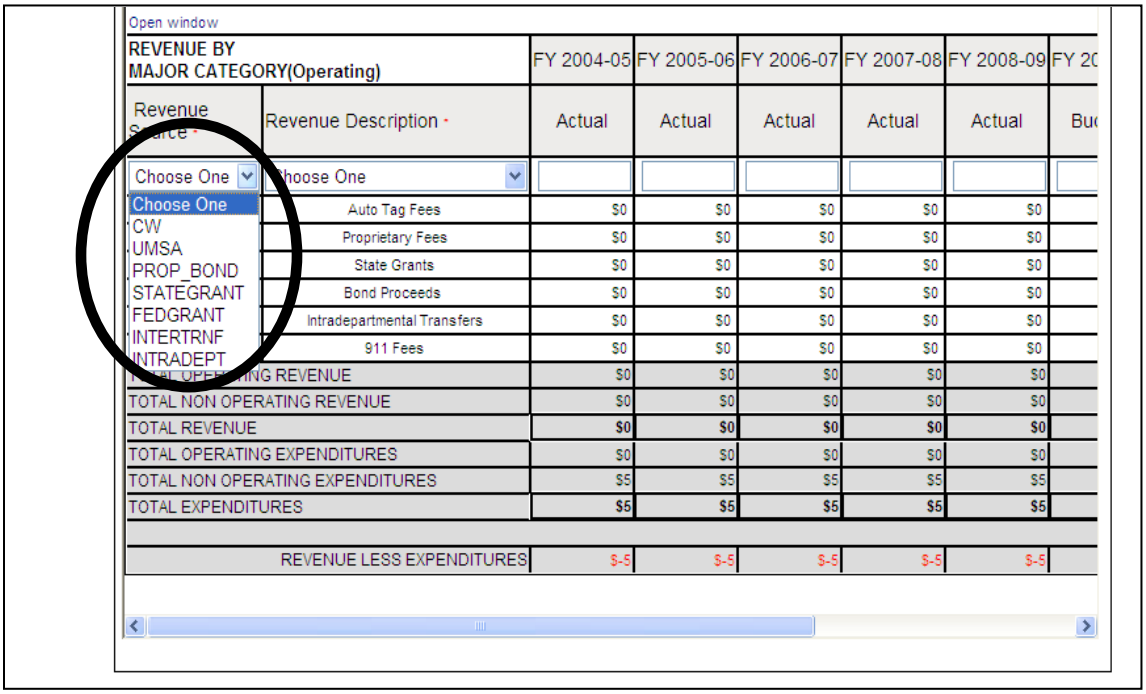
Tip:

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

Important:

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

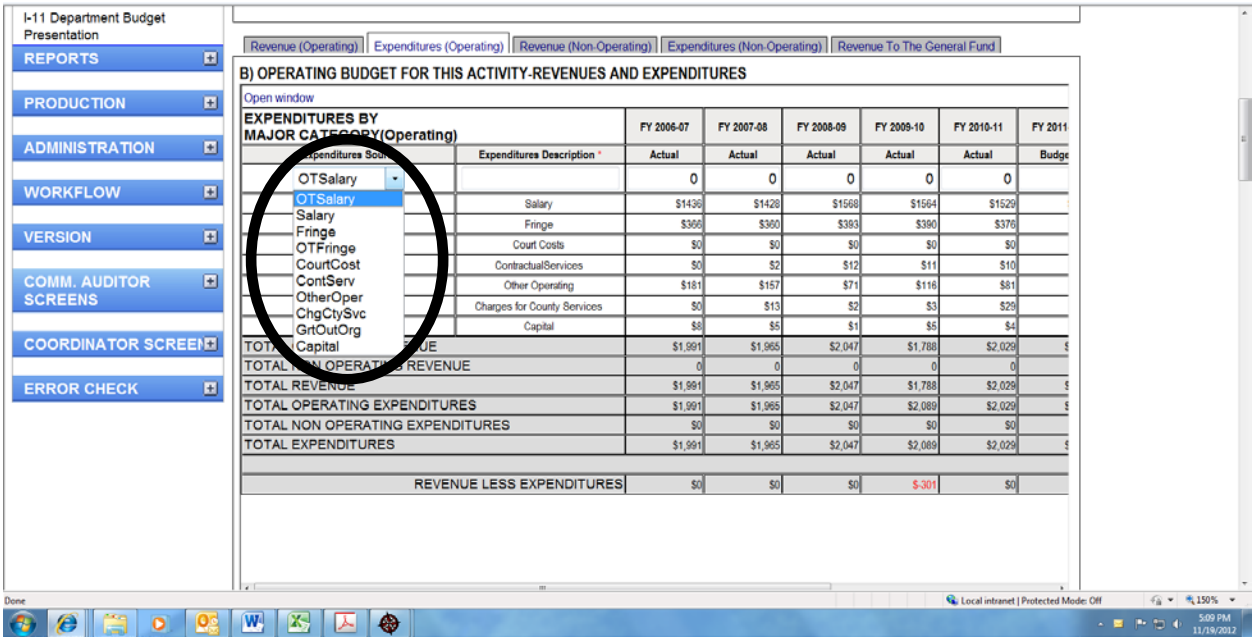
Section B of Input Screen 1 – Operating Revenue for this Activity



To input the operating revenue for an activity:

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

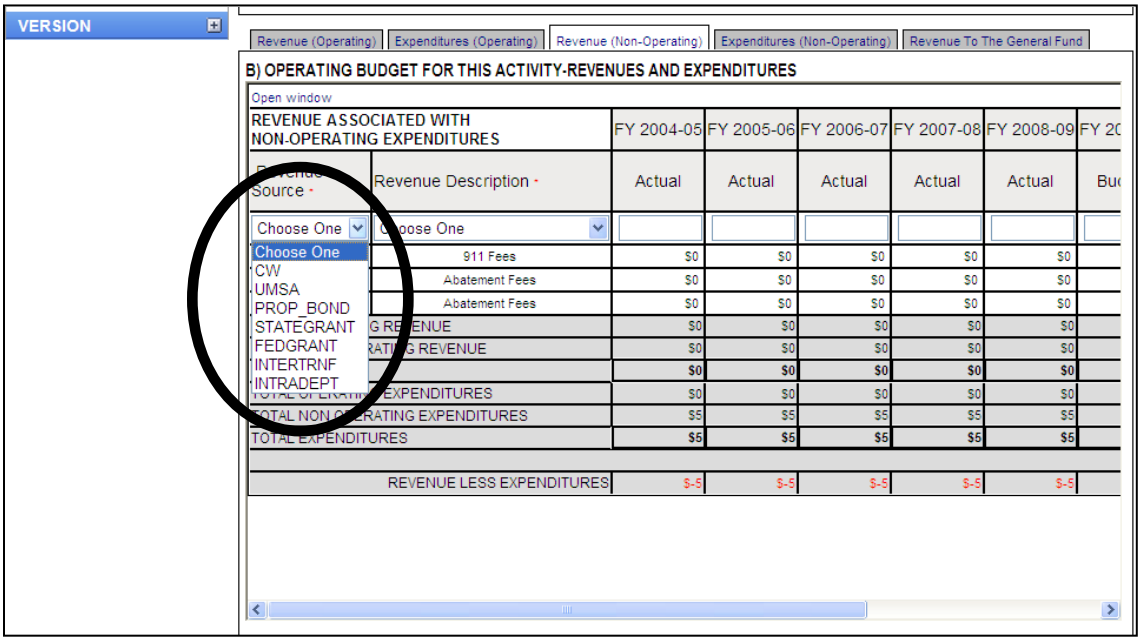
Section B of Input Screen 1 – Operating Expenditures for this Activity



To input the operating expenditures of this activity:

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

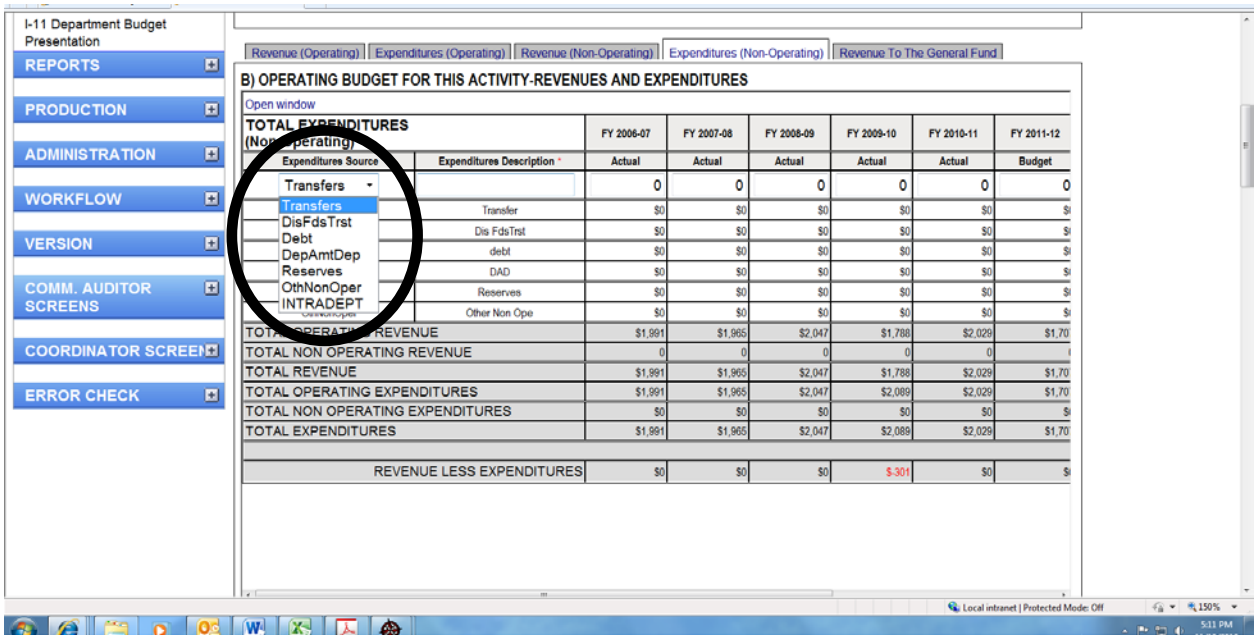
Section B of Input Screen 1 – Non-Operating Revenues for this Activity



To input the non-operating revenues of this activity:

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

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

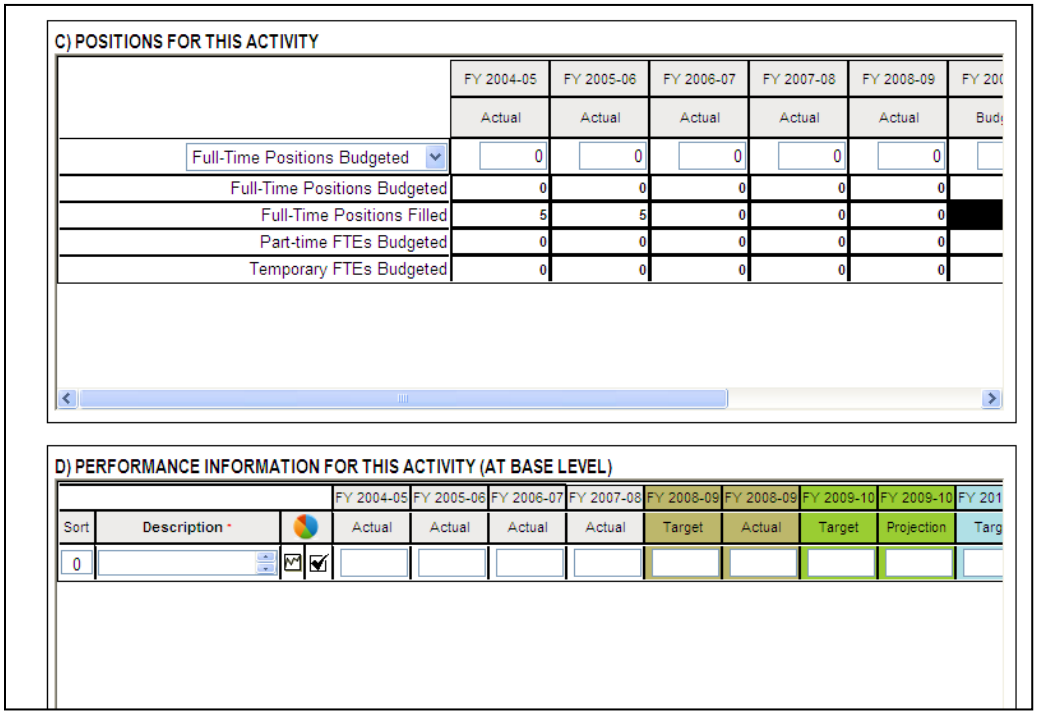


To input non-operating expenditures of this activity:

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

Personnel Summary

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



C) POSITIONS FOR THIS ACTIVITY

	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2008-09	FY 200
	Actual	Actual	Actual	Actual	Actual	Bud
Full-Time Positions Budgeted	0	0	0	0	0	
Full-Time Positions Budgeted	0	0	0	0	0	
Full-Time Positions Filled	5	5	0	0	0	
Part-time FTEs Budgeted	0	0	0	0	0	
Temporary FTEs Budgeted	0	0	0	0	0	

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

			FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2008-09	FY 2008-09	FY 2009-10	FY 2009-10	FY 201
Sort	Description *		Actual	Actual	Actual	Actual	Target	Actual	Target	Projection	Targ
0											

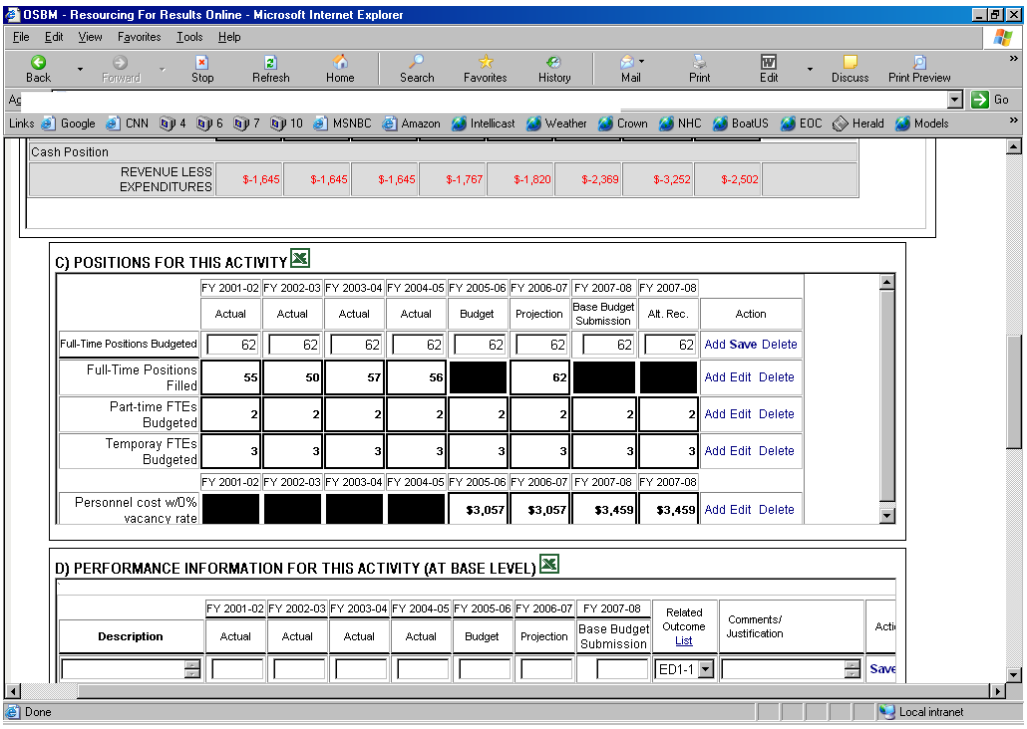
- Input four years of actual data, the current fiscal year's budget, the end of year projection, and the base budget submission for next fiscal year for full-time positions budgeted for this activity
- Click <Save> to the right
- Input four years of actual data and the end of year projection for the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

Tip:

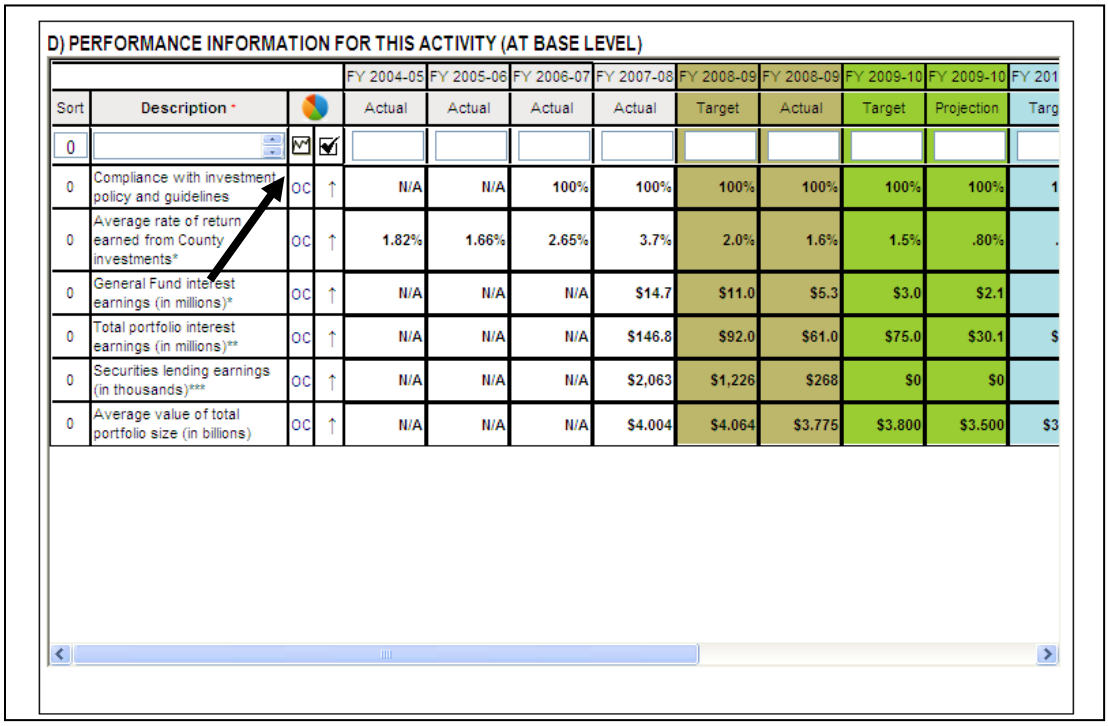
The dollar value of all positions for this activity may be obtained by setting the attrition rates in ABDS to zero and recording the number.

- Click <Save> to the right

- Click Add, Edit, or Delete as necessary



Entering Performance Information for an Activity



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

				FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2008-09	FY 2008-09	FY 2009-10	FY 2009-10	FY 201
Sort	Description *			Actual	Actual	Actual	Actual	Target	Actual	Target	Projection	Targ
0												
0	Compliance with investment policy and guidelines	OC	↑	N/A	N/A	100%	100%	100%	100%	100%	100%	1
0	Average rate of return earned from County investments*	OC	↑	1.82%	1.66%	2.65%	3.7%	2.0%	1.6%	1.5%	.80%	.
0	General Fund interest earnings (in millions)*	OC	↑	N/A	N/A	N/A	$14.7	$11.0	$5.3	$3.0	$2.1	
0	Total portfolio interest earnings (in millions)**	OC	↑	N/A	N/A	N/A	$146.8	$92.0	$61.0	$75.0	$30.1	$
0	Securities lending earnings (in thousands)***	OC	↑	N/A	N/A	N/A	$2,063	$1,226	$268	$0	$0	
0	Average value of total portfolio size (in billions)	OC	↑	N/A	N/A	N/A	$4.004	$4.064	$3.775	$3.800	$3.500	$3

Tip:

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

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

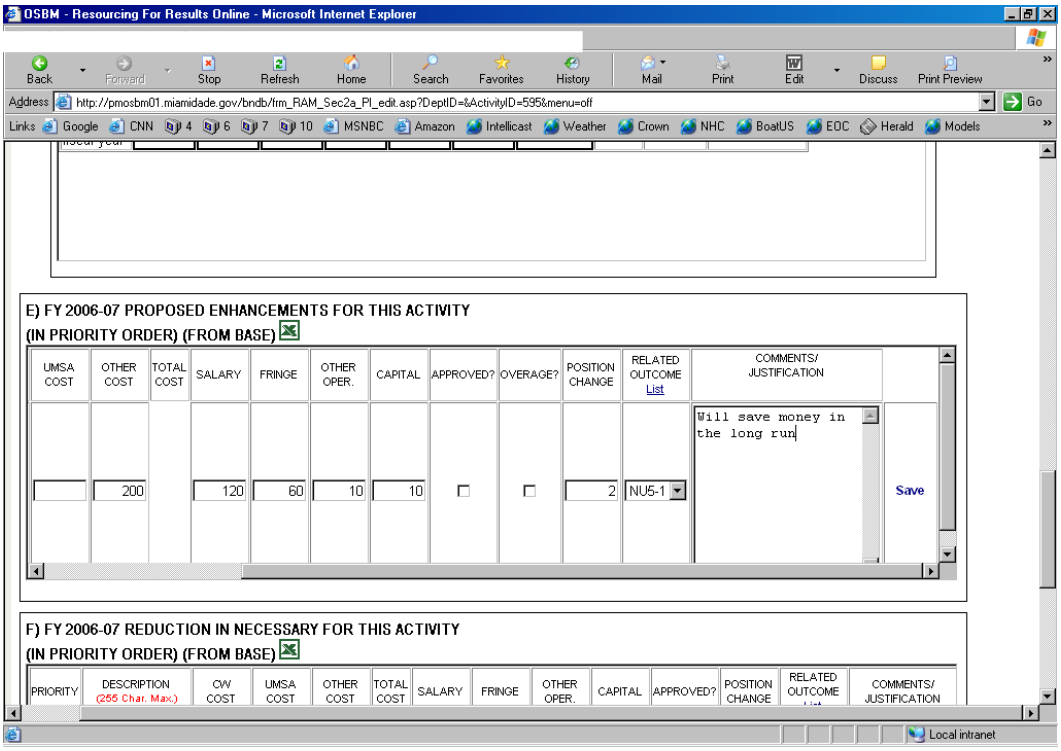
To enter performance measure information for this Activity (at Base Level):

- Click on the Description box; it will enlarge
- Type in the performance measure, including the units of measure
- The next column is where you choose what type of measure the performance measure is; the options are:
  - Input (IN)
  - Output (OP)
  - Outcome (OC)
  - Efficiency (EF)
- The next column is where you choose the measure type description for the performance measure; the options are:
  - Contact your departmental OMB budget analyst to discuss which measure type description is appropriate for the performance measure
- Tab to the next boxes and input four years of actual data, the current year's budget, the end of year projection, and the base budget submission for next year for that measure

- Choose the Desired Outcome from the County's Strategic Plan that applies to this measure from the next drop-down menu
- Tab to the next box; it will enlarge; Type in any comments or justifications necessary here (including any generally accepted benchmarks, Mayor, Commission, or Manager priorities, etc.)
- Click <Save> to the right
- Click Add, Edit, or Delete as necessary for each performance measure
- Repeat for each performance measure for this activity

Entering Enhancements into RFRO

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



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

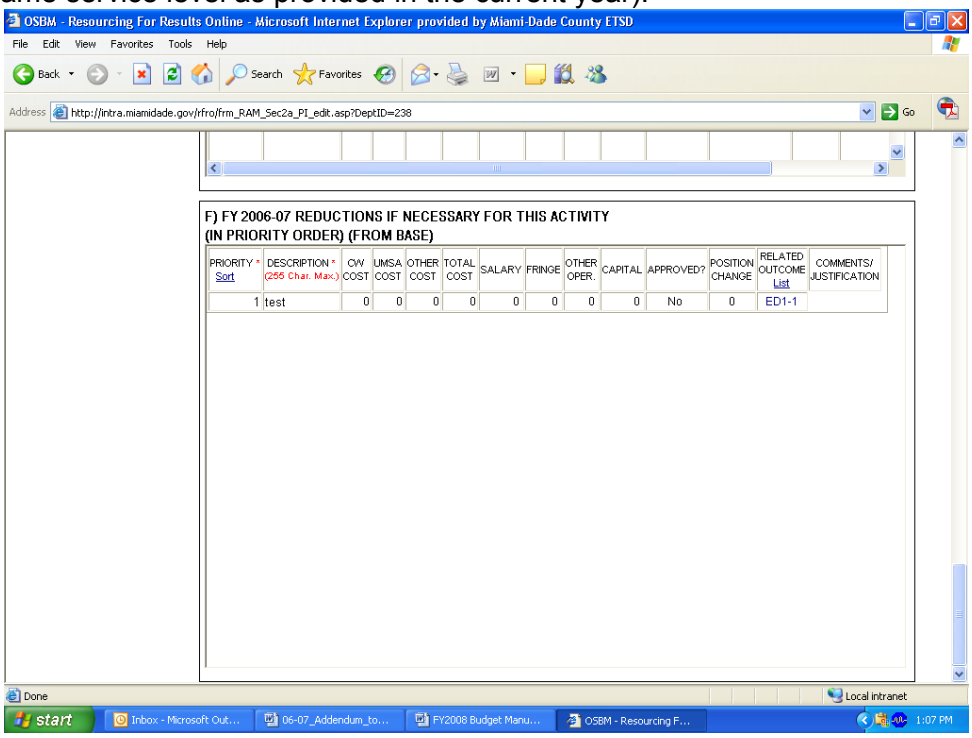
Important

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

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

Entering Reductions into RFRO

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



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

Important:

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

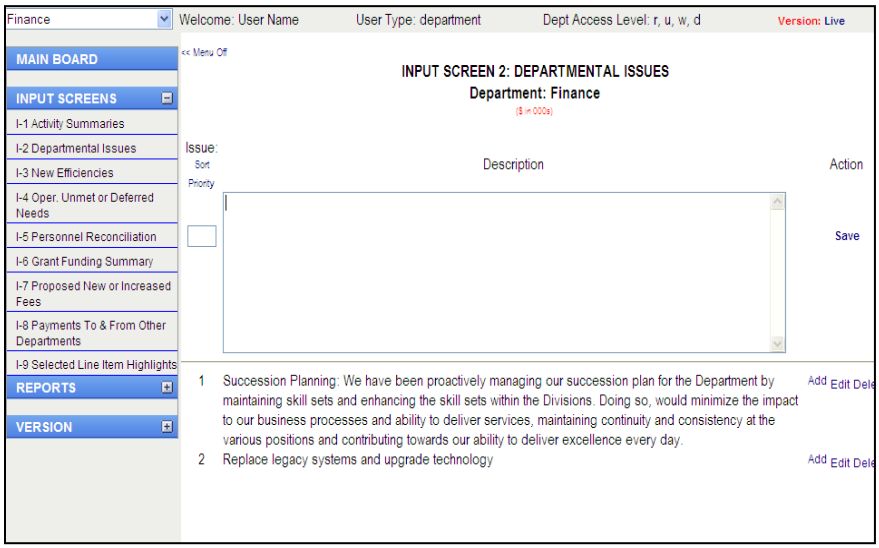
- Tab over to type in the change of positions; adding positions should be positive; deleting positions should be negative
- Choose the Desired Outcome from the County's Strategic Plan that applies to the reduction from the next drop-down menu
- Type in any comments or justification necessary for decision-making for each reduction.
- Click <Save> to the right
- Click Add, Edit, or Delete as necessary for each reduction
- Repeat as necessary for each reduction for this activity

Other Information Required in RFRO

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

Input Screen I-2: Departmental Issues
Input Screen I-3: New Efficiencies
Input Screen I-4: Operating Unmet or Deferred Needs
Input Screen I-5: Personnel Reconciliation
Input Screen I-6: Grant Funding Summary
Input Screen I-7: Proposed New or Increased Fees
Input Screen I-8: Payments To and From Other Departments
Input Screen I-9: Selected Line Item Highlights

Input Screen I-2: Departmental Issues

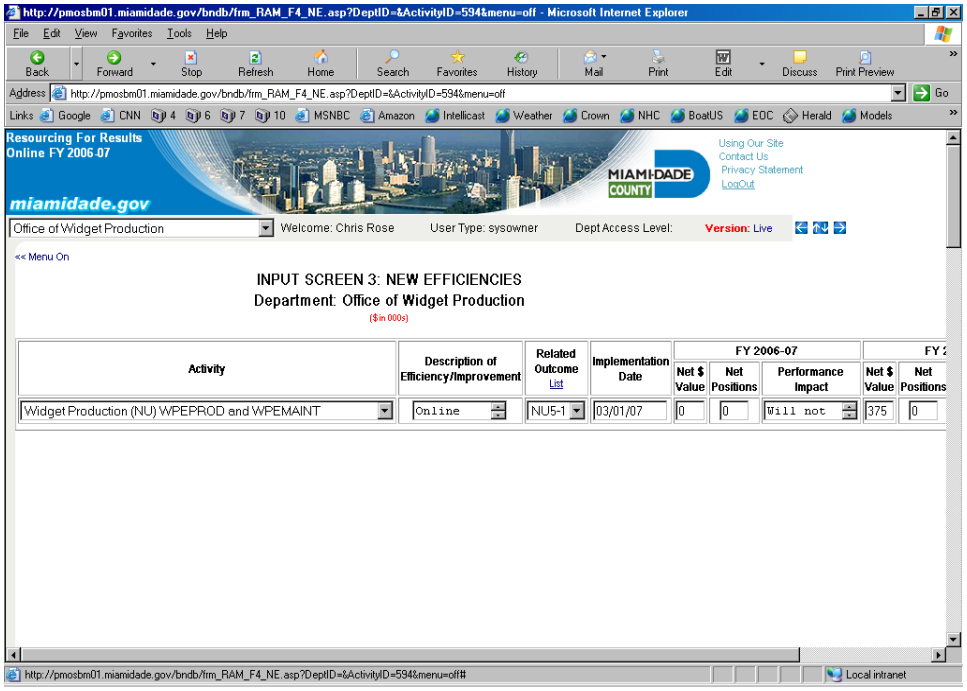


This screen is used to capture all relevant issues that are department-wide including capital project issues. Everything that should be discussed at the Budget Presentation Meetings should be listed here. Include both operating and capital issues; add more lines as necessary. This section can be partially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

To add an issue:

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

Input Screen I-3: New Efficiencies

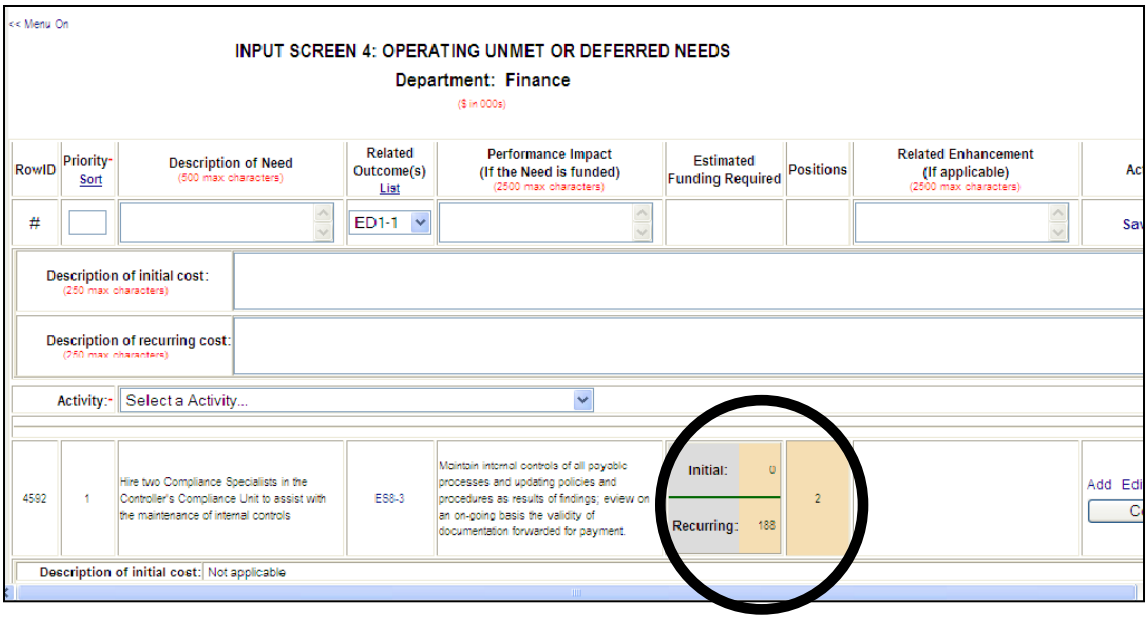


This screen is used to capture any efficiency initiatives that the department has begun or plans to begin in either FY 2010-11 or FY 2011-12. Efficiency change the way service is provided so that the related per-unit cost is reduced. An efficiency is not a service level adjustment.

To add an efficiency:

- Choose the Activity to which this efficiency is related
- Click in the description box; it will enlarge
- Type a description of the efficiency
- Choose the Desired Outcome from the County's Strategic Plan that applies to this efficiency from the next drop-down menu
- Type in the expected implementation date. The date must be entered as dd mm yy (example 01 01 07). Do not type the slashes; the system will type them for you
- Type in the Net Dollar Value of this efficiency for the current and next fiscal years
- Type in the Net Position Change of this efficiency for the current and next fiscal years. Adding positions should be positive; deleting positions should be negative
- Type in the performance impact of this efficiency for the current and next fiscal years
- Click <Save> to the right
- Click Add, Edit, or Delete as necessary for each efficiency
- Repeat for each efficiency

Input Screen I-4: Operating Unmet or Deferred Needs

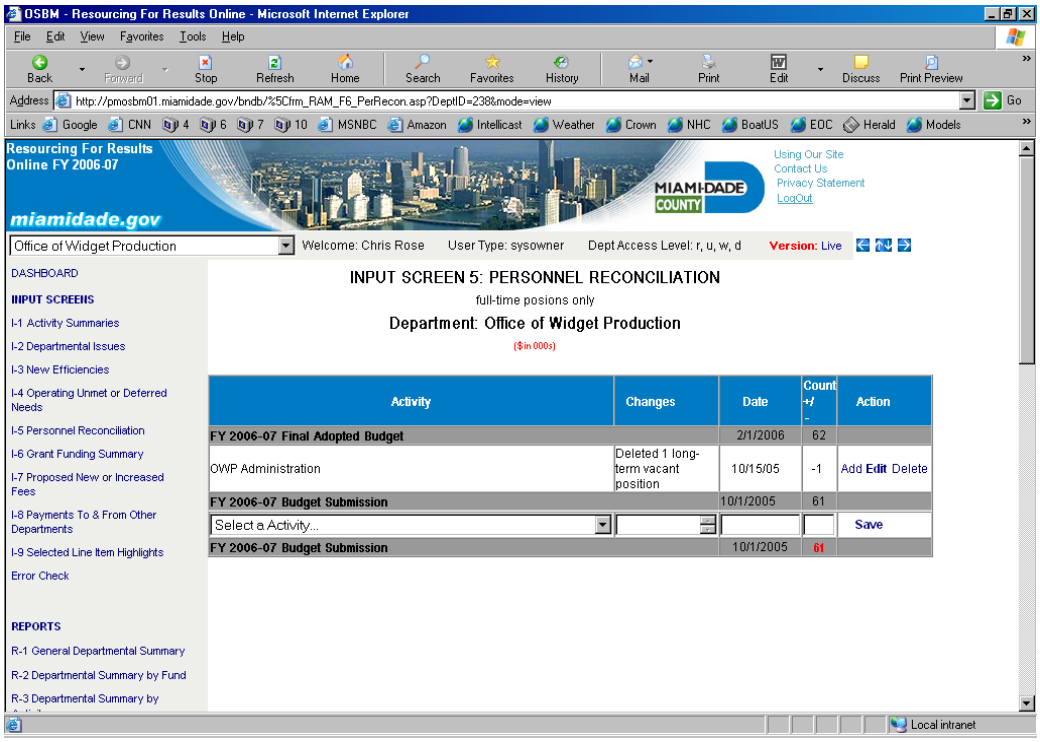


This screen is used to capture all current and future <u>operating</u> unmet or deferred needs. Operating unmet needs are functions or activities that a department recommends that it ought to be performing but cannot with existing resources.

To add an unmet need:

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

Input Screen I-5: Personnel Reconciliation

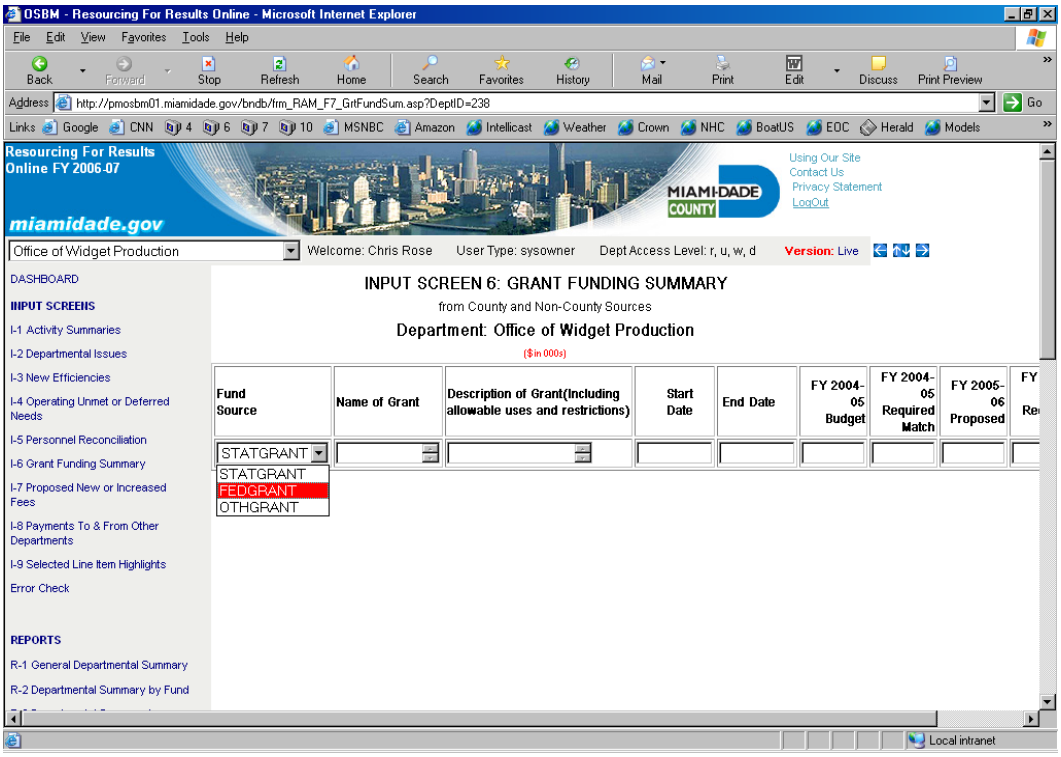


This screen is used to track changes in personnel counts between the current and next fiscal years. The system automatically starts with the total departmental personnel count as shown in the FY 2010-11 Adopted Budget. Departments should Indicate any changes that have occurred (additions, subtractions, or transfers between activities or divisions).

To add a personnel change:

- Select the Activity with which each personnel change is associated from the drop-down menu
- Tab over to the description box; it will enlarge
- Type a description of the personnel change
- Type in the date on which this personnel change was made; the date must be entered as dd mm yy (example 01 01 07); do not type the slashes; the system will type them for you
- Type in the Position Change; adding positions should be positive; deleting positions should be negative
- Click <Save> to the right
- Click Add, Edit, or Delete as necessary for each personnel change
- Repeat for each personnel change

Input Screen I-6: Grant Funding Summary



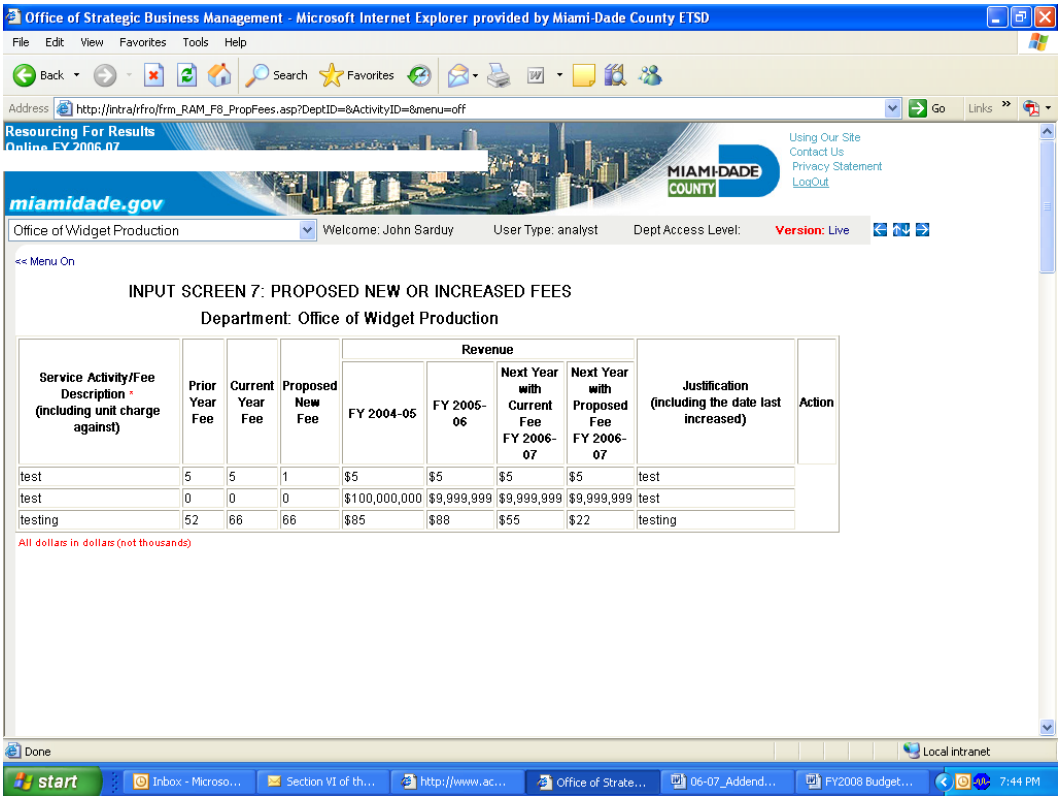
This screen is used to capture grant information included in the current and proposed resource allocation plans. Please include grant funding from sources within the County (Community Development Block Grant funding from the Office of Community and Economic Development) and from sources outside the County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

To add a Grant:

- Select the grant source from the drop-down menu. There are three choices.
  - State Grants (STATGRANT)
  - Federal Grants (FEDGRANT)
  - Grants from any other source (OTHGRANT)
- Tab over to the Name of Grant; it will enlarge
- Type in the name of the grant
- Tab over to the description box; it will enlarge
- Type a description of the description of the grant (including allowable uses and restrictions)
- Type in the date on which the grant is expected to start. The date must be entered as dd mm yy (example 01 01 07). Do not type the slashes; the system will type them for you
- Type in the date on which the grant is expected to end. The date must be entered as dd mm yy (example 01 01 07). Do not type the slashes; the system will type them for you
- Type in the amount budgeted from this grant in the current and next fiscal years
- Type in the amount of local match required this grant in the current and next fiscal years

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

Input Screen I-7: Proposed New or Increased Fees



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

All dollars in dollars (not thousands)

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

Important:

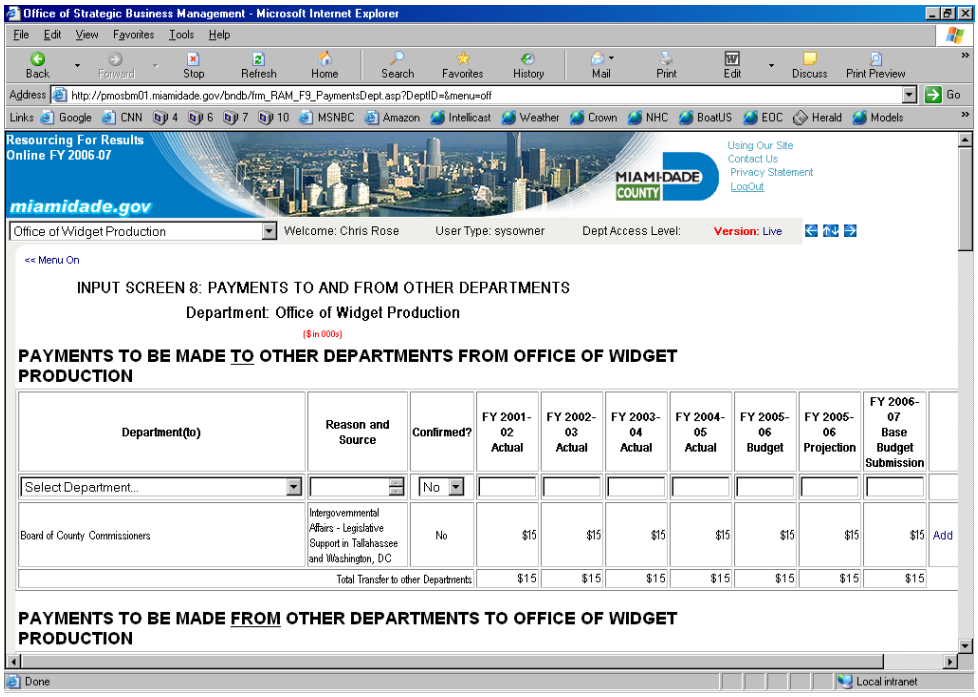
Dollar amounts in this section should be actual; they should not be in thousands of dollars.

To add a fee change:

- Click in to the Service Activity/Fee Description box; it will enlarge
- Type a description of the fee change (capitalize fee name, do not capitalize per unit name)
- Type in what the fees charged were in the prior and current fiscal years, as well as the proposed new fee
- Type in how much was collected last fiscal year
- Type in how much is projected to be collected in current fiscal year given current fees.
- Type in how much is projected to be collected next fiscal year if the fee is not increased
- Type in how much is projected to be collected next fiscal year if the fee is increased

- Type in a justification for the fee change; including the date last increased; any information that would be helpful for decision-making should be included here
- Click <Save> to the right
- Click Add, Edit, or Delete as necessary for each fee change
- Repeat for each fee change

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



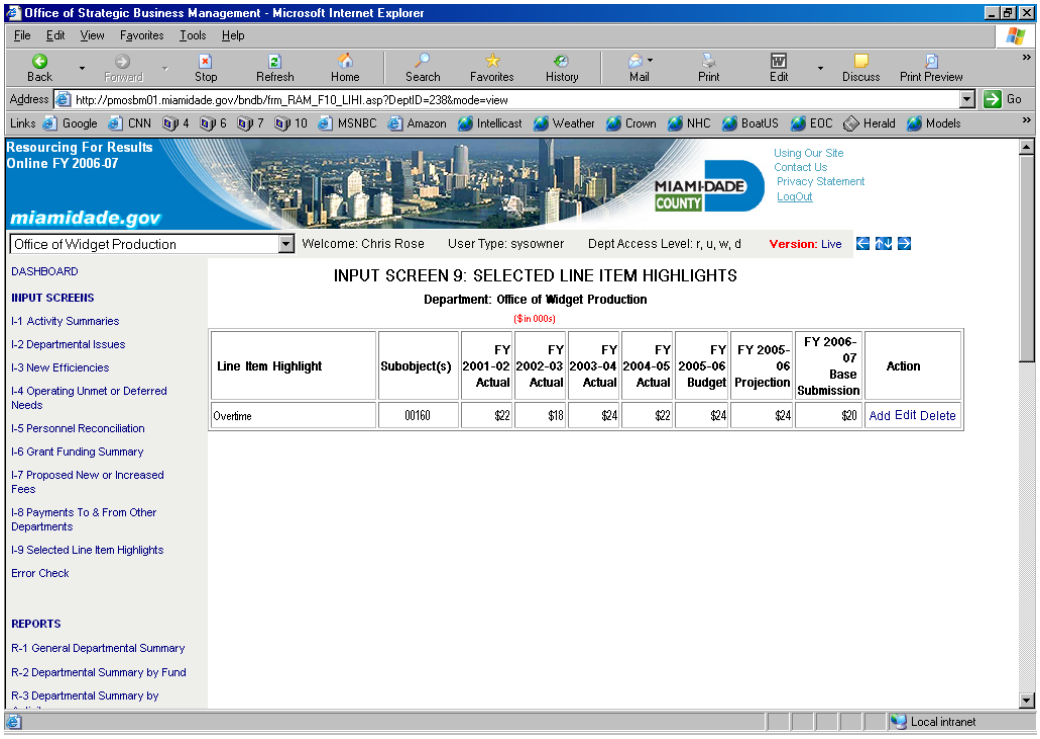
This screen is used to capture payments from other County departments that your department is expecting to receive in the next fiscal year. It also captures payments to other County departments that your department is expecting to pay.

The amounts identified should be for specialized services (do not include normal budgeted operating expenses, e.g., water charges, fleet charges, ETSD funding model charges etc.). Note: the FY 2010-11 Adopted Budget no longer prints as a chart in the narrative. Within the department narrative, a descriptive bullet should be provided to discuss the to and from items.

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

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

Input Screen I-9: Selected Line Item Highlights



This screen is used to capture information regarding specific expenditures for discussion purposes at the Budget presentation meetings (RAM).

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

To add a line item highlight:

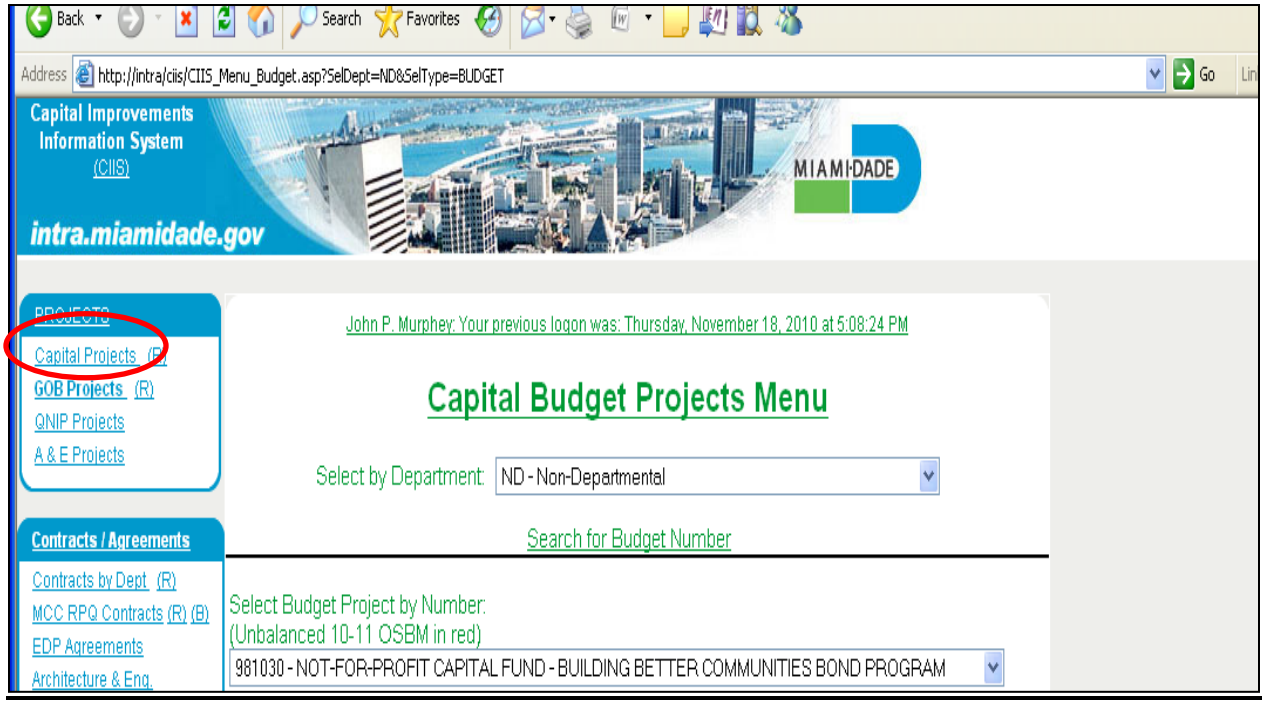
- Click in the line item highlight box; it will enlarge
- Type the line item highlight
- Type in the subobjects that total (department-wide) each line item highlight
- Input four years of actual data, the current fiscal year's budget, the end of year projection, and the base budget submission for next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

Section III – Using Capital Projects Budget Module in CIIS

Signing into to CIIS:

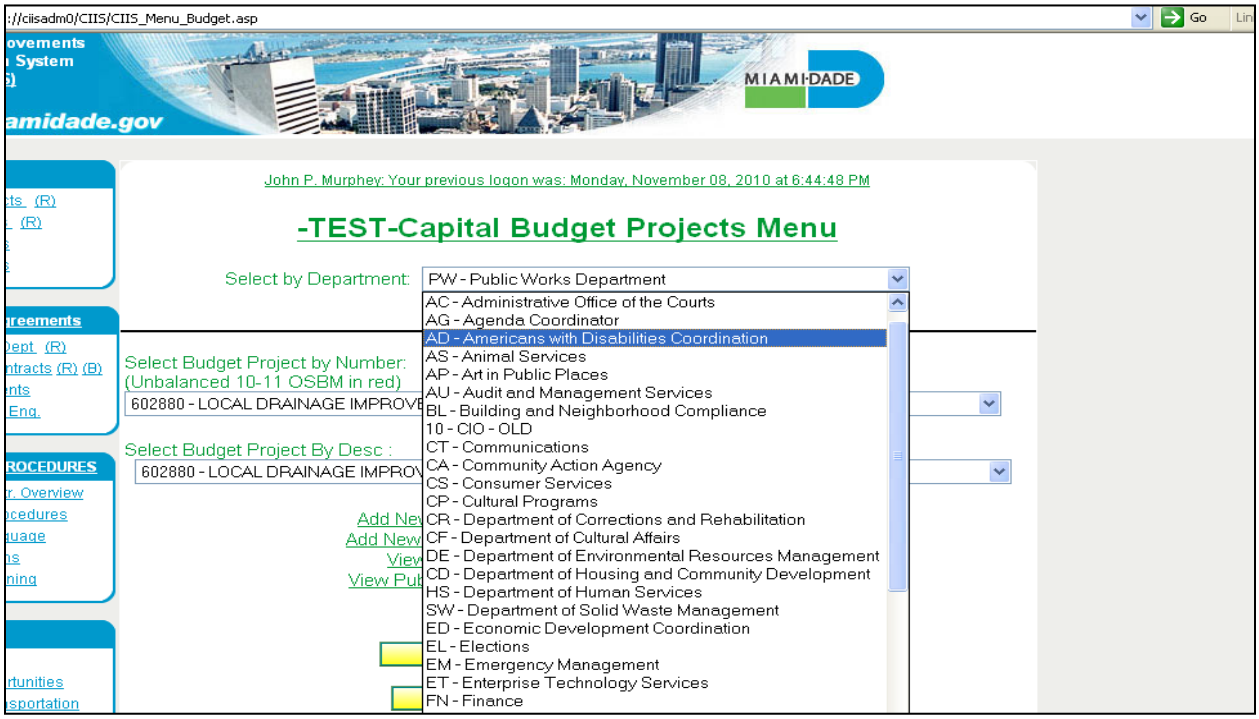
- Go to the intranet on the County's server
- http://intra/ciis

Sign-In Screen:

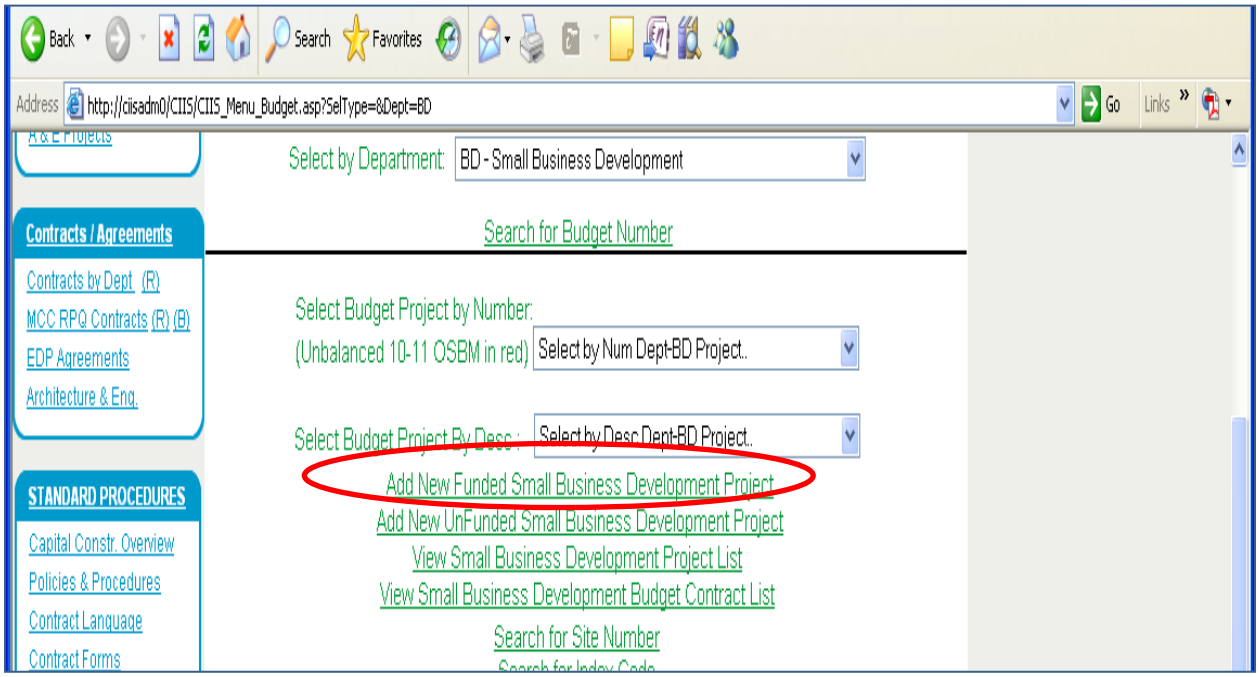


- To ensure you are working in the Capital Projects Module, always click on the Capital Projects link

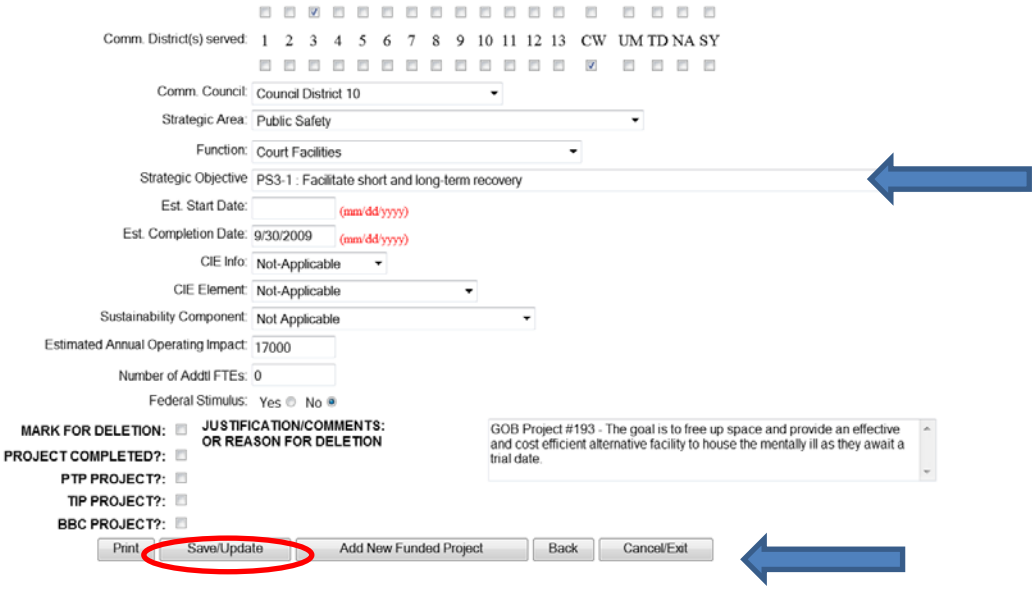
Adding New Funded Projects



- Click on the drop-down to select your department



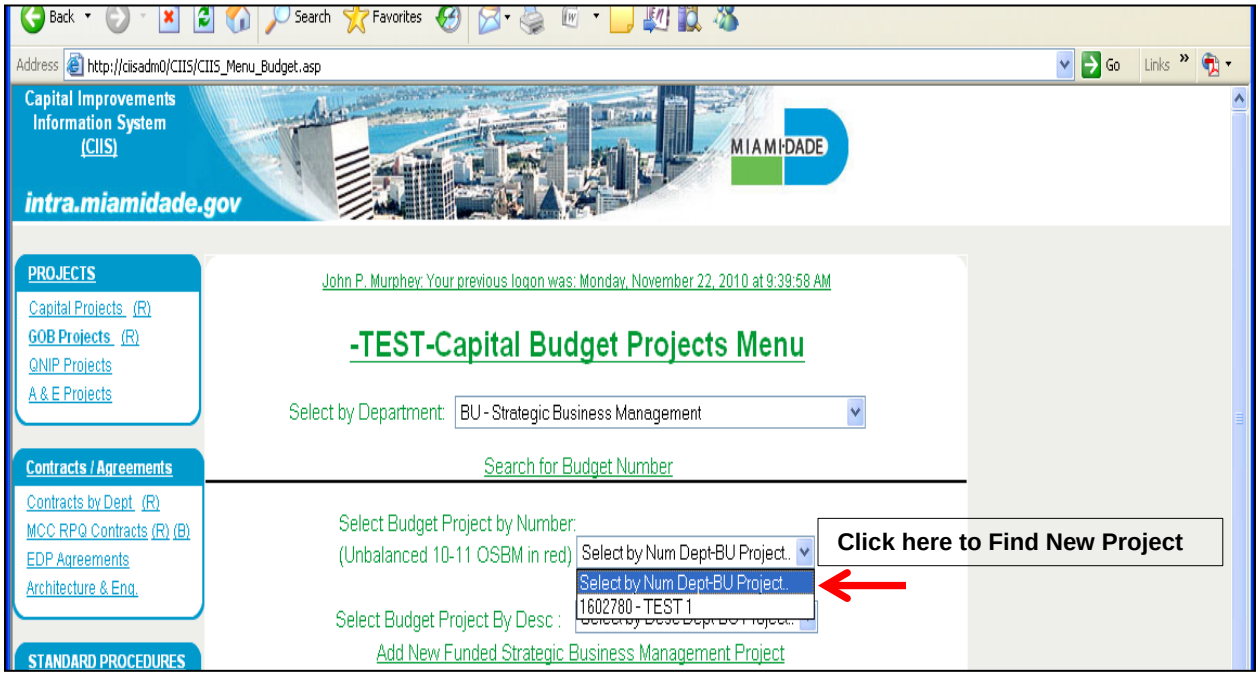
- Click on the Add New Funded Project Link



- Once all required information is entered into the system, click on Save Record
- Then click on Cancel/Exit

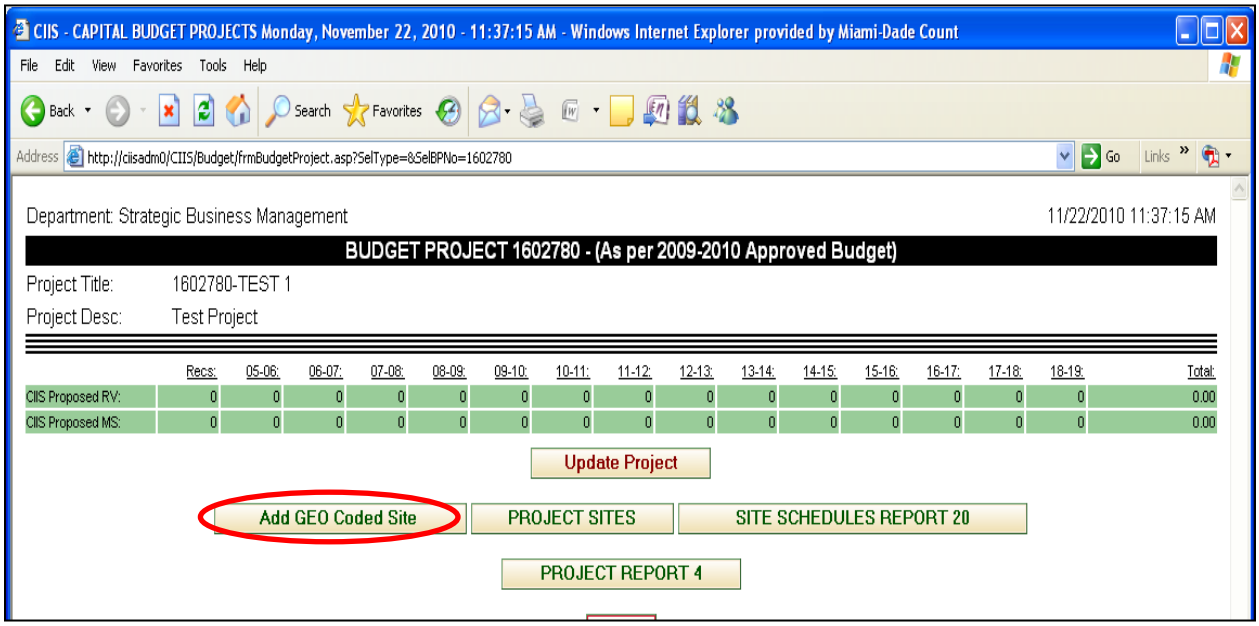
<u>Important:</u>
Remember to align your projects to a Strategic Objective

<u>Adding New Budget Projects</u>

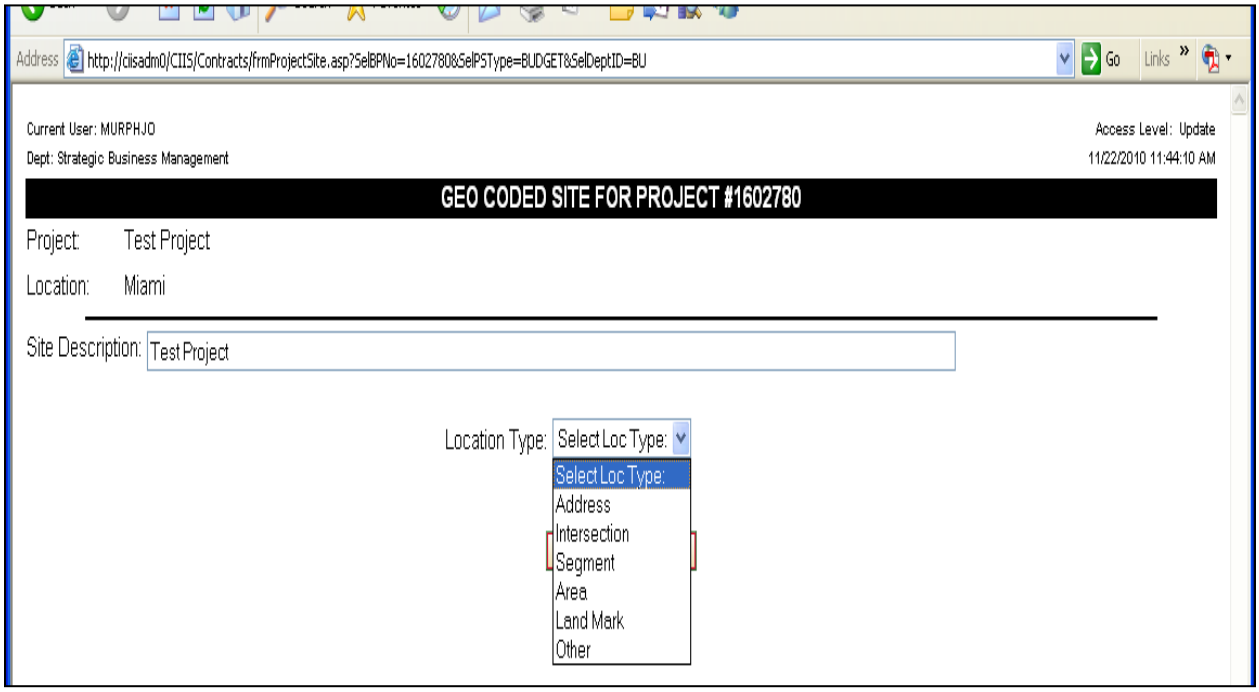


- Click on the dropdown and select <u>Budget Project by Number</u> or <u>Budget Project by Description</u> tab

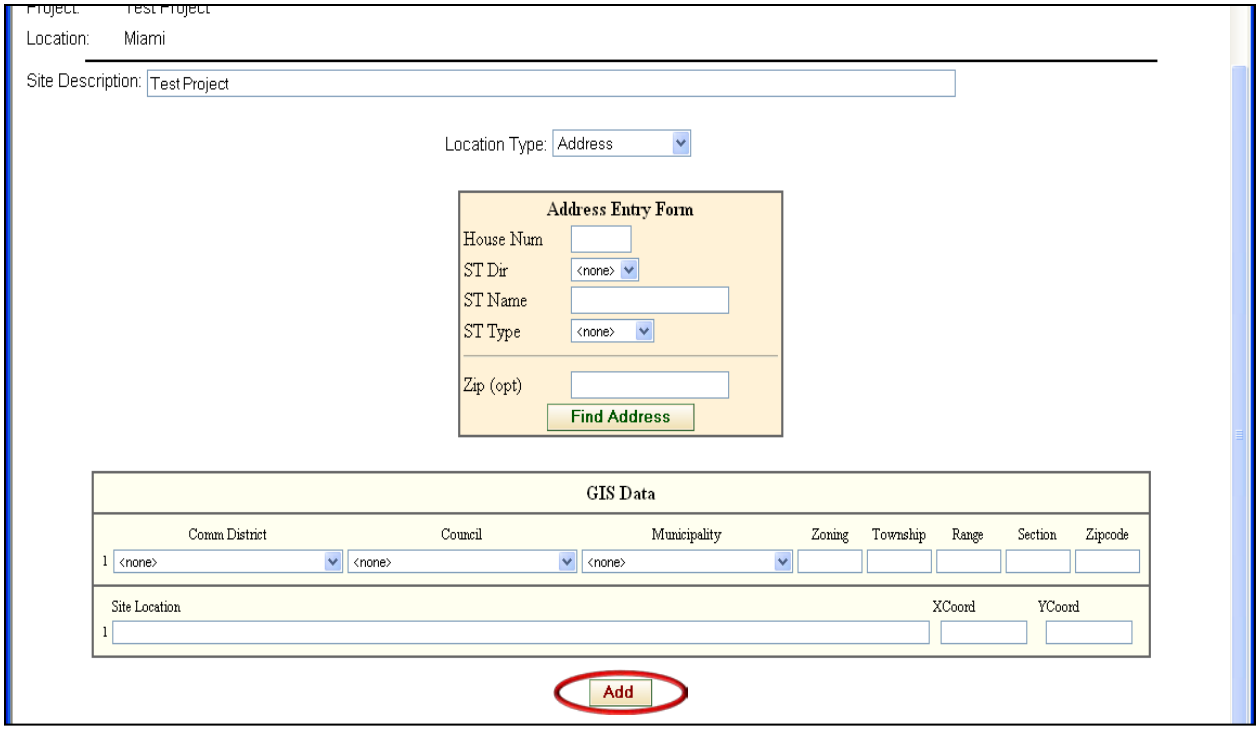
Adding Project Sites



- Click on the tab Add GEO Coded Site to add site information that will allow you to add financial information regarding project

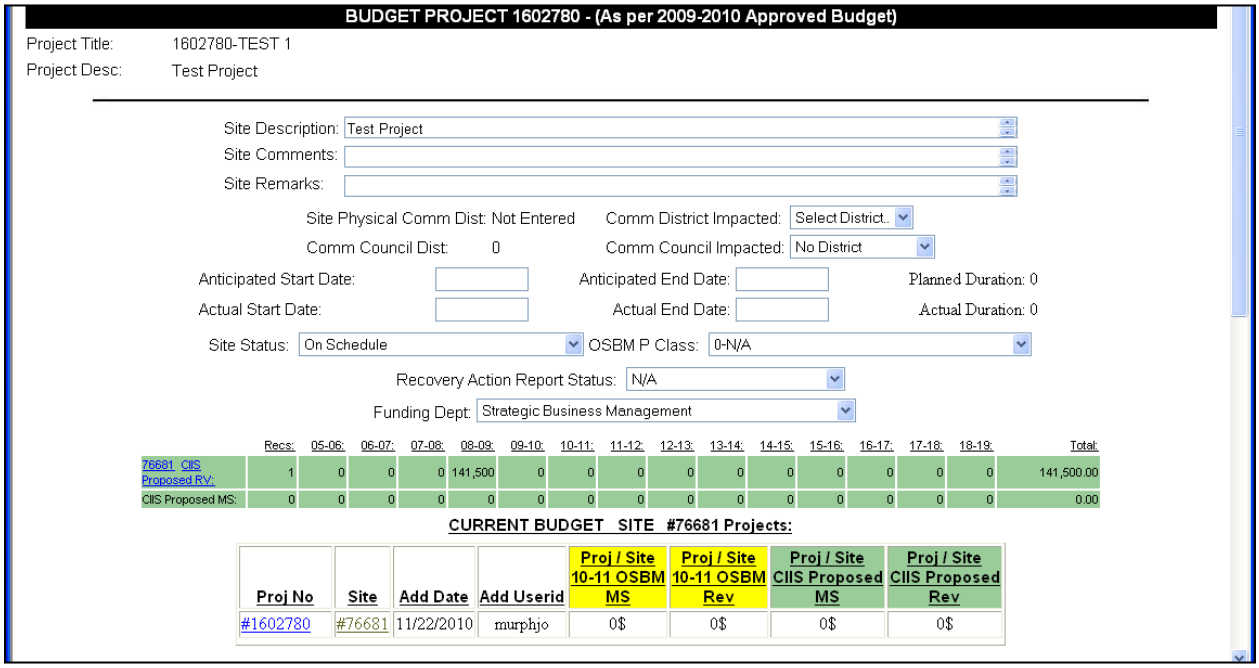


- Click on drop-down and chose site code for project



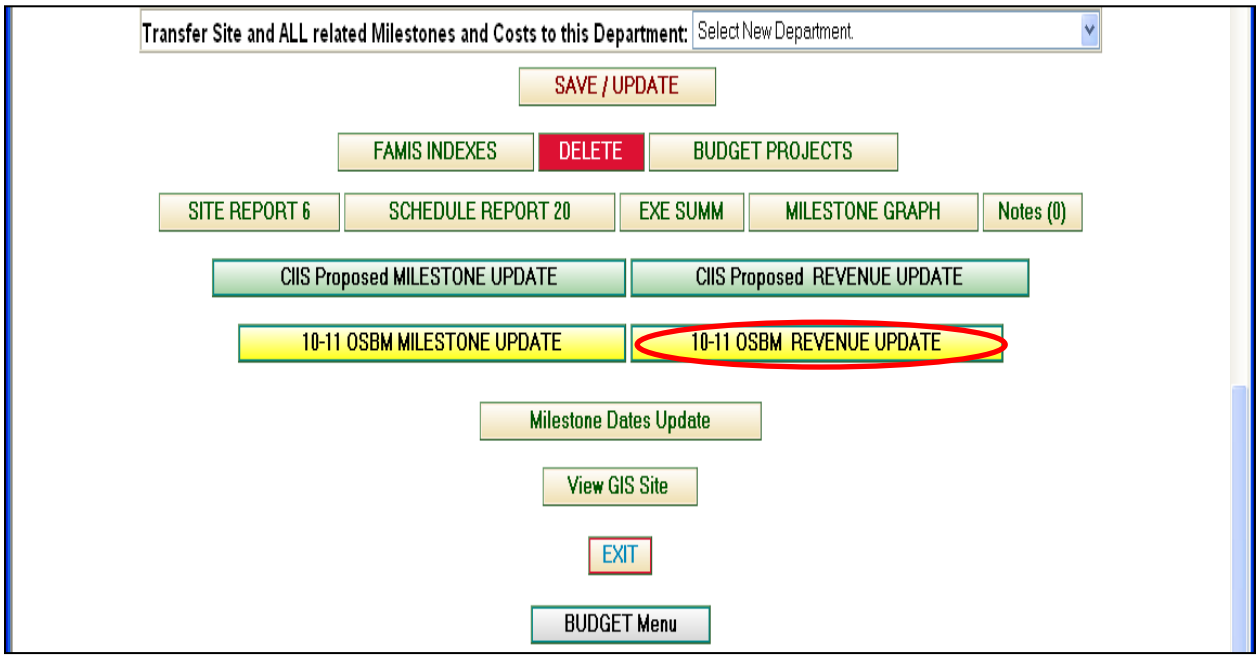
- Update the fields within the Address Entry Form and Click Find Address. The GIS Data will automatically be updated.
- Then Click Add

Main Site Screen

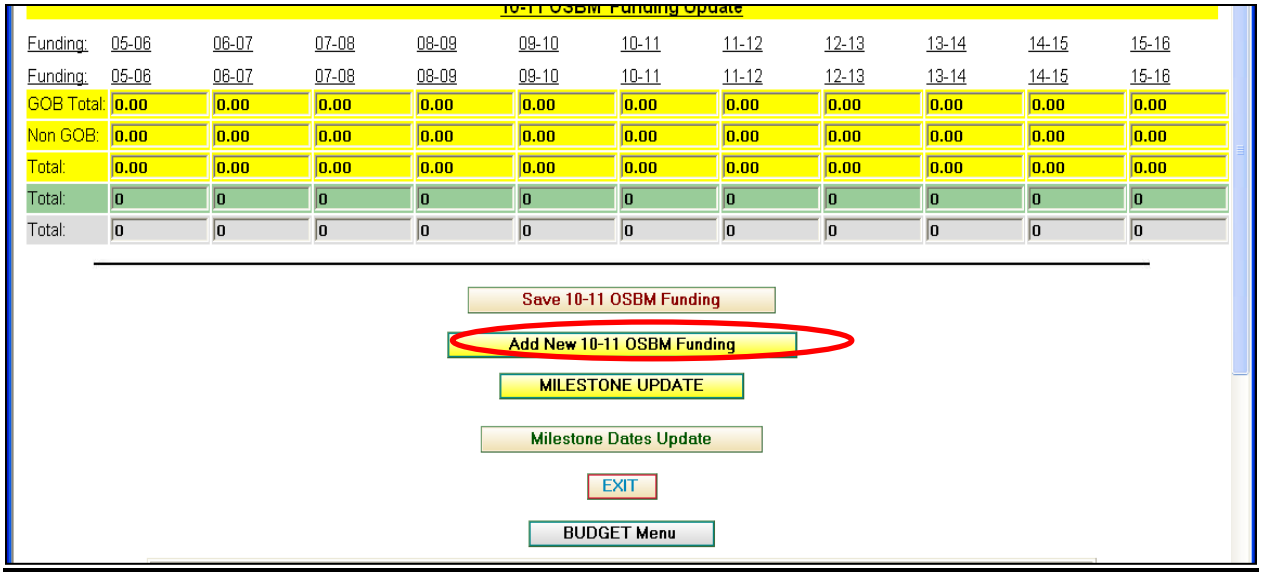


- Click in the drop-down tabs to update Site Description, Site Comments, Site Remarks
- This screen also allows you to update overall projects status

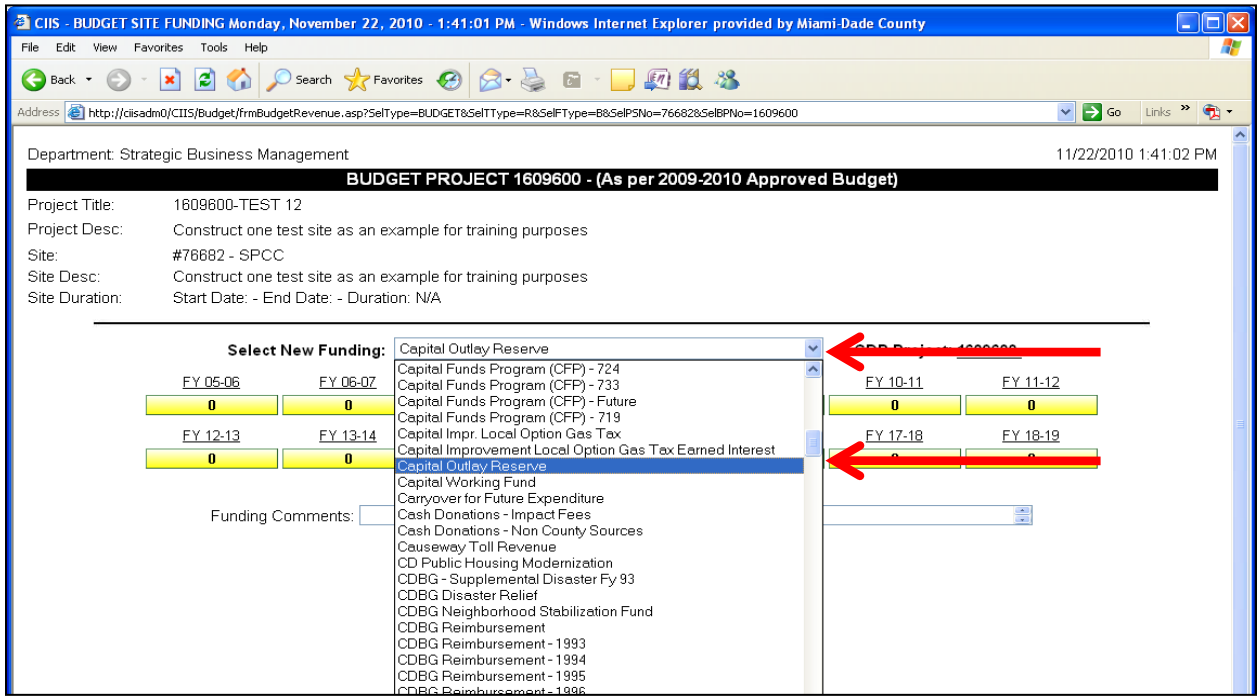
Adding OMB Revenue



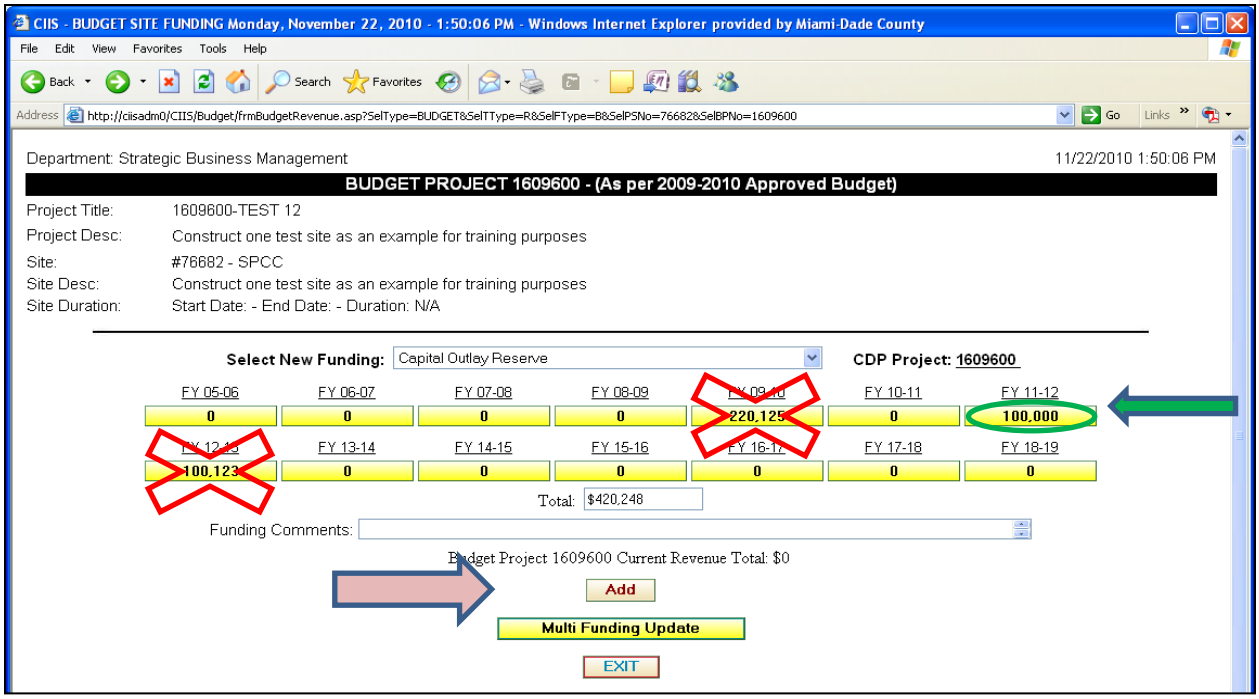
- Click on OMB Revenue Update tab to add revenue to project



- Click on the Add New OMB Funding tab to add new revenue

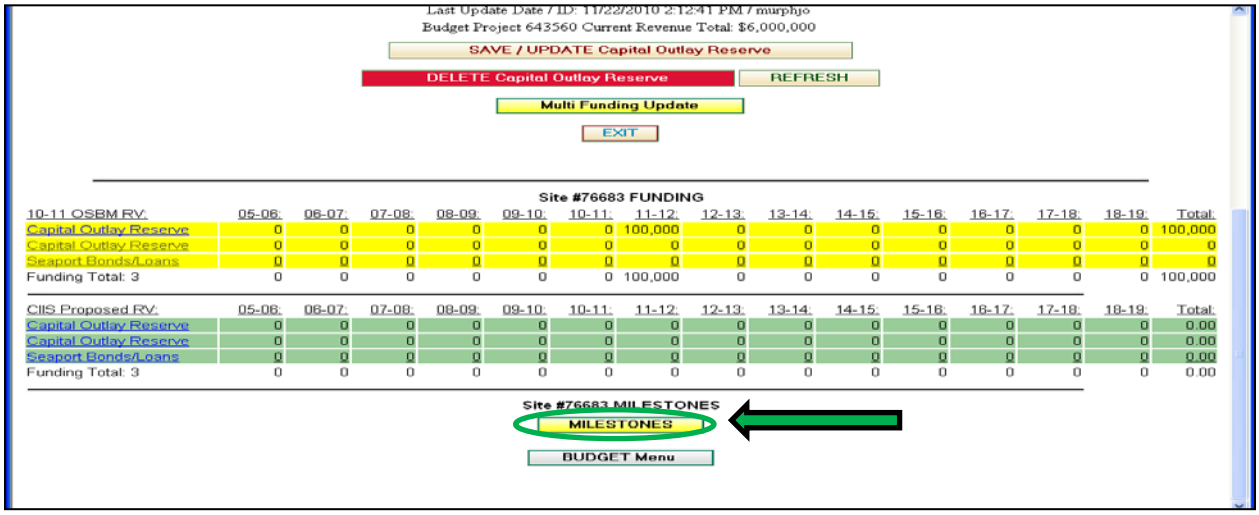


- Click on the Select New Funding drop-down to see the list of available revenues and move cursor down to select revenue

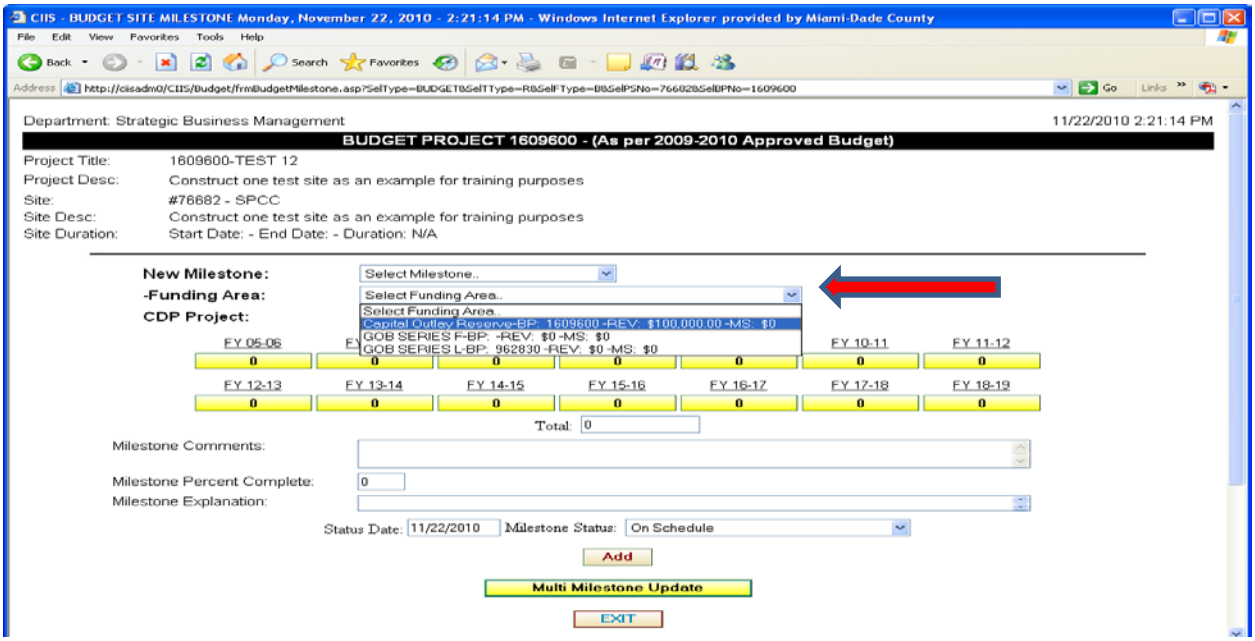


- Once revenue is selected from drop-down, type the value of the revenue source in the active field rounded to the **$000's**
- Click Add to add revenue to project

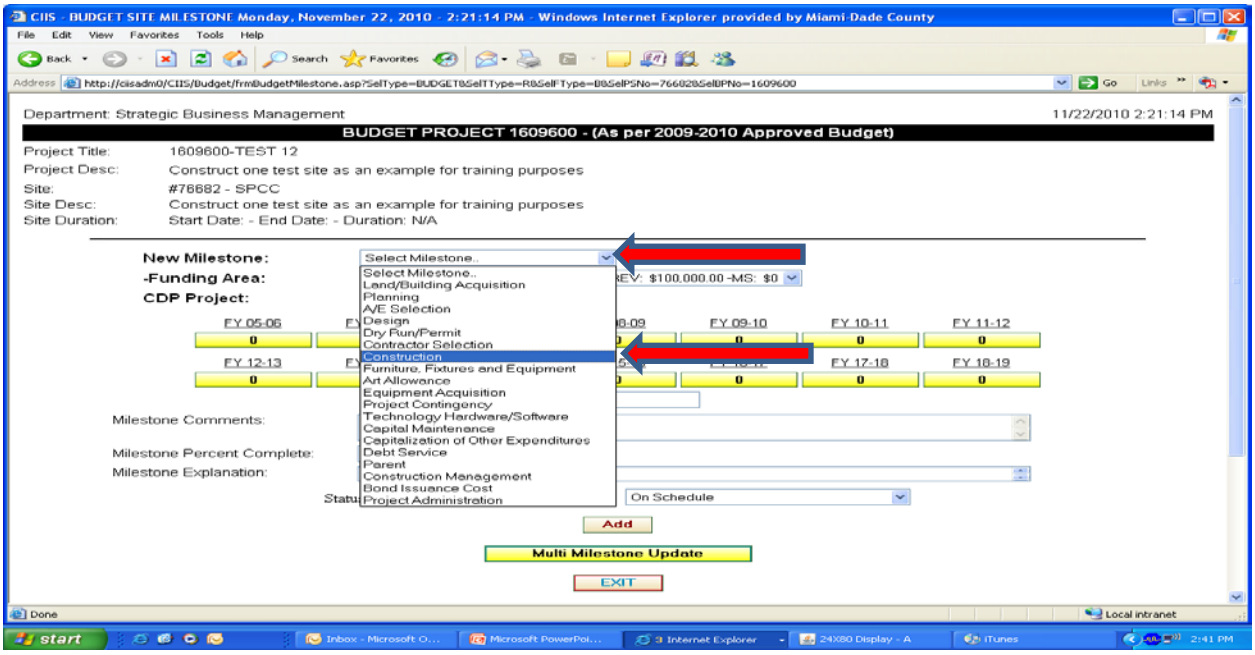
Adding Milestones



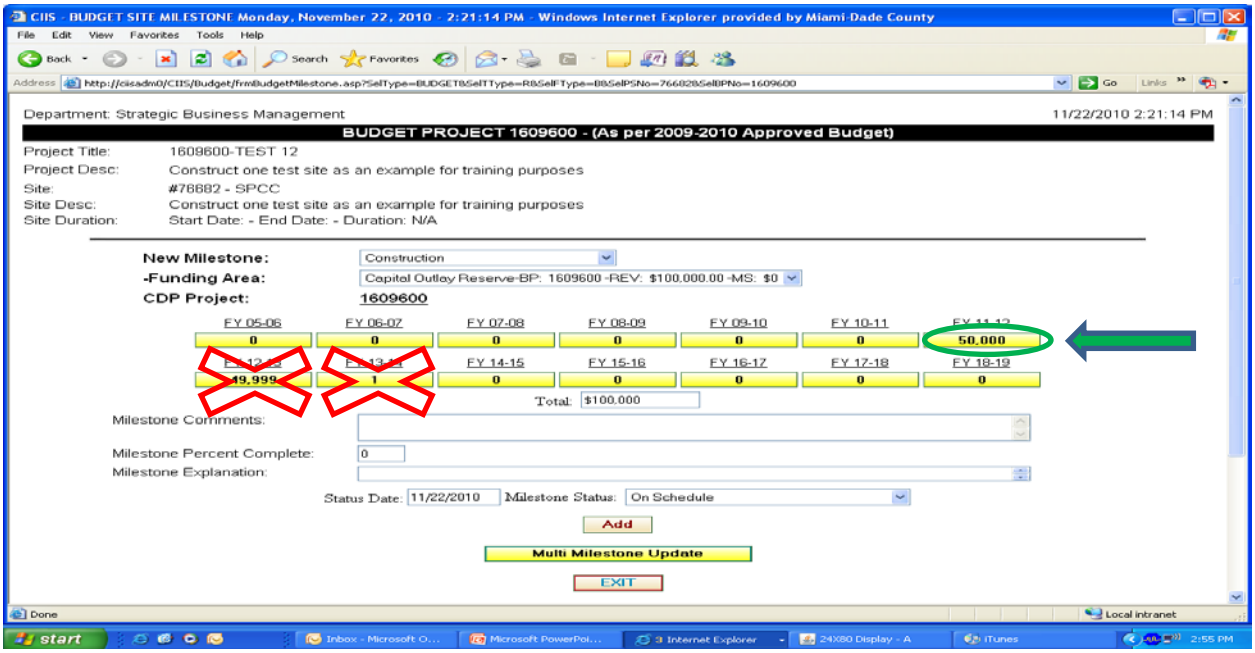
- Click on MILESTONES tab to choose milestones for project



- First step in adding milestones is to select the revenue source that will fund the milestone
- Once you click on the drop-down select correct revenue source
- Important: **DO NOT OVER ALLOCATE** revenue to milestones

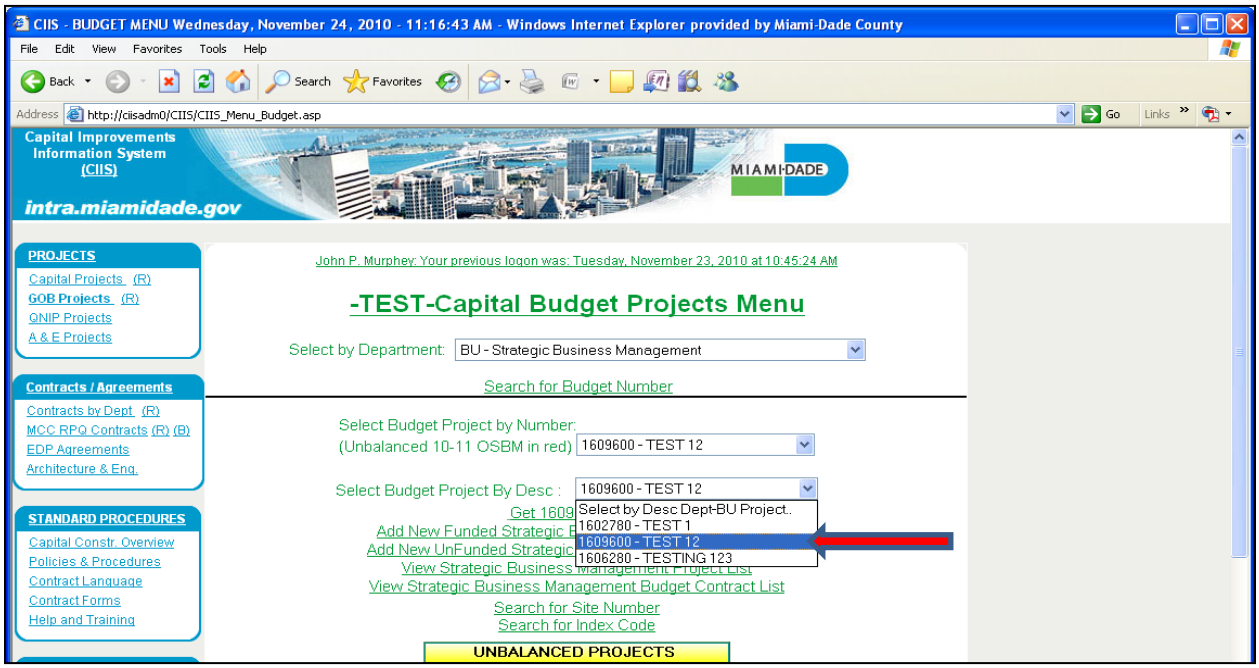


- Click on <u>Select Milestone</u> drop-down and scroll mouse over desired milestone



- Once revenue is selected from drop-down, type the value of the revenue source in the active field rounded to the **$000's**
- Click Add to add revenue to project

Updating Projects in CIIS



- Click on the drop-down and select project from list

CIIS - CAPITAL BUDGET PROJECTS Wednesday, November 24, 2010 - 11:19:11 AM - Windows Internet Explorer provided by Miami-Dade Co

File Edit View Favorites Tools Help

Back Search Favorites

Address http://ciisadm0/CIIS/Budget/frmBudgetProject.asp?SelBPNo=1609600 Go Links

Department: Strategic Business Management 11/24/2010 11:19:11 AM

BUDGET PROJECT 1609600 - (As per 2009-2010 Approved Budget)

Project Title: 1609600-TEST 12

Project Desc: Construct one test site as an example for training purposes

CIIS Site Funding Info

SITE Location/Desc:	Prior:	09-10:	10-11:	11-12:	12-13:	13-14:	14-15:	FUTURE:	Total:
76682 - SPCC	0	0	0	100,000	0	0	0	0	100,000

Desc: Construct one test site as an example for training purposes

	Recs:	05-06:	06-07:	07-08:	08-09:	09-10:	10-11:	11-12:	12-13:	13-14:	14-15:	15-16:	16-17:	17-18:	18-19:	Total:
10-11 OSBM RV:	1	0	0	0	0	0	0	100,000	0	0	0	0	0	0	0	100,000.00
10-11 OSBM MS:	1	0	0	0	0	0	0	50,000	50,000	0	0	0	0	0	0	100,000.00
CIIS Proposed RV:	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00
CIIS Proposed MS:	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00

Update Project

- Click on the SITE Location/Desc in order to update milestones and revenue
- Click on Update Project to update project descriptions

	Recs:	05-06:	06-07:	07-08:	08-09:	09-10:	10-11:	11-12:	12-13:	13-14:	14-15:	15-16:	16-17:	17-18:	18-19:	Total:
10-11 OSBM RV:	1	0	0	0	0	0	0	100,000	0	0	0	0	0	0	0	100,000.00
10-11 OSBM MS:	1	0	0	0	0	0	0	50,000	50,000	0	0	0	0	0	0	100,000.00
76682 CIIS Proposed RV:	1	0	0	0	0	0	500,000	0	0	0	0	0	0	0	0	500,000.00
CIIS Proposed MS:	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00

CURRENT BUDGET SITE #76682 Projects:

Proj No	Site	Add Date	Add Userid	Proj / Site 10-11 OSBM MS	Proj / Site 10-11 OSBM Rev	Proj / Site CIIS Proposed MS	Proj / Site CIIS Proposed Rev
#1609600	#76682	11/22/2010	murphjo	$100,000	$100,000	$0	$0

Transfer Site and ALL related Milestones and Costs to this Project and Department: Select New GOB Project.

Transfer Site and ALL related Milestones and Costs to this Department: Select New Department.

SAVE / UPDATE

FAMIS INDEXES | DELETE | BUDGET PROJECTS

SITE REPORT 6 | SCHEDULE REPORT 20 | EXE SUMM | MILESTONE GRAPH | Notes (1)

CIIS Proposed MILESTONE UPDATE | CIIS Proposed REVENUE UPDATE

10-11 OSBM MILESTONE UPDATE | 10-11 OSBM REVENUE UPDATE

- To update milestones, click on OMB Milestone Update
- To update revenues, click on OMB Revenue Update

Department: Strategic Business Management 11/24/2010 11:28:26 AM

BUDGET PROJECT 1609600 - (As per 2009-2010 Approved Budget)

Project Title: 1609600-TEST 12
Project Desc: Construct one test site as an example for training purposes
Site : #76682 - SPCC-Construct one test site as an example for training purposes

10-11 OSBM Milestones Update

Milestones:	05-06	06-07	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16
Construction: Funding Source: Capital Outlay Reserve-(CAP OUT) REV:$100,000 - EXP: $100,000											
10-11 OSBM	0	0	0	0	0	0	50,000	50,000	0	0	0
CIIS Propo	0	0	0	0	0	0	0	0	0	0	0
CIIS Actua	0	0	0	0	0	0	0	0	0	0	0
10-11 Adop	0	0	0	0	0	0	0	0	0	0	0
CAP OUT Totals:		Funding: CAP OUT 100,000			Expenditures: CAP OUT 100,000						

Milestones:	05-06	06-07	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16
GOB Total:	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Non GOB:	0.00	0.00	0.00	0.00	0.00	0.00	50,000.00	50,000.00	0.00	0.00	0.00
Total:	0.00	0.00	0.00	0.00	0.00	0.00	50,000.00	50,000.00	0.00	0.00	0.00
Total:	0	0	0	0	0	0	0	0	0	0	0
Total:	0	0	0	0	0	0	0	0	0	0	0
Total:	0	0	0	0	0	0	0	0	0	0	0

- To update budget milestones, click on OMB , then update active fields
- To update CIIS milestones, click on CIIS Propo
- To periodically update expenditures, click on CIIS Actual

BUDGET PROJECT 1609600 - (As per 2009-2010 Approved Budget)

Project Title: 1609600-TEST 12
Project Desc: Construct one test site as an example for training purposes
Site: #76682 - SPCC
Site Desc: Construct one test site as an example for training purposes
Site Duration: Start Date: 11/23/2010 - End Date: 11/23/2010 - Duration: 0

Proposed Milestone: Construction
+Funding Area: Capital Outlay Reserve-BP: 1609600-REV: $100,000.00 -MS: $100,000.00
CDP Project:

Select Funding Area..
Capital Outlay Reserve-BP: 1609600-REV: $100,000.00 -MS: $100,000.00
GOB SERIES F-BP: -MS: $0
GOB SERIES L-BP: 962830 -MS: $0

FY 05-06	FY 06-					FY 11-12
0	0	0	0	0	0	50,000

FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19
50,000	0	0	0	0	0	0

Total: 100,000

Milestone Comments:
Milestone Percent Complete: 0%
Milestone Explanation:
Status Date: 11/23/2010 Milestone Status: On Schedule

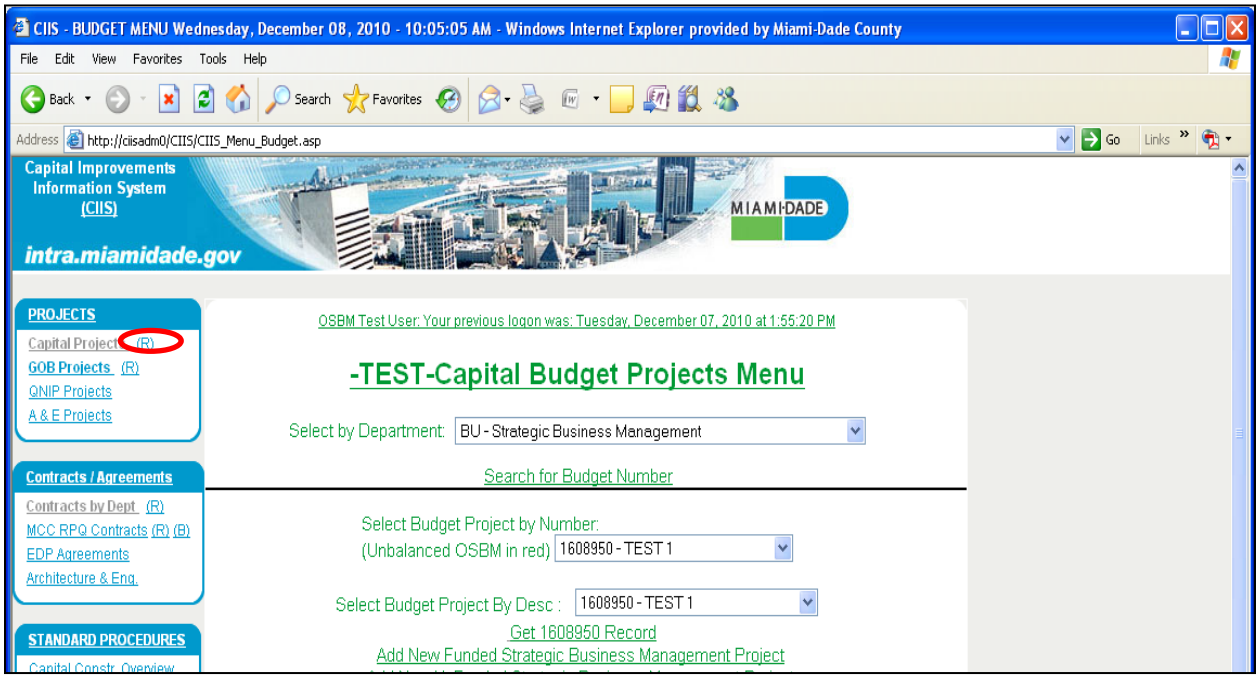
SAVE / UPDATE | DELETE | PRINT | REFRESH

Multi Milestone Update

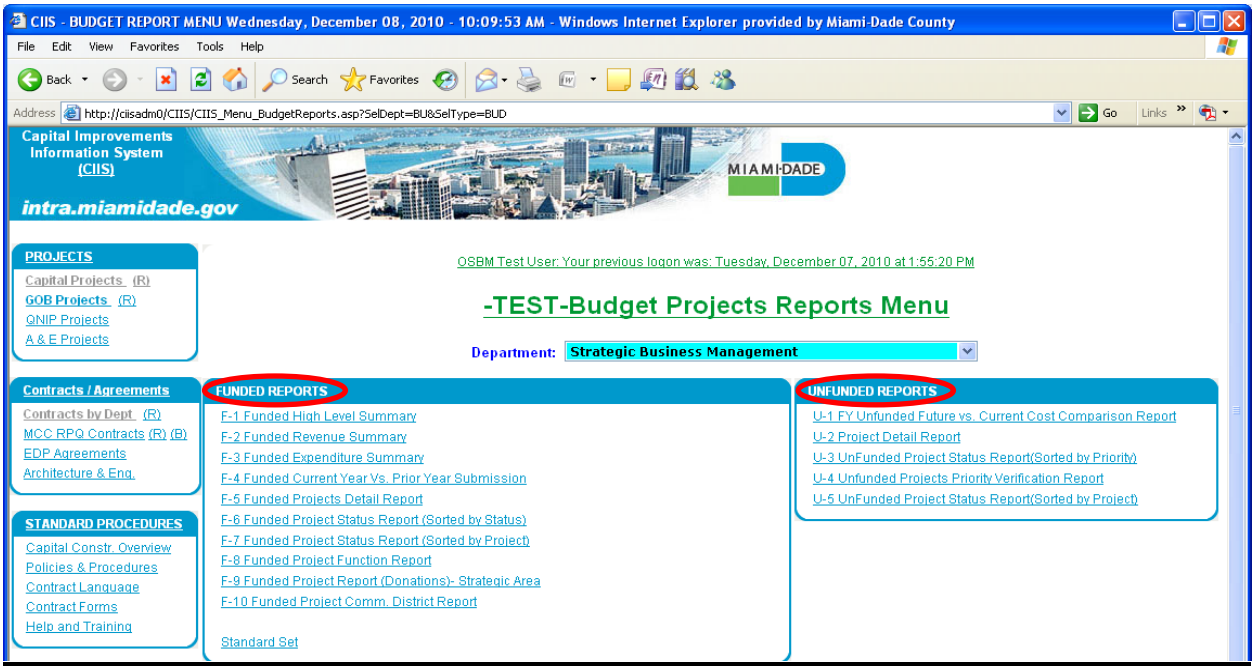
Milestone Dates Update

- To change revenues associated with milestones, click on the Revenue drop-down and select appropriate revenue, then click Save/Update

Using Reports in CIIS

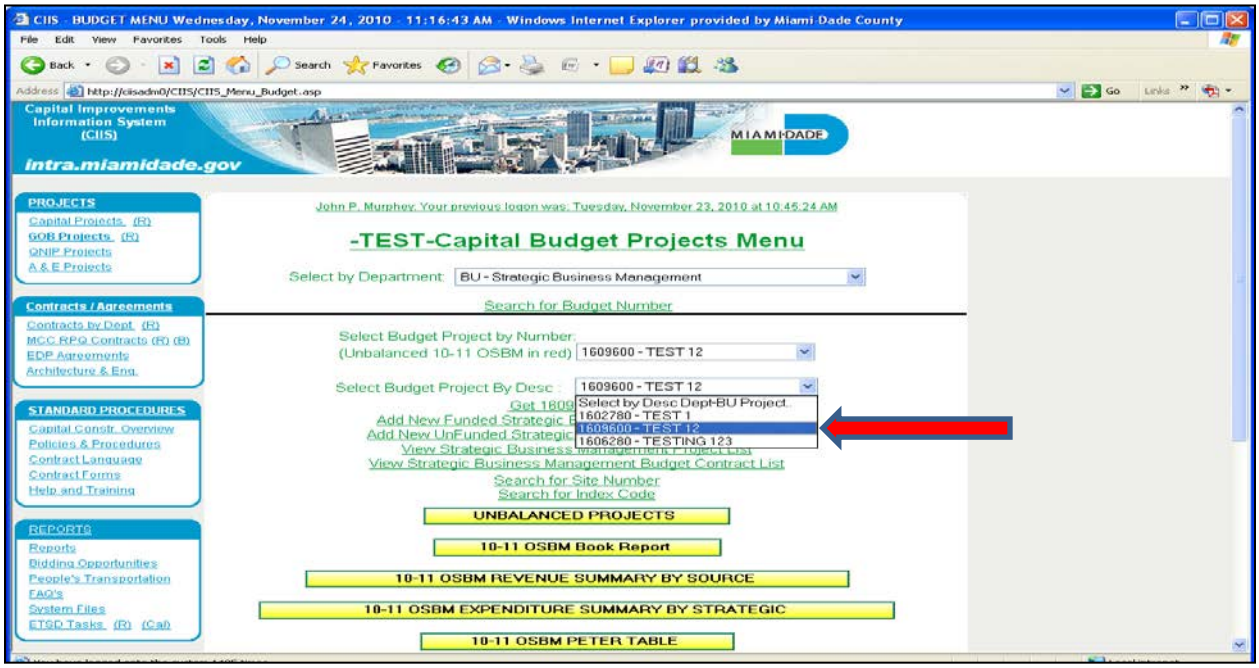


- Click on the (R) icon in order to access financial reports

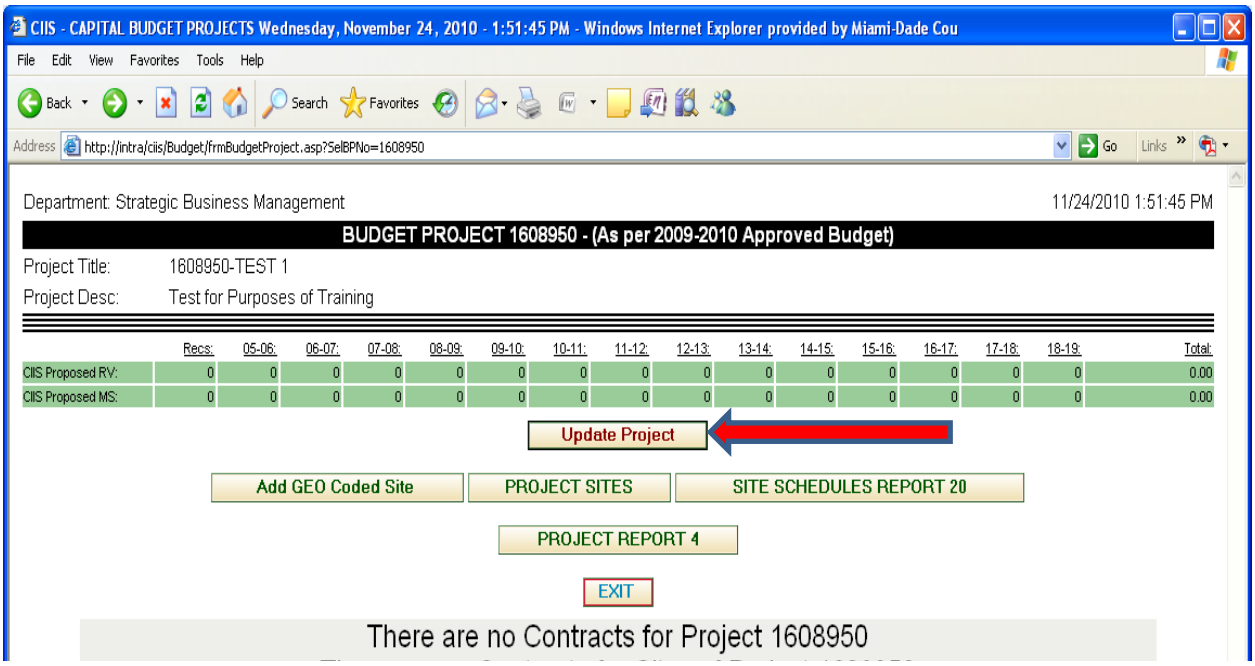


- Two types of reports – Funded (on the left) and Unfunded (on the right)
- Use the F-1 through F-5 for purposes of Budget Hearing Discussions

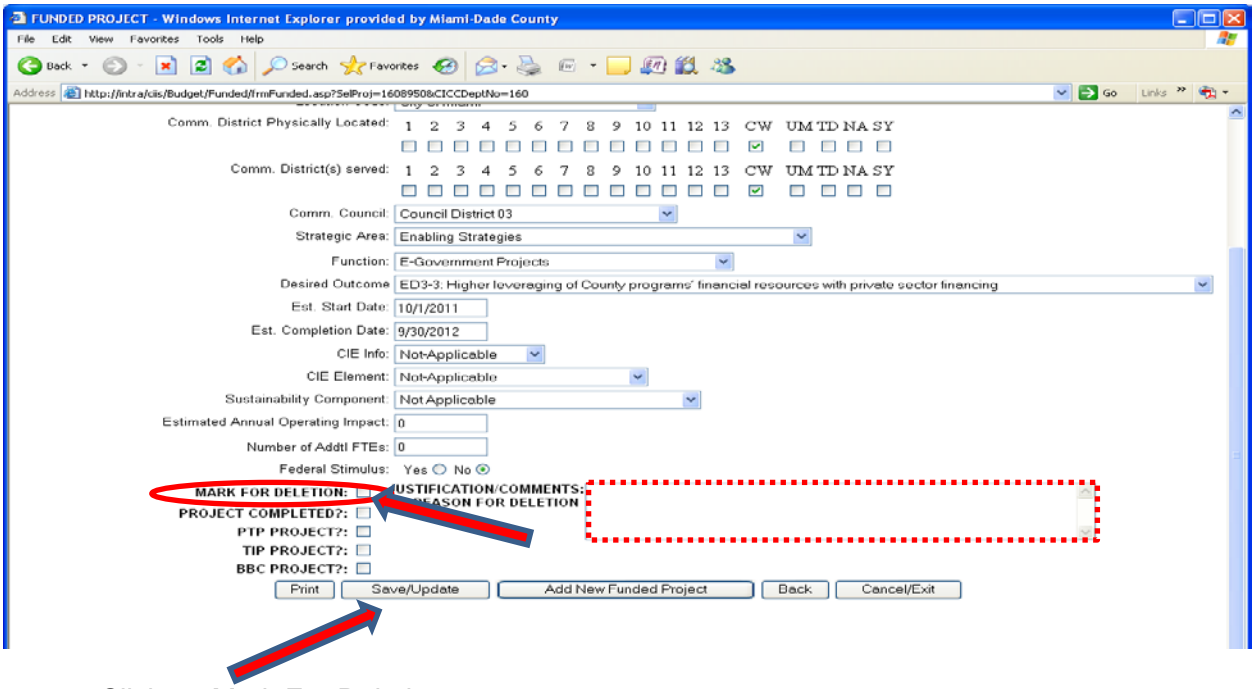
Deleting Projects in CIIS



- Click on drop-down and the select project for deletion

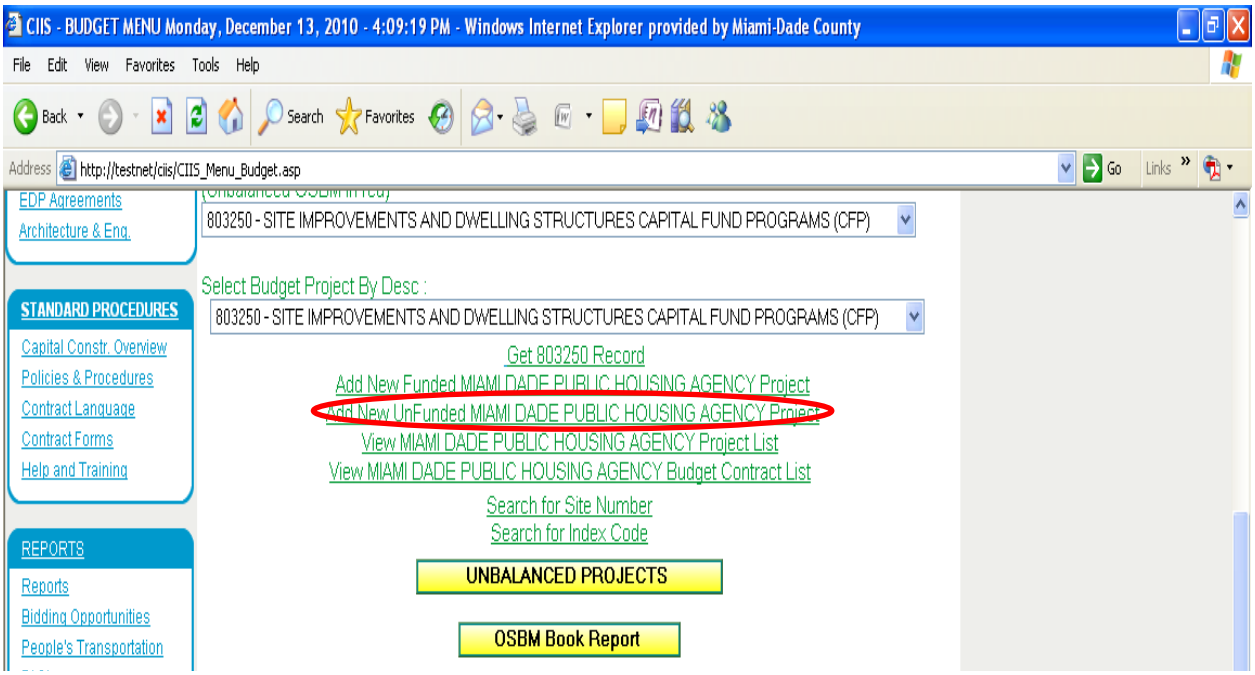


- Click on the Update Project tab

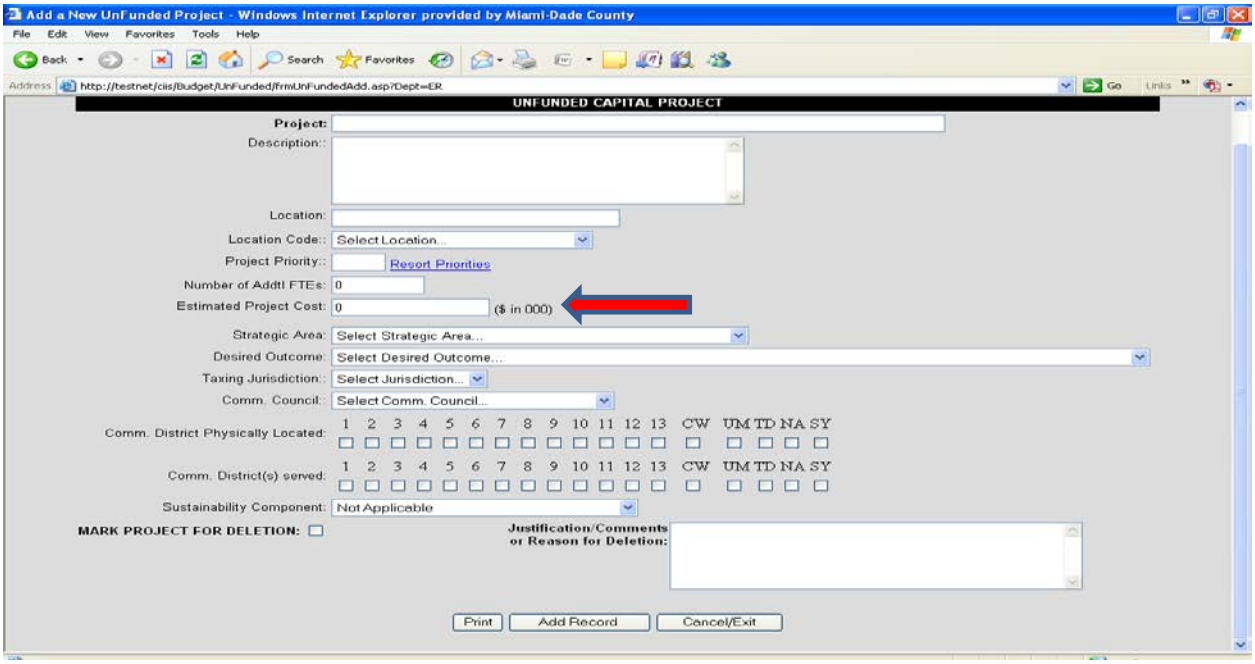


- Click on Mark For Deletion
- Type justification for deletion in box
- Then click Save/Update

Adding New Unfunded Project



- Click on Add New UnFunded Project



- Fill out all information in available fields
- It is important to remember that Estimated Project Cost is in 000's

Important

The complete training guide for the Capital Projects budget Module can be found on the web at:

http://www.miamidade.gov/budget/FY2012-13/budget-development.asp

Below are descriptions of the system selections:

- **Project** – The project name will automatically be all **CAPITAL LETTERS**. The project number, which appears before the project name, is automatically assigned by the system. Physical location of the project should not be abbreviated in the project title, i.e. Street, Avenue, etc.

- **Chg Proj Name** – Check this box if the name of the project needs to be changed or updated and enter the new name in the appropriate field.

- **Description** – Describe the size, scope, and use of the project. **It must begin with a verb** such as: Construct, Design, Add, Waterproof, Replace, Modify, Expand, Provide, etc. The description may be extended with phrases separated by semicolons, beginning with verbs. Describe all years' activities, not just FY 2013-14. This field is limited to 255 characters. **Do not put a period at the end of the description.** The description is not a sentence or a paragraph; it is a phrase or series of phrases.

- **Location** - Physical location of the project: use these abbreviations, as applicable:

  NW, SW, Ave, St, Blvd, Ln, Ct, US1 **do not use periods** in the abbreviations

  If a specific street address is not available, provide as specific a location as possible:

Notice *there are* no periods used with these abbreviations

a boundary – North, South, East and West; the beaches from 41 St to 79 St; Vicinity of Tamiami Airport, Port of Miami, Miami International Airport, etc.

- ***Strategic Area*** *– Indicate which strategic area this project falls within from the following* list: Policy Formulation, Public Safety, Transportation, Recreation and Culture, Neighborhood and Infrastructure, Health and Human Services, Economic Development, and General Government.

- **Function** – Use the most accurate and descriptive function available. Projects will be grouped by function in the expenditure summary that appears at the bottom of each department's narrative section. If function does not exist and must be added, contact your OMB budget analyst.

- **Est. Start Date** – Enter the date the project started or is expected to start.

- **Est. Completion Date** – Enter the date the project was completed or is expected to be complete.

- **Location Code** – This is the general location of the project. It may be a municipality in which a project is located (City of Miami), an area (Unincorporated Miami-Dade County), or a departmental-defined operational area (Public Housing Region 1). If the project is located in more than one municipality or area, but not the entire County, use "*Various Sites*". If the project is located in most or all areas of the County, use "*Throughout Miami-Dade*". If the location of the project has not been determined, select "*To Be Determined*". Use "*Not Applicable*" as necessary.

- **Commission District Located** – Select the district(s) where the project is located. If the project is truly in all districts, then select "*CW*". If it is throughout UMSA select "*UM*". If it is throughout the Fire District, select "*FR*". If it is throughout the Library System, select "*LB*". If it is Systemwide (as in the case of the Water and Sewer Service System), select "*SW*". If the location of the project has not been determined, select "*To Be Determined*".

- **Commission District Served** – Select the district(s) that will be served by the project. If the project is truly in all districts, then select "*CW*". If it is throughout the entire UMSA area, select "*UM*". If it is throughout the Fire District, select "*FR*". If it is throughout the Library System, select "*LB*". If it is Systemwide (as in the case of the Water and Sewer Service System), select "*SW*". If the location of the project has not been determined, select "*To Be Determined*".

- **Community Council** – Designate Community Council only if the project is located in Unincorporated Miami-Dade County. Otherwise, select "*Not Applicable*".

- **Estimated Annual Operating Costs** – All projects must take into account the costs associated with personnel and other operating costs.

- **CIE Info** – This information is required for the Capital Improvements Element (CIE), which is a component of the Comprehensive Development Master Plan. Departments included in the CIE are Aviation, Transit, Public Works and Waste Management (PWWM), Port of Miami, Parks, Recreation and Open Spaces (PROS), Regulatory and Economic Resources (RER), and Water and Sewer. Select one of the following: "*Combined/Other*", "*Existing Deficiency*", "*Future Growth*", "*Not-Applicable*" (for all other departments not mentioned above)

- **CIE Element** – Select which element will apply to each project (if applicable).

- **Mark Project for Deletion** – Check this box if the project is being deleted for reason(s) other than being completed. The project will not appear in the Funded Project Report or the departmental capital budget submission if this box is checked.

- **Project Completed** – Check this box if the project is complete or expected to be complete by September 30, 2013. The project will not appear in the Funded Project Report or the department's capital budget submission if this box is checked.

- **PTP Project** – Check this box if the project is part of the People's Transportation Plan (PTP).

- **TIP Project** – Check this box if the project is part of the Transportation Improvement Plan (TIP).

- **BBC Project** – Check this box if the project is part of the Building Better Communities (BBC) General Obligation Bond Program.

- **Justification/Comments** – Use this field to indicate the reason a project is being deleted and for all other comments.

Revenues, expenditures, and donations may have occurred or will occur for a project in prior years and FY 2013-14 through FY 2018-19 and beyond. The revenue, expenditure, and donation screens include the project name and number, as well as the project description fields.

- **Prior** – Include all years' actual revenues, expenditures, or donations through FY 2012-13. It is the sum of all actual revenues, expenditures or donations from the beginning of the project through December 31, 2012 plus projected revenues, expenditures or donations from January 1, 2013 through September 30, 2013. **All dollars must be entered in thousands**.

- **2013-14 through Future** – For each year enter the appropriate revenue, expenditure, or donation amount. **All dollars must be entered in thousands.**

- **Current Year Projection (2012-13)** – Enter the amount of revenue, expenditure, or donation allocated in FY 2012-13 only. This amount is not included in the total project amount because it is already included in the "Prior" field. **All dollars must be entered in thousands.**

- Always check project totals whenever revenues, expenditures, or donations are added, modified, or deleted.

The unfunded projects have the same fields as funded projects. The only difference is that there is only a total project cost (not revenues and expenditures) and that each project must be prioritized.

Important
Please ensure that work is saved after each data step has been input.

CONTACT LIST

Contact List

Internal Services Department (ISD)

Human Resources	*Contact*	
Executive Benefits Program	Daniel Gonzalez	305-375-5633
Departure Incentive Program		305-375-4288
Deferred Retirement Option Program		
Flex Dollars	Merrie Gonzalez	305-375-4288
Group Life Insurance		
Longevity Bonus Rates	Arleene Cuellar	305-375-4011
Sick Leave Reimbursement		
Social Security Rate		
MICA Medicare Rate		
Payroll and Unemployment Services		
Supervisory Leadership Development Program	Andrew Mullings	305-375-2473
New Employee Orientation Program		
Expanded Employee Development Classes		
Testing and Validation Services	Virginia Washington	305-375-2670
ISD Insurance Rates and Allocations	Daniel Cullen	305-375-4281
Fleet Management		
Fleet Operational Charges	Olga Diaz	305-375-2818
Fuel Charges		
Vehicle Replacement Charges	Reinaldo Llerena	305-375-2818
Real Estate Development		
Real Estate Development	Jose A. Galan	305-375-5057
Lease Management Services (County Facilities)	Elva Marin	305-375-5754
Lease Management Services (Non-County Facilities)	Robert Warren	305-375-5843
Land Sale Services	Elva Marin	305-375-5754
Acquisition Services		
Other Real Estate Services		
Facilities Management		
Renovation Services	Michael Smart	786-469-2733
Design and Construction Services	Richard Bechtold	305-375-4365

Internal Services Department (ISD) (cont'd)

ISD Business Supplies and Miscellaneous Services	*Contact*	
Mail Services	Audie Thompson	305-592-3752
Graphics and Copy Service	Lissie Allen	305-592-3016
Business Supplies Moving Crew Asset Management Fee	Terrence Thompson	305-592-3752
Monthly Parking Daily Parking	Carlos Gutierrez	305-579-4593
Facility After-Hours Charges Rent Roll	Juan Silva	305-375-3466
Electrical Energy	Daniel Coogan	305-375-1814
Elevator Maintenance Management and Services	Michael Chavez	305-375-3912
Security Services	Daniel Payne	305-375-4500
Pest Management	Jude Plummer	305-375-3730
Electric Generator Support	Milton Hernandez	305-375-1818
Sign Language Interpreters	Heidi Johnson-Wright	305-375-2012

Information Technology Department (ITD)

Enterprise Applications and Solutions:	*Contact*	
Assistant Director	Margaret Brisbane	305-596-8320
Program Services - GIS/EDMS/ECM/EAMS	Mary Fuentes	305-596-8461
Application Services	Magaly Hernandez	305-596-8820
Enterprise GIS	Martha Guerra	305-596-8398
GIS Solutions/Integration	Patty Madrid	305-596-8993
Enterprise Content Management (ECM)	Chris Crowley	305-275-7990
Enterprise Asset Management System (EAMS)	Odilia Hernandez	305-596-8210
Enterprise Resource Planning Applications (ERP)	Joe Conway	305-596-8453
Business Intelligence (BI)	Susanna Guzman-Arean	305-596-8437
	Odilia Hernandez	305-596-8210

Enterprise Computing and Network Infrastructure		
Assistant Director	Jose Otero	305-596-8409
Engineering and Design Services	Juan Aguirre	305-596-8941
E-mail Archiving Services	Gary Lee	305-275-7858
	Jorge Mederos	305-596-8862
Backup and Off-Site Vaulting Services	Gary Lee	305-275-7858
Disk/SAN and NAS		
Intel/AMD Server Provisioning/ Mgmt		
Data Center Services	Juan Garcia	305-596-8419
Data Center Co-Location / Hosting		
Midrange Hardware and Hosting	Peter Oelkers	305-596-8498
Mainframe Printing to Network Attached	Adrienne DiPrima	305-596-8492
"Remote" Printers	Henry Popkin	305-596-8267
Enterprise Middleware and Web Services	Gary Gray	305-275-7659
Database Administration	Sue Camner	305-596-8322
Enterprise Architecture Services	Carmen Suarez	305-596-8437
	Susanna Guzman-Arean	305-596-8960
Oracle, SQL, Exceed, and TOAD License Costs	Sue Camner	305-596-8322
Autodesk Licenses	Martha Guerra	305-596-8398
Microsoft License Costs	John Concepcion	305-596-8368
Enterprise Secure Socket Layer (SSL) Certificates	Alice Alvarez	305-596-8325

Information Technology Department (ITD) (cont'd)

Computer and Telecommunications Services	*Contact*	
Field Services Div. Director, SLA contact Provisioning of PC Desktops	John Concepcion	305-596-8368
Cellular, Smart Phones, AIRCARDS, iPAD, Satellite Telephone Services	Mariaelena Salazar	, 305-596-8704
Citrix Virtual Desktop/Applications	Adrienne DiPrima Rene Lopez	305-596-8492 305-596-8988
Video Conferencing Services	Erick Gomez	305-596-8404
Cable Television with Digital Content	Juan Aguirre	305-596-8141
Interactive Voice Response (IVR) Engineering Interactive Voice Response (IVR) Applications	Juan Aguirre Gary Gray	305-596-8141 305-275-7659
Cellular, Blackberry, AIRCARDS, Satellite Services/Repair Telecommunications Billing	Maria Garcia Yinka Majekodunmi	305-596-8346 305-596-8041
Data Circuit and Port Rates	Erick Gomez	305-596-8404
High Speed Wireless Services	Martha Oliva	305-596-8521
Public Safety Radio Communication Services		
Division Director Mobile/Portable Radio Repairs New Radios, Training, Interoperability, Radio Infrastructure	Felix Perez Patrick Burke Cindy Cast	305-596-8098 305-596-8055 305-596-8607
Radio Rebanding Charges	Maria Johnson	305-375-3243

Community Information and Outreach (CIAO)		
Advertising	Sonia Winters	305-375-1204
Online Services	Ana Chammas	305-375-3695
MDTV	Shawn Hinchey	305-375-2431
Support Services	Frank Guemas	305-375-2340
Reverse 311	R. Adam	305-375-5982
EGOV Solutions	Assia Alexandrova	305-375-3578

Office of Management and Budget (OMB)		
	Contact	
Retirement and Group Health Rates	Barbara Galvez	305-375-2814
Unemployment Insurance	Budget Analyst	305-375-5143

Public Works and Waste Management (PWWM)		
Countywide Professional Services Agreements	Elena Romero Luis Lacau	305-375-1123 305-375-5774

Regulatory and Economic Resources (RER)		
Population Planning Assumptions	Manny Armada	305-375-2845

STYLE GUIDE

How to Use This Manual

Chapter 1

This manual includes guidelines regarding how to develop department narratives for the Proposed Budget. Consistency among departmental narratives is important in order to create one 'voice' for the overall document.

Note

OMB narrative 'style' varies by section (see overview below). When in doubt, use this manual or the FY 2012-13 Adopted Budget Book as references. If you have any concerns regarding these guidelines, please discuss them with the OMB proofreaders.

Grammar and Punctuation Mark Cheat Sheet		
Narrative Section	**Style-type**	**Punctuation Marks**
Department Summary	- Proper English	All
Expenditures/Revenues by Source	None	None
Table of Organization	- Bullet Style - Start with Verb - Present Tense	Semicolon and comma
Financial Summary	- RFRO Style	None
Capital Budget Summary	- CIIS Budget Module Style	None
Line Item Highlights	- Header Style (see page 11)	Hyphen
Proposed Fee Adjustment	- Name of Fee - unit	Hyphen and comma
Division	- Proper English - Bullet Style in present tense	Descriptions – semicolon with period at end Bullets – commas, semicolon, no periods
Strategic Plan Outcomes / Measures	- Start with Verb - Present Tense	None
Budget Priorities	- Start with Verb - Present Tense	all, but no periods
Additional Comments and Highlights	- Proper English	all, but no periods
Unmet Needs	- Start with Verb	Commas only

FY 2012-13 Changes

The FY 2012-13 Adopted Budget includes the addition of expenditure categories both on the operating and non-operating components of the operating budget as listed below:

Operating Expenditures:

- Salaries
- Salaries (OT)
- Fringes
- Fringes (OT)
- Court Costs
- Contractual Services
- Other Operating (includes inter-departmental transfers)
- Charges for County Services
- Grants to Outside Organizations
- Capital

Non-Operating Expenditures:

- Transfers
- Distribution of Funds in Trust
- Debt Service
- Depreciation, Amortization, and Depletion
- Reserve
- Intra-Departmental Transfers

The FY 2011-12 Adopted Budget and Multi-Year Capital Plan included a new section titled "Capital Highlights and Operational Impact", for FY 2013-14. It is important to properly capture operational impacts the completion of a capital project will have on the proposed budget and multi-year capital plan, therefore we are asking departments to closely examine and properly describe these impacts.

Chapter 2

Department Narratives

Narratives will be compiled using the Resources for Results On-line (RFRO) system, and a summary of the departmental capital budgets from CIIS. Analysts and departments will work together to enter information directly into the system. The RFRO system does not currently have spell check capability. Therefore, it is recommended that information be typed in Word and spell checked prior to copying and pasting into the system.

I. Commonly Used Words Standards

1) County (with a capital C) abbreviates 'Miami-Dade County Government'
2) FY 2013-14 Proposed Budget (**NOT** FY 2013-14 Budget!!)
3) Miami-Dade County or county (with a lowercase c) refers to the physical region
4) Board of County Commissioners (BCC), and then 'BCC' thereafter
5) Office of the Mayor, County Attorney's Office, Board of County Commissioners. Do not use the 'Mayor,' etc. unless you are referring to the specific job title
6) Community-based Organizations as a title; community-based organizations in the text
7) Fiscal years should be written as FY XXXX-YY (except in Table of Organizations where we use FY XX-YY)

II. How to refer to Other Departments

If you mention another County department in your narrative, first refer to the other department by using its full and proper name, with the preferred abbreviated version in parenthesis. Use the abbreviated version thereafter.

a. Example: Miami-Dade Police Department (MDPD)

b. EXCEPTION: if you are listing a number of County departments, you do not need to write out each department's full and proper name. For example: 'RER will receive reimbursements from the following County departments: Aviation, Police, Fire Rescue…'

III. Numbers: Using Digits or Spelling Out?

Numbers less than two digits should be written as words. Numbers that are more than two digits, or numbers in a sentence with several numbers and one of which is more than two digits, should be written numerically (i.e. one, two three…nine, 10, 11, etc.)

IV. Other Important Standards

1) A, B, C, and D

2) A; B; C; and D

3) Place a comma or period ***before*** beginning or ending quotation marks. Place a colon or semicolon after ending quotation marks

    a. Example: "I think Blake is a big jerk," muttered Priscilla.

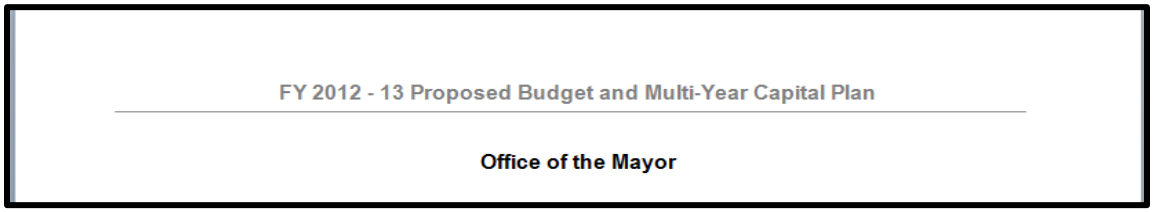
4) Seasons are not capitalized unless part of a proper name

5) A Good English grammar website: http://englishplus.com/grammar/contents.htm

Narrative Section Standards

Each narrative consists of several separate sections in order for department information to be organized and understood easier by the reader. Each section is listed below, followed by an example excerpted from the FY 2012-13 Proposed Budget and Multi-Year Capital Plan, and a few bulleted standards.

Department Name/Header Picture



- The department name will be included on each narrative as it is listed in RFRO. If a narrative does not exist for a particular department, inform your OMB Budget Analyst.
- **Note:** Department header pictures have been removed.

Departmental Summary

The Miami-Dade Aviation Department (MDAD) operates a system of airports that provides for the safe and profitable movement of people and goods while being responsive to the needs of customers and safeguarding the environment.

As part of the Transportation strategic area, MDAD operates Miami International Airport (MIA) and five General Aviation Airports (GAA) with policy guidance from the Mayor, the Board of County Commissioners, and the County Manager. MDAD operates the airport system as a financially self-sufficient entity without property tax support from the County. MIA is considered the primary economic engine for Miami-Dade County, and is the major trans-shipment point between the Americas, the Caribbean, and Europe. Servicing 95 airlines with routes to 142 cities on four continents, MIA ranks number one in the USA for international freight and third for international passenger traffic. The Department is engaged in a $6.256 billion capital improvement program to make the airport a more desirable and efficient transportation center. The key elements of the program are a new North Terminal, expansion of the South Terminal, improvements to the Central Terminal, construction of an elevated automated people mover system known as the "MIA Mover," roadway and facilities improvements, major security modifications, and replacement of business systems.

MDAD works closely with a diverse group of constituents, including cargo and passenger airlines and their customers, the support industries that form the air travel base, the Federal Aviation Administration, Transportation Security Administration, United States Customs and Border Protection, business leaders, and the media.

- Use normal prose grammar. The tone of this section should be 'just the facts', not flowery, and definitely not aggrandizing.

- The first paragraph should explain why the department exists in a very high-level summary.

- The department should be identified by its full and proper name in the first sentence, with the acronym or other abbreviated version in parenthesis. Thereafter, when referring to the department, use the abbreviated version or the word 'Department' (uppercase).

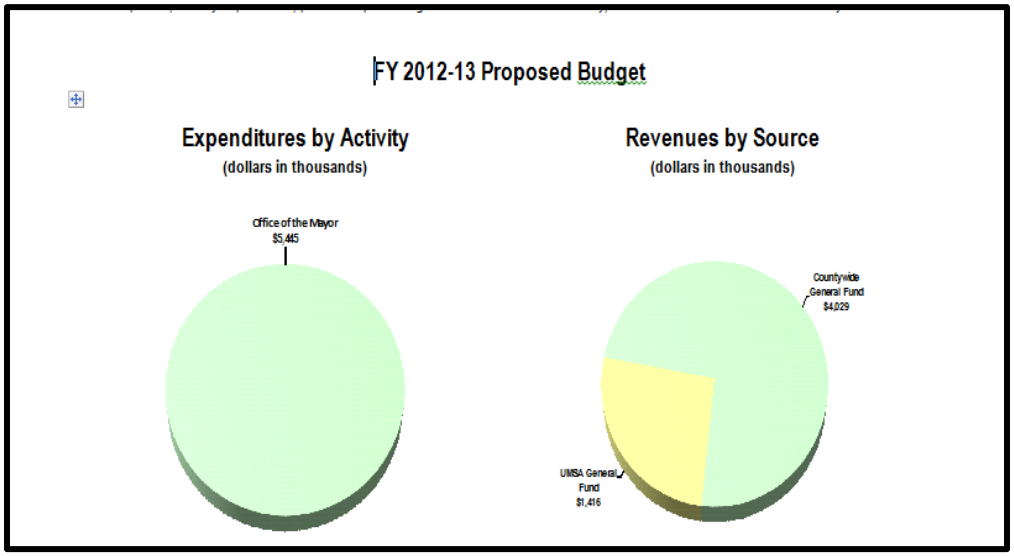
  Examples: the Elections Department (Elections); the Miami-Dade Police Department (MDPD)

- The second paragraph should explain the different functions of the department and list the strategic area(s) with which the department is associated

  Example: "As part of the Public Safety strategic area, MDPD…"

- The third paragraph should explain the partners and stakeholders interested in the functions of the departments.

Proposed Budget Charts



The information is directly pulled from financial values in RFRO.

Comments (as shown above) are not needed in this section.

Note: If your department requires a comment, contact your OMB Budget Analyst.

Table of Organization (T.O.)

TABLE OF ORGANIZATION

***OFFICE OF THE DIRECTOR**

- Formulates departmental policy, provides overall direction for Department operations, serves as Building Official for Miami-Dade County and enforces the Florida Building Code (FBC) and other regulations applicable to the construction and maintenance of buildings

FY 07-08	FY 08-09
4	3

***ADMINISTRATION**

- Provides administrative support including the preparation and monitoring of the operating budget; manages billing, collection and disbursement of revenue, procurement, and consultant contracts

FY 07-08	FY 08-09
38	25

INFORMATION AND PERMIT SUPPORT

- Receives and processes construction permit applications, inspection requests and results, and Certificates of Occupancy; directs computer services, communication and public information

FY 07-08	FY 08-09
84	54

PERMITTING

- Ensures compliance with the FBC and other applicable regulations through review of plans, inspection of construction, and enforcement activities

FY 07-08	FY 08-09
182	128

UNSAFE STRUCTURES/ENFORCEMENT

- Directs, issues and processes FBC and unsafe structures violations, internal investigations, quality control, personnel, labor management and affirmative action and enforcement activities

FY 07-08	FY 08-09
36	24

*In the Table of Organization, Administration and the Office of the Director are reflected as Administration in the Financial Summary

- Table of Organization bullets usually start with a verb in the singular present tense.
- Position counts in each division should match position counts in Financial Summary (see page 10).
- Fiscal years use the "FY XX-YY" format in the Table of Organization
- Comments (as shown above) are not needed in this section.

Note: If your department requires a comment, contact your OMB Budget Analyst.

Financial Summary

FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 09-10	Actual FY 10-11	Budget FY 11-12	Proposed FY 12-13
Revenue Summary				
General Fund Countywide	5,339	4,624	4,268	4,029
General Fund UMSA	2,181	1,710	1,578	1,416
Total Revenues	7,520	6,334	5,846	5,445
Operating Expenditures Summary				
Salary	5,730	4,680	4,232	4,050
Fringe Benefits	1,329	1,297	976	792
Court Costs	0	0	0	0
Contractual Services	4	2	6	1
Other Operating	349	275	498	281
Charges for County Services	79	60	103	296
Grants to Outside Organizations	0	0	0	0
Capital	29	20	31	25
Total Operating Expenditures	7,520	6,334	5,846	5,445
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) Expenditure By Program	Total Funding Budget FY 11-12	Total Funding Proposed FY 12-13	Total Positions Budget FY 11-12	Total Positions Proposed FY 12-13
Strategic Area: Policy Formulation				
Office of the Mayor	5,846	5,445	44	44
Total Operating Expenditures	5,846	5,445	44	44

This information is pulled directly from values placed into RFRO.

Selected Item Highlights and Details

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	-4	12	12	6	15
Fuel	8	4	2	0	0
Overtime	5	3	0	0	0
Rent	105	49	50	2	0
Security Services	0	0	0	0	0
Temporary Services	0	0	0	0	0
Travel and Registration	6	3	30	18	35
Utilities	148	98	139	93	72

Line Item Standards

Information will be generated directly from the RFRO system. If a department expends money on any of the following, they should be identified in this section, using the following titles EXACTLY AS WRITTEN BELOW:

Advertising, Fuel, Overtime, Rent, Security Services, Temporary Services, Travel and Registration, and Utilities

Capital Budget Summary

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
Revenue									
BBC GOB Future Financing	0	2,313	7,197	10,072	11,933	50,891	49,092	0	131,498
BBC GOB Series 2005A	1,068	0	0	0	0	0	0	0	1,068
BBC GOB Series 2008B	730	0	0	0	0	0	0	0	730
BBC GOB Series 2008B-1	1,530	0	0	0	0	0	0	0	1,530
BBC GOB Series 2011A	2,174	0	0	0	0	0	0	0	2,174
Capital Asset Series 2007 Bond Proceeds	10,774	0	0	0	0	0	0	0	10,774
Future Financing	0	0	0	8,523	18,377	70,732	70,197	72,171	240,000
Capital Outlay Reserve	7,285	2,810	1,170	0	0	0	0	0	11,265
Total:	23,561	5,123	8,367	18,595	30,310	121,623	119,289	72,171	399,039
Expenditures									
Strategic Area: Public Safety									
Equipment Acquisition	659	500	400	0	0	0	0	0	1,559
Jail Facility Improvements	16,165	7,860	7,967	10,072	7,000	6,999	9,092	0	65,155
New Jail Facilities	1,175	0	0	8,523	23,310	114,624	110,197	72,171	330,000
Security Improvements	1,647	678	0	0	0	0	0	0	2,325
Total:	19,646	9,038	8,367	18,595	30,310	121,623	119,289	72,171	399,039

This information will be updated directly from the newly created CIIS budget module.

Capital Highlights and Operational Impacts

CAPITAL HIGHLIGHTS AND OPERATIONAL IMPACTS

- FY 2011-12 Adopted Capital Budget and Multi-Year Plan programmed capital expenditures include: continued construction of Palmetto Bay Fire Rescue Station ($1.55 million) and Miami Lakes West Fire Rescue Station ($780,000), funded with Fire Impact Fees; station renovations ($1.464 million), construction of Homestead Fire Rescue Station ($354,000), construction of Model Cities Fire Rescue Station ($411,000), and completion of Coconut Palm Fire Rescue Station ($1.517 million), funded with Sunshine State Financing and Fire Impact Fees; completion of Doral North Fire Rescue Station ($1.258 million) and UHF system replacement ($500,000), funded with 2002 and 2004A Capital Asset Acquisition Bond proceeds; and expansion of West Miami Fire Station ($163,000) funded with Capital Asset Series 2002 interest and Fire Impact Fees; all the units to be assigned to these new stations are currently in service at other stations or at temporary locations

This is updated directly in RFRO.

Transfers and Reimbursement Standards

For transfers and reimbursements, use the following titles EXACTLY AS WRITTEN BELOW:

- Department Name (no acronym, no Miami-Dade in name) – Reason for transfer or reimbursement. Use title case throughout.
  Example: Police Department – Security Services
- Board of County Commissioners – Office of Commission Auditor
- Board of County Commissioners – Office of Intergovernmental Affairs
  - for legislative affairs
- County Attorney's Office – Legal Services

Proposed Fee Adjustments for Services

ADOPTED FEE ADJUSTMENTS FOR SERVICES

Fee Adjustments	Current Fee FY 10-11	Adopted Fee FY 11-12	Dollar Impact FY 11-12
• Fees for Advance Life Support (ALS) Level 1 emergency medical transportation	$600	$800	$1,222,000
• Fees for Basic Life Support (BLS) emergency medical transportation	$500	$800	$1,312,000
• Fees for Advance Life Support (ALS) Level 2 emergency medical transportation	$800	$900	$60,000

- This information is if your department is planning to increase fees.
- When time is used, there is no space when writing to disambiguate the hour of the day.

  Example: 11 p.m. to 6 a.m.

Unit Descriptions

DIVISION: ADMINISTRATIVE SERVICES DIVISION

The Administrative Services Division, which includes the Director's Office, formulates departmental policy, provides overall direction for Department operations, serves as Building Official for Miami-Dade County and enforces the Florida Building Code (FBC) and other regulations applicable to the construction and maintenance of buildings.

- Ensures the financial viability of the Department through sound financial management policies
- Prepares and monitors the departmental budget
- Provides financial and management analysis and reviews
- Complies with financial laws and generally accepted accounting principles
- Collects and distributes permit fees for all departments in the permit process
- Maintains the safe and efficient operation of County vehicles assigned to inspection staff
- Procures goods and services for the Department
- Issues boiler certificates and recertification of 40-year old buildings

Each narrative includes sections for major functional units. This section begins with a description of the unit's role in the department and a list of its functions.

- The first sentence describes the unit and includes similar information which was included in Table of Organization (see page 157).

- The unit description ends with a period and the bullets do not include any punctuation marks.

Strategic Planning Priorities and Unit Measures

Strategic Plan Outcome - Measures						
• NU4-1: Resident and business voluntary compliance with county codes (priority outcome)						
Receive and process construction permit applications and provide support to inspections and plans processing	Measures	FY 06-07		FY 07-08		FY 08-09
		Target	Actual	Target	Projection	Target
	Permits issued*	95,000	70,681	93,000	75,000	75,000
	Permits per FTE per day	1.0	0.7	1.4	1.2	1.2

*Reduction in permits issued due to contraction in building industry

- This section, when applicable, includes tables detailing the Strategic Plan Outcomes supported by each unit
- Comments (as shown above) are not needed in this section.

  Note: If your department requires a comment, contact your OMB Budget Analyst.
- Measures are in present tense and do not include any periods
- Measures should include description of unit measure if numerical value is greater than one (1) million

Examples

Measures	FY 06-07		FY 07-08		FY 08-09
	Target	Actual	Target	Projection	Target
Public parking revenue (in thousands)	$43,000	$41,541	$45,000	$43,000	$46,917

Measures	FY 06-07		FY 07-08		FY 08-09
	Target	Actual	Target	Projection	Target
Convention Development Tax (CDT) collected (in millions)	$42.3	$44.6	$48.7	$49.0	$51.5

- Do <u>not</u> use “Number of” in your measure; simply write the measure without it

Division Highlights and Budget Enhancements or Reductions

DIVISION HIGHLIGHTS AND BUDGET ENHANCEMENTS OR *REDUCTIONS*

- During FY 2008-09, the Department established a pay for performance process for poll workers; through the approved implementing order it provides the Supervisor of Elections the ability to increase or decrease poll worker pay by 20 percent under specified conditions, as well as the ability to grant $20 to $25 bonuses to poll workers who meet certain performance criteria

- Statements should be notable programs or initiatives which support the achievement of a Strategic Plan Outcome
- Statements start with a verb and have no periods

Division Highlights and Budget Enhancements or Reductions

DIVISION HIGHLIGHTS AND BUDGET ENHANCEMENTS OR *REDUCTIONS*

- *The Department's FY 2011-12 Adopted Budget includes eliminating 24 vacant firefighter overage positions approved during the FY 2010-11 Budget and the elimination of 29 unfunded sworn positions*
- *The Department's FY 2011-12 Adopted Budget includes reductions in activities of Countywide significance including elimination of four Fire dispatchers positions and one Officer in Charge position ($590,000), which will delay implementation of additional channels that would enhance radio communications in the southern part of the County; line item reductions ($24,000) in Communications Division; Ocean Rescue elimination of two Ocean Rescue Lifeguards ($130,000), reduction of working hours by ten percent during off-peak months ($126,000), and other line item reductions ($248,000) in Ocean Rescue; overtime reduction ($95,000) and other line item reductions ($241,000) in Air Rescue*
- *The Department's FY 2011-12 Adopted Budget includes the elimination of 36 sworn positions assigned to the two fire boats*
- *$4.498 million) and three positions in the Marine Operations Bureau ($443,000); MDFR will cross train the crews with the units at the Port of Miami and in Bay Harbor to tender Fire Boat 1 and Fire Boat 2*
- *The Department's FY 2011-12 Adopted Budget includes eliminating one vacant helicopter pilot position and two vacant helicopter co-pilot positions approved as temporary overages during the FY 2010-11 Budget to allow for adequate training time for newly hired personnel*
- *The FY 2011-12 Adopted Budget includes the elimination of two administrative support positions associated with the provision of services to Miami-Dade Aviation Department ($115,000); the reductions of these clerical positions will reduce administrative support provided to the uniform personnel at MDFR stations at Miami International Airport*

Additional Comments and Highlights are either written with verbs in the past tense or future tense, depending:

- During FY 2012-13, ISD published five books [if the department has completed it]
- During FY 2012-13, ISD will publish five books [if the department hasn't completed it]
- During FY 2010-11, ISD will publish seven books

Comments which are "Reductions" will be shown in italics

Other Word Standards

Chapter 3

If in doubt regarding how to write a particular word or phrase, please see the guide below. If a word below is not capitalized, but it is used at the beginning of a sentence or in a proper name – capitalize it if it makes sense.

311 Answer Center

3-1-1 (telephone number)

A

Adopt-a-Tree
afterschool
a.m. (ex.: 9a.m. - no space between number and a.m.)
areawide
at-risk

B

bikepath
bike trail
buck slips
busway
building code

C

community-based organization
countywide
Countywide General Fund

D

department-wide

E

e-mail

F

farmworker
Florida Building Code
full-time
for-hire

G

General Fund

H

home buyer
homeownership

I

in-house
in-line (when meaning 'on target')
infill
Internet

L

landfill
long-range
long-term

M

Metrobus
Metromover
Metrorail
MHz (megahertz)
mid-year

N

non-certified
non-departmental
not applicable or N/A

O

on-board
ongoing
online (when speaking of technology)
on time
Opa-Locka
organization-wide

P

part-time
pass-through
p.m. (ex. 9p.m.; no space between number and pm)

R

right-of-way/rights-of-way

S

square feet (for nouns when more than one)
square foot (for adjectives and nouns when only one)
system-wide

T

tot lot
Tri-rail
Truth in Millage

W

wastewater
web portal