



## Strategic Area **GENERAL GOVERNMENT**

**Mission:**  
To provide good government and support excellent public service delivery.

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



## FY 2014 - 15 Proposed Budget and Multi-Year Capital Plan

### Audit and Management Services

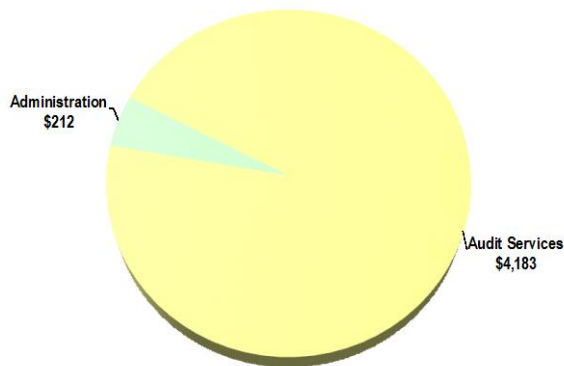
Audit and Management Services (AMS) performs audits to validate compliance with applicable rules and regulations, and identifies opportunities to improve performance and foster accountability.

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

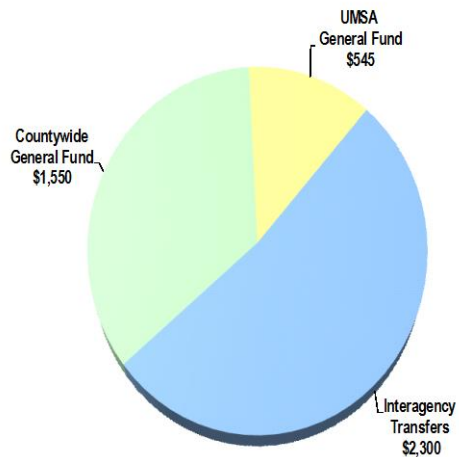
Department stakeholders include County departments and their business partners, as well as the general public.

### FY 2014-15 Proposed Budget

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



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



## FY 2014 - 15 Proposed Budget and Multi-Year Capital Plan

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### TABLE OF ORGANIZATION

<b><u>AUDIT SERVICES</u></b>		
<ul style="list-style-type: none"><li>Performs audits to improve performance and foster accountability, while promoting a more efficient, effective, and ethical County government</li></ul>		
<u>FY 13-14</u>	<u>FY 14-15</u>	
37	34	

<b><u>ADMINISTRATIVE SUPPORT SERVICES</u></b>		
<ul style="list-style-type: none"><li>Provides departmental support primarily in the areas of budget preparation and fiscal management, procurement, personnel administration, audit report processing, inventory/file management, and information technology assistance</li></ul>		
<u>FY 13-14</u>	<u>FY 14-15</u>	
4	3	

- The FY 2014-15 total number of full-time equivalent positions is 37

## FY 2014 - 15 Proposed Budget and Multi-Year Capital Plan

### FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 11-12	Actual FY 12-13	Budget FY 13-14	Proposed FY 14-15
<b>Revenue Summary</b>				
General Fund Countywide	2,144	1,790	2,572	1,550
General Fund UMSA	754	629	950	545
Fees for Services	1,718	1,850	1,080	2,300
Total Revenues	4,616	4,269	4,602	4,395
<b>Operating Expenditures Summary</b>				
Salary	3,496	3,371	3,493	3,198
Fringe Benefits	685	706	867	982
Court Costs	0	0	0	0
Contractual Services	0	0	1	0
Other Operating	426	155	202	188
Charges for County Services	2	28	19	11
Grants to Outside Organizations	0	0	0	0
Capital	7	9	20	16
Total Operating Expenditures	4,616	4,269	4,602	4,395
<b>Non-Operating Expenditures Summary</b>				
Transfers	0	0	0	0
Distribution of Funds In Trust	0	0	0	0
Debt Service	0	0	0	0
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	0	0	0
Total Non-Operating Expenditures	0	0	0	0

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 13-14	Proposed FY 14-15	Budget FY 13-14	Proposed FY 14-15
<b>Strategic Area: General Government</b>				
Administration	249	212	4	3
Audit Services	4,353	4,183	37	34
Total Operating Expenditures	4,602	4,395	41	37

### SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 11-12	Actual FY 12-13	Budget FY 13-14	Projection FY 13-14	Proposed FY 14-15
Advertising	0	0	0	0	0
Fuel	0	0	0	0	0
Overtime	0	0	0	0	0
Rent	264	0	0	1	1
Security Services	0	0	0	0	0
Temporary Services	0	0	0	0	0
Travel and Registration	4	4	6	3	6
Utilities	42	38	35	44	27

## FY 2014 - 15 Proposed Budget and Multi-Year Capital Plan

### DIVISION: AUDIT SERVICES

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

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

### Strategic Objectives - Measures

- GG4-1: Provide sound financial and risk management

Objectives	Measures			FY 11-12	FY 12-13	FY 13-14	FY 13-14	FY 14-15
				Actual	Actual	Budget	Projection	Target
Conduct audits aimed at operational efficiency and effectiveness	Percentage of audit reports issued within 90 days of fieldwork completion	EF	↑	66%	64%	55%	55%	50%
	Amount collected from assessments (in thousands)*	OC	↑	\$1,322	\$3,361	\$1,500	\$1,700	\$1,500
	Amount assessed from audits (in thousands)	OC	↑	\$4,580	\$2,584	\$3,000	\$4,500	\$3,000
	Audit reports issued	OP	↔	35	28	35	35	30
	Percentage of planned follow-up audits completed	OP	↔	62%	40%	50%	65%	40%

\* Assessments and collections vary due to the types of audits performed and timing of collections.

### ADDITIONAL INFORMATION

- The Department continues to complete complex audits that have resulted in revenue recoveries, terminations of contracts with non-performing external agencies, improved processes and controls, and enhanced auditee compliance
- The FY 2014-15 Proposed Budget includes \$2.30 million for direct services that includes fees from County departments such as Aviation, Water and Sewer, Port of Miami, Public Works and Waste Management, Transit, Office of Citizens' Independent Transportation Trust and others.
- As a result of the FY 2013-14 savings plan, the Department eliminated two vacant and two filled positions (\$261,000)

## FY 2014 - 15 Proposed Budget and Multi-Year Capital Plan

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### Department Operational Unmet Needs

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

## FY 2014 - 15 Proposed Budget and Multi-Year Capital Plan

### Commission on Ethics and Public Trust

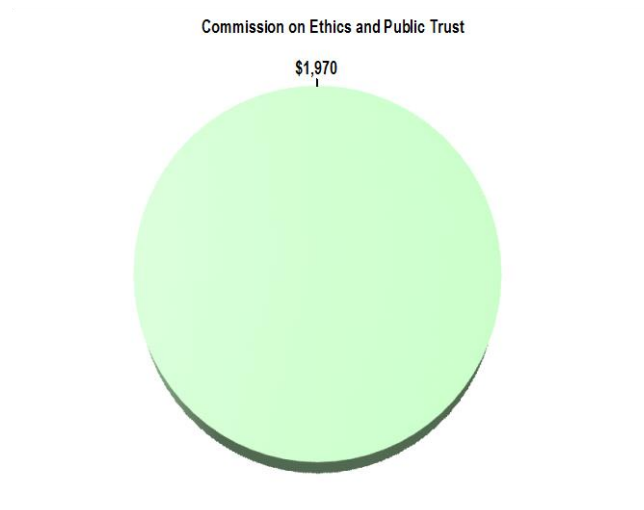
The Commission on Ethics and Public Trust (Ethics Commission) is an independent agency with advisory and quasi-judicial powers. The purpose of the Ethics Commission is to promote and enforce high standards of ethical conduct in government and to build and maintain confidence in public servants.

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

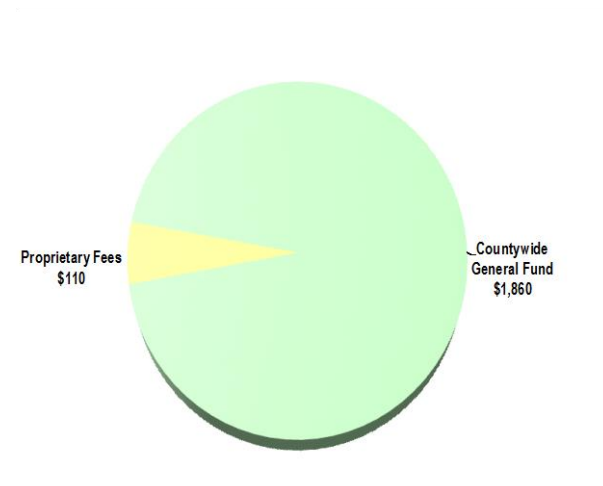
The Ethics Commission, by Board ordinance, has jurisdiction extending to municipalities within Miami-Dade County. Its jurisdiction also extends to certain lobbyists, contractors, and vendors.

### FY 2014-15 Proposed Budget

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



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





## FY 2014 - 15 Proposed Budget and Multi-Year Capital Plan

### TABLE OF ORGANIZATION

<b>OFFICE OF THE EXECUTIVE DIRECTOR</b>	
<ul style="list-style-type: none"> <li>Provides administrative support to the Ethics Commission; recommends legislative and policy initiatives that promote ethical government and accountability; reviews ethics opinions recommended by the legal unit; supervises and participates in ethics training programs for public officials, employees, and candidates for elected office</li> <li>Provides training for government officials and personnel, candidates for office, students, and the business community regarding ordinances under the purview of the Ethics Commission and ethical practices in government</li> <li>Responds to requests for advisory opinions and handles legal matters that may impact the operations of the Ethics Commission</li> <li>Conducts investigations of official/employee misconduct in County and municipal governments</li> </ul>	
<u>FY 13-14</u> 13	<u>FY 14-15</u> 14

### FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 11-12	Actual FY 12-13	Budget FY 13-14	Proposed FY 14-15
<b>Revenue Summary</b>				
General Fund Countywide	1,813	1,712	1,785	1,860
Lobbyist Trust Fund	0	119	60	70
Transfer From Other Funds	0	4	0	0
Carryover	17	34	20	0
Fees and Charges	71	53	40	40
Total Revenues	1,901	1,922	1,905	1,970

#### Operating Expenditures

##### Summary

Salary	1,444	1,296	1,375	1,365
Fringe Benefits	278	253	326	397
Court Costs	0	0	0	0
Contractual Services	13	39	10	10
Other Operating	143	170	170	172
Charges for County Services	9	20	20	22
Capital	4	4	4	4
Total Operating Expenditures	1,891	1,782	1,905	1,970

#### Non-Operating Expenditures

##### Summary

Transfers	0	4	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	4	0	0

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 13-14	Proposed FY 14-15	Budget FY 13-14	Proposed FY 14-15
<b>Strategic Area: General Government</b>				
Commission on Ethics and Public Trust	1,905	1,970	13	14
Total Operating Expenditures	1,905	1,970	13	14

## FY 2014 - 15 Proposed Budget and Multi-Year Capital Plan

### SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 11-12	Actual FY 12-13	Budget FY 13-14	Projection FY 13-14	Proposed FY 14-15
Advertising	4	0	0	0	2
Fuel	1	1	2	1	1
Overtime	0	0	0	0	0
Rent	89	90	95	92	92
Security Services	1	1	1	1	1
Temporary Services	0	0	0	0	0
Travel and Registration	1	2	5	2	3
Utilities	20	10	17	8	17

### **DIVISION: COMMISSION ON ETHICS AND PUBLIC TRUST**

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

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

### **Strategic Objectives - Measures**

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

Objectives	Measures			FY 11-12	FY 12-13	FY 13-14	FY 13-14	FY 14-15
				Actual	Actual	Budget	Projection	Target
Improve the image of County Government	Number of complaints filed	IN	↔	46	40	45	65	45
	Number of requests for opinions and inquiries filed	IN	↔	256	354	250	360	300
	Number of investigations handled*	OP	↔	187	186	150	215	190
	Ethics trainings and workshops	OP	↔	356	342	400	480	480
	Number of Lobbyist Appeals	IN	↔	70	32	50	70	45

\* The number of investigations handled is directly related to number of investigators on staff.

## FY 2014 - 15 Proposed Budget and Multi-Year Capital Plan

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### **ADDITIONAL INFORMATION**

- Each year the Ethics Commission conducts Ethical Governance Day, which involves placing hundreds of volunteer speakers in high school classrooms in the County to address students on citizenship ethics
- During FY 2013-2014, the Ethics Commission completed an Interlocal Agreement with the City of Miami Beach consisting of an intensive ethics "boot camp" comprising 12 hours of training for approximately 225 municipal regulatory employees
- During FY 2013-14, the Ethics Commission adopted an Honor Code Resolution which it is seeking to have the County implement for all of its employees, and which would be incorporated into its training programs
- During FY 2013-14, the Ethics Commission began the implementation of a County ordinance requiring all elected municipal officials to be provided with ethics training by the Commission within 90 days of each municipal election
- The FY 2014-15 Proposed Budget includes a transfer of \$100,000, as required under Ordinance 10-56, from the Office of the Clerk Lobbyist Trust Fund to support ethics training and conference expenditures including but not limited to educational materials, food and non-alcoholic beverages, and personnel expenditures
- In FY 2014-15, the Ethics Commission will continue to hold workshops for both County and municipal board members and executives of non-profit agencies receiving funding, as well as students and candidates for elected office
- The Ethics Commission will continue to pursue legislative changes to strengthen County ordinances and rules to promote greater accountability and transparency
- The FY 2014-15 Proposed Budget includes the conversion of two part-time positions to a full-time position

### **Department Operational Unmet Needs**

Description	(dollars in thousands)		Positions
	Startup Costs/ Non Recurring Costs	Recurring Costs	
Hire one part-time attorney position	\$3	\$52	1
Hire an investigator position	\$3	\$49	1
<b>Total</b>	<b>\$6</b>	<b>\$101</b>	<b>2</b>

## FY 2014 - 15 Proposed Budget and Multi-Year Capital Plan

### Community Information and Outreach

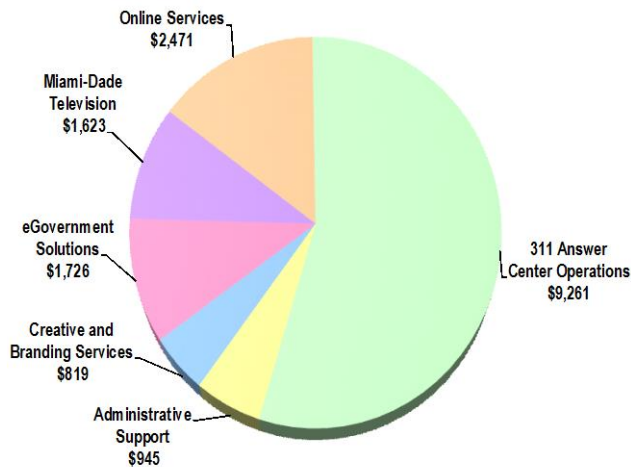
Community Information and Outreach Department (CIAO) links County government to its more than 2.5 million residents and visitors by providing convenient access through the 311 Answer Center, the County web portal ([www.miamidade.gov](http://www.miamidade.gov)), Miami-Dade Television (MDTV), printed collateral, and multi-lingual radio programming. CIAO uses these service channels to facilitate open access to government services, to assist Departments in spreading the word about County services and programs through educational messaging and advertising, and to support enterprise branding efforts.

As part of the General Government strategic area, CIAO is aligned with four strategic objectives: to provide easy access to information and services; to develop a customer-oriented organization; to foster a positive image of County government; and to improve relations between communities and government.

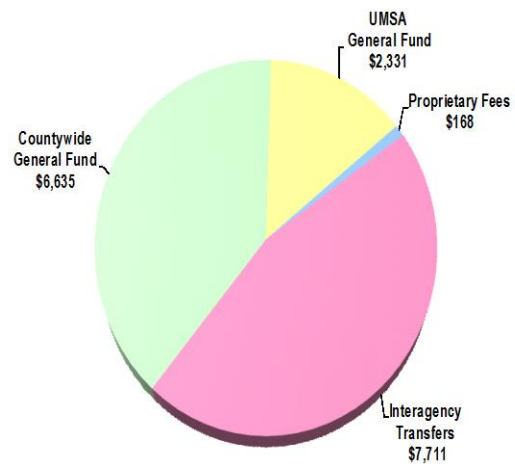
CIAO serves a variety of stakeholders including elected officials, County departments, municipalities, and the public.

### FY 2014-15 Proposed Budget

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

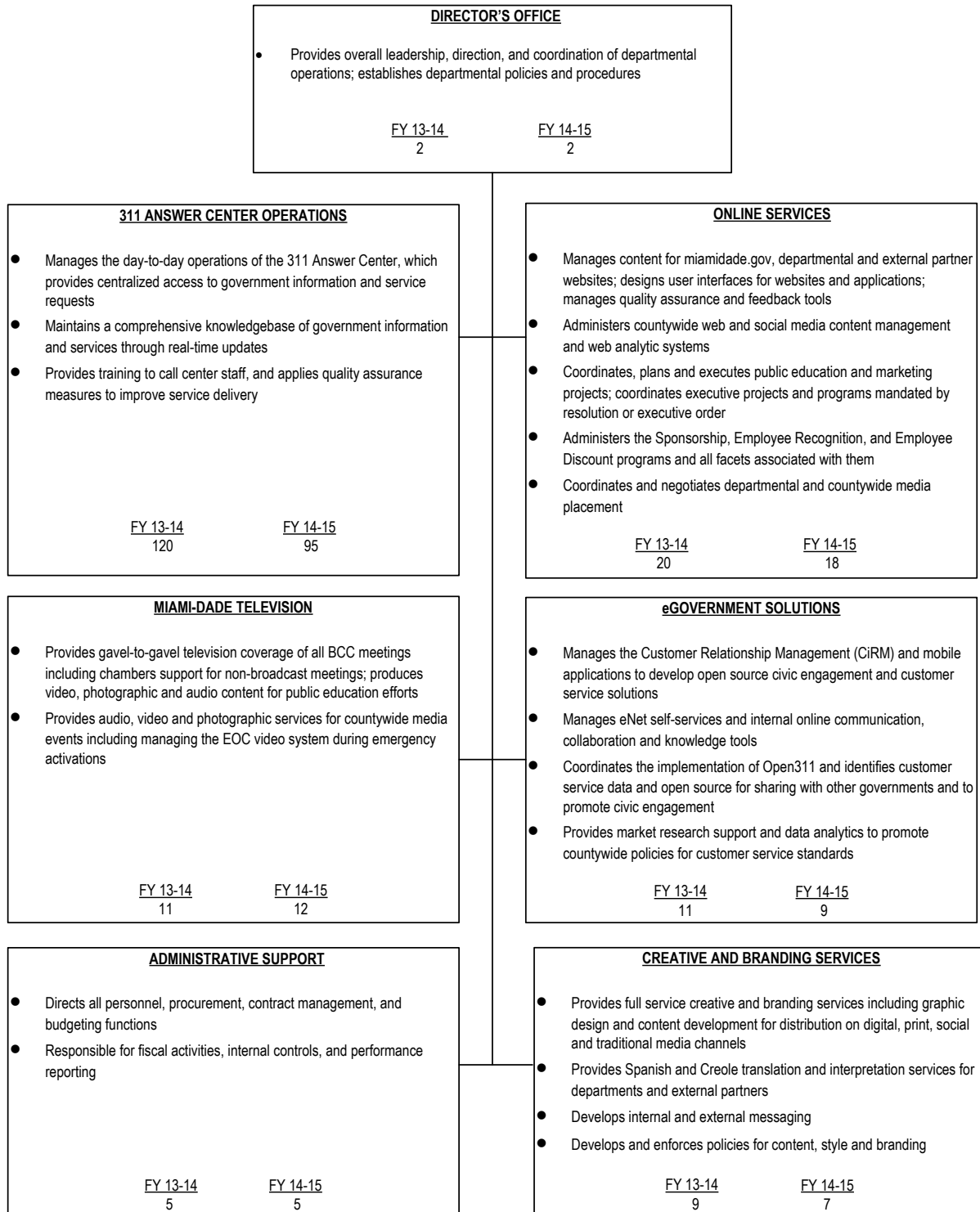


**Revenues by Source**  
(dollars in thousands)



# FY 2014 - 15 Proposed Budget and Multi-Year Capital Plan

## TABLE OF ORGANIZATION



- The FY 2014-15 total number of full-time equivalent positions is 161

## FY 2014 - 15 Proposed Budget and Multi-Year Capital Plan

### FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 11-12	Actual FY 12-13	Budget FY 13-14	Proposed FY 14-15
<b>Revenue Summary</b>				
General Fund Countywide	6,074	6,088	7,212	6,635
General Fund UMSA	2,135	2,139	2,667	2,331
Fees for Services	102	115	75	168
Interagency Transfers	6,771	6,819	7,704	7,711
Total Revenues	15,082	15,161	17,658	16,845
<b>Operating Expenditures Summary</b>				
Salary	10,656	10,211	11,146	10,269
Fringe Benefits	2,532	2,510	3,229	3,435
Court Costs	0	0	0	0
Contractual Services	79	474	177	194
Other Operating	936	1,475	2,261	2,065
Charges for County Services	852	484	785	822
Grants to Outside Organizations	0	0	0	0
Capital	27	7	60	60
Total Operating Expenditures	15,082	15,161	17,658	16,845
<b>Non-Operating Expenditures Summary</b>				
Transfers	0	0	0	0
Distribution of Funds In Trust	0	0	0	0
Debt Service	0	0	0	0
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	0	0	0
Total Non-Operating Expenditures	0	0	0	0

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 13-14	Proposed FY 14-15	Budget FY 13-14	Proposed FY 14-15
<b>Strategic Area: General Government</b>				
311 Answer Center Operations	9,781	9,261	120	95
Administrative Support	886	945	7	7
Creative and Branding Services	1,284	819	9	7
eGovernment Solutions	1,597	1,726	11	9
Miami-Dade Television	1,651	1,623	11	12
Online Services	2,459	2,471	20	18
Total Operating Expenditures	17,658	16,845	178	148

### SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 11-12	Actual FY 12-13	Budget FY 13-14	Projection FY 13-14	Proposed FY 14-15
Advertising	401	1,604	525	345	50
Fuel	1	3	6	5	7
Overtime	39	42	46	49	59
Rent	3	0	0	0	0
Security Services	0	0	0	0	0
Temporary Services	258	440	35	26	50
Travel and Registration	1	14	17	14	18
Utilities	295	239	465	398	460

## FY 2014 - 15 Proposed Budget and Multi-Year Capital Plan

### PROPOSED FEE ADJUSTMENTS FOR SERVICES

Fee Adjustments	Current Fee FY 13-14	Proposed Fee FY 14-15	Dollar Impact FY 14-15
<ul style="list-style-type: none"> <li>Baby Stroller Permit (3-year permit)</li> </ul>	\$17	\$35	\$75,000

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

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

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

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

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

Objectives	Measures			FY 11-12	FY 12-13	FY 13-14	FY 13-14	FY 14-15
				Actual	Actual	Budget	Projection	Target
Increase access to government information and services	Call volume (in millions)*	IN	↔	2.4	2.1	2.4	1.9	1.6

\* The decrease for FY 2014-15 Target from FY 2013-14 Budget is a result of the new scheduled hours of operation at the 311 Answer Center

Objectives	Measures			FY 11-12	FY 12-13	FY 13-14	FY 13-14	FY 14-15
				Actual	Actual	Budget	Projection	Target
Provide quality service delivery	Average call wait time (in seconds)*	EF	↓	113	171	120	125	180

\*The FY 2012-13 Actual reflects higher level of attrition; the increase for FY 2014-15 Target from FY 2013-14 Budget is a result of the new scheduled hours of operation at the 311 Answer Center

### **DIVISION COMMENTS**

- During FY 2013-14, as part of its savings plan, the Department reduced four 311 Call Center positions and closed the Answer Center one hour early each weekday (\$180,000); the FY 2014-15 Proposed Budget includes the reduction of 15 Call Center Specialist positions and one Call Center Supervisor position due to the reduction in hours of the Answer Center to Monday through Friday from 8am to 5pm (\$988,000)
- The FY 2014-15 Proposed Budget includes the reduction of three 311 Senior Call Center Specialist positions and the elimination of in-person services at the three 311 Service Centers located throughout the County which reduces the ability to obtain more localized services such as the purchase of baby stroller parking permits, dog tags, and transit passes (\$224,000)
- In FY 2014-15, the Department will transfer the IT Help Desk to the Information Technology Department (ITD); this transfer represents a reduction in Service Level Agreements (SLA) revenue (\$224,000) and the transfer of two 311 Senior Call Specialist positions to ITD (\$131,000)

## FY 2014 - 15 Proposed Budget and Multi-Year Capital Plan

### DIVISION: ADMINISTRATIVE SUPPORT

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

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

#### Strategic Objectives - Measures

- ED4-2: Create a business friendly environment

Objectives	Measures			FY 11-12	FY 12-13	FY 13-14	FY 13-14	FY 14-15
				Actual	Actual	Budget	Projection	Target
Reduce processing time	Invoices processed within 45 calendar days	EF	↑	98%	96%	95%	96%	95%

### DIVISION: MIAMI-DADE TELEVISION

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

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

#### DIVISION COMMENTS

- During FY 2013-14, the Departmental savings plan included the reduction of one full-time Production Coordinator which impacted the number of "Miami-Dade NOW/AHORA" shows and "Get to Know Your County" segments produced (\$71,000)
- The FY 2014-15 Proposed Budget includes the transfer of two Web Designer 1 positions to Miami-Dade Television from Creative and Branding Services

### DIVISION: ONLINE SERVICES

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

- Handles the day-to-day management of the web portal and department website content
- Designs creative concepts for websites and interactive campaigns
- Develops and enforces policies for content, style and online quality Countywide
- Provides marketing, promotional and other communication services Countywide; manages the enterprise editorial calendar; develops messaging for portal subscribers, website postings, social media, RSS feeds and e-newsletters
- Produces publications targeting County employees
- Coordinates, plans and executes countywide IT and Marketing projects
- Manages executive/departmental projects and programs
- Administers the Sponsorship and Employee Discount Programs as well as the County's Employee Recognition Program



## FY 2014 - 15 Proposed Budget and Multi-Year Capital Plan

Strategic Objectives - Measures								
<ul style="list-style-type: none"> <li>GG1-1: Provide easy access to information and services</li> </ul>								
Objectives	Measures			FY 11-12	FY 12-13	FY 13-14	FY 13-14	FY 14-15
				Actual	Actual	Budget	Projection	Target
Increase access to government information and services	Number of e-newsletter subscriptions	IN	↔	49,000	51,148	52,000	52,500	52,500

### DIVISION COMMENTS

- The FY 2014-15 Proposed Budget includes the transfer of one Web Developer position to Online Services from eGovernment Solutions
- During FY 2013-14 the reduction of one full-time Web Publisher and one part-time Information Technology Specialist was implemented which impacted service delivery to both internal and external clients by increasing turnaround on deliverables and delaying quality assurance measures (\$166,000)
- The FY 2014-15 Proposed Budget includes the reduction of one part-time CIAO Advertising Specialist (\$40,000)

### **DIVISION: EGOVERNMENT SOLUTIONS**

The eGov Solutions Division develops and maintains applications that support citizen interaction with government; applications include portal search, ServiceStat, alerts and Reverse 311, smartphone and mobile applications, and the employee eNet portal

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

Strategic Objectives - Measures								
<ul style="list-style-type: none"> <li>GG1-1: Provide easy access to information and services</li> </ul>								
Objectives	Measures			FY 11-12	FY 12-13	FY 13-14	FY 13-14	FY 14-15
				Actual	Actual	Budget	Projection	Target
Increase access to government information and services	Number of portal subscribers	IN	↔	106,000	109,439	115,000	113,000	115,000

### DIVISION COMMENTS

- The FY 2014-15 Proposed Budget includes the transfer of one Web Developer position from eGovernment Solutions to Online Services
- In collaboration with ITD and the Mayor's Office, CIAO continues enhancements to the United Way annual pledge process via eNet, the employee portal, thus creating convenience and time savings for United Way coordinators and County employees, and reducing paperwork substantially
- In FY 2014-15, the Department will continue enhancements and maintenance of an integrated in-house Customer Relationship Management System (311 Hub) to enable the 311 Answer Center to respond to inquiries and create service requests at significantly lower costs for software and hardware maintenance
- During FY 2013-14 the Department reduced one Systems Administrator 2 position which resulted in reduced support to the 311 system application and delays in the ability to develop new mobile applications and online citizen engagement tools (\$92,000)
- The FY 2014-15 Proposed Budget includes the reduction of one Systems Analyst Programmer 2 position which will impact the ability to develop and maintain mobile applications and other online self-service applications (\$97,000)

## FY 2014 - 15 Proposed Budget and Multi-Year Capital Plan

### DIVISION: CREATIVE AND BRANDING SERVICES

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

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

### Strategic Objectives - Measures

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

Objectives	Measures			FY 11-12	FY 12-13	FY 13-14	FY 13-14	FY 14-15
				Actual	Actual	Budget	Projection	Target
Increase access to government information and services	Graphic Designs completed per year	OP	↔	973	837	1,200	900	900
	Number of Translation and Interpretations completed in a year	OP	↔	1,351	1,173	1,300	1,200	1,200

### DIVISION COMMENTS

- During FY 2013-14, the reduction of one full-time Translator 1 position was implemented; this reduction results in increased turnaround time for Spanish translation services (\$62,000)
- During FY 2013-14, the Departmental savings plan included the reduction of one part-time Graphics Designer which resulted in increased turnaround time for graphic design services (\$35,000)
- In FY 2014-15, the Department will continue its Service Level Agreement (SLA) with the Elections Department for translation services (\$50,000)
- In FY 2014-15, the Community Periodical Program (CPP) will be funded through the user departments
- The FY 2014-15 Proposed Budget includes the transfer of two Web Designer 1 position from Creative and Branding Services to Miami-Dade Television

## FY 2014 - 15 Proposed Budget and Multi-Year Capital Plan

### Department Operational Unmet Needs

Description	(dollars in thousands)		Positions
	Startup Costs/ Non Recurring Costs	Recurring Costs	
Hire 15 311 Call Center Specialist positions to be able to keep the 311 Answer Center open an additional three weekday hours (15 hours total) and all of Saturday.	\$0	\$893	15
Hire one 311 Call Center Supervisor to increase the level of oversight and guidance provided Call Center Specialists	\$0	\$95	1
Hire three 311 Senior Call Center Specialist positions to be able to re-open the in-person services at the three 311 Service Centers located throughout the County. These service centers allow citizens to obtain more localized services such as purchase of baby stroller parking permits, dog tags, and transit passes	\$0	\$224	3
Hire one Production Coordinator to provide timely support to requests for TV programming to include Getting to Know Your Commissioners, public service announcements, special events, etc., and produce original programs such as Inside County Jobs, Green Scene, TV commercials and video segments for departments and elected officials	\$0	\$71	1
Hire two positions (Advertising Specialist and Graphics Designer 2) to support campaign services	\$0	\$119	2
Hire two Knowledge Base Specialists for 311 Call Center	\$0	\$139	2
Hire two positions to restore MDTV programming and special events filming	\$0	\$145	2
Hire two Special Project Administrator 1s to restore the Secret Shopper Program, provide data trend analysis related to 311, identify process improvement opportunities and service gaps, and provide departments with recommendations for improved customer service delivery	\$0	\$507	2
Hire one Systems Analyst Programmer 2 position to be able to develop and maintain mobile applications and other online self-service applications	\$0	\$97	1
Replace outdated computer equipment and software	\$80	\$0	0
Hire two positions in the Online Services Section to increase online support to elected officials and the Office of the Mayor	\$0	\$140	2
<b>Total</b>	<b>\$80</b>	<b>\$2,430</b>	<b>31</b>

### CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FUTURE	TOTAL
<b>Revenue</b>									
Capital Outlay Reserve	1,119	0	0	0	0	0	0	0	1,119
Total:	1,119	0	0	0	0	0	0	0	1,119
<b>Expenditures</b>									
<b>Strategic Area: General Government</b>									
Equipment Acquisition	539	430	150	0	0	0	0	0	1,119
Total:	539	430	150	0	0	0	0	0	1,119

### CAPITAL HIGHLIGHTS AND OPERATIONAL IMPACTS

- The FY 2014-15 Proposed Budget and Multi-Year Capital Plan includes funding for the replacement and upgrade of audio visual equipment in the BCC Chambers (\$30,000), and replacement of video production equipment for Miami-Dade TV (\$400,000)

## FY 2014 - 15 Proposed Budget and Multi-Year Capital Plan

### **FUNDED CAPITAL PROJECTS**

(dollars in thousands)

#### **COMMISSION CHAMBERS A/V UPGRADES AND REPLACEMENT**

**PROJECT #: 105890**



DESCRIPTION: Replace five year old components of primary A/V systems

LOCATION: 111 NW 1 St

City of Miami

District Located:

5

District(s) Served:

Countywide

REVENUE SCHEDULE:	PRIOR	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	FUTURE	TOTAL
Capital Outlay Reserve	80	0	0	0	0	0	0	0	80
<b>TOTAL REVENUES:</b>	<b>80</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>80</b>
EXPENDITURE SCHEDULE:	PRIOR	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	FUTURE	TOTAL
Equipment Acquisition	50	30	0	0	0	0	0	0	80
<b>TOTAL EXPENDITURES:</b>	<b>50</b>	<b>30</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>80</b>

#### **VIDEO PRODUCTION EQUIPMENT FOR MIAMI-DADE TV**

**PROJECT #: 108170**



DESCRIPTION: Purchase video and audio visual equipment for Miami-Dade TV operations

LOCATION: 111 NW 1 St

City of Miami

District Located:

5

District(s) Served:

Countywide

REVENUE SCHEDULE:	PRIOR	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	FUTURE	TOTAL
Capital Outlay Reserve	1,039	0	0	0	0	0	0	0	1,039
<b>TOTAL REVENUES:</b>	<b>1,039</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,039</b>
EXPENDITURE SCHEDULE:	PRIOR	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	FUTURE	TOTAL
Equipment Acquisition	489	400	150	0	0	0	0	0	1,039
<b>TOTAL EXPENDITURES:</b>	<b>489</b>	<b>400</b>	<b>150</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,039</b>

## FY 2014 - 15 Proposed Budget and Multi-Year Capital Plan

### Elections

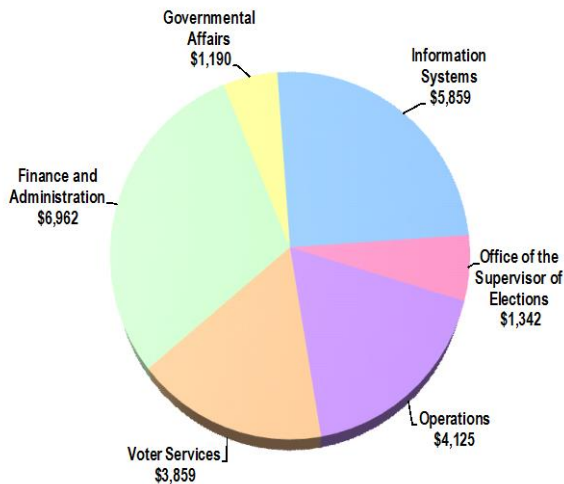
The Elections Department conducts elections that are fair, free, accurate, convenient, and accessible to all eligible voters throughout Miami-Dade County. The Department ensures that all federal, state, county, municipal, school district, and special taxing district elections are conducted and tabulated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

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

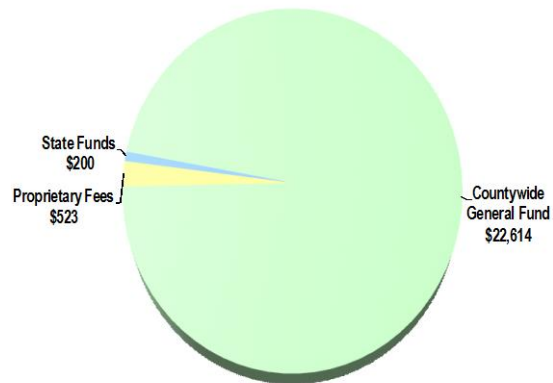
The Department serves an estimated 1.3 million registered voters in Miami-Dade County and serves all citizens and municipalities in election-related matters. The Department follows policy established by the Board of County Commissioners while operating under state and federal laws. Elections staff interacts with federal, state, and municipal officials on a regular basis.

### FY 2014-15 Proposed Budget

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

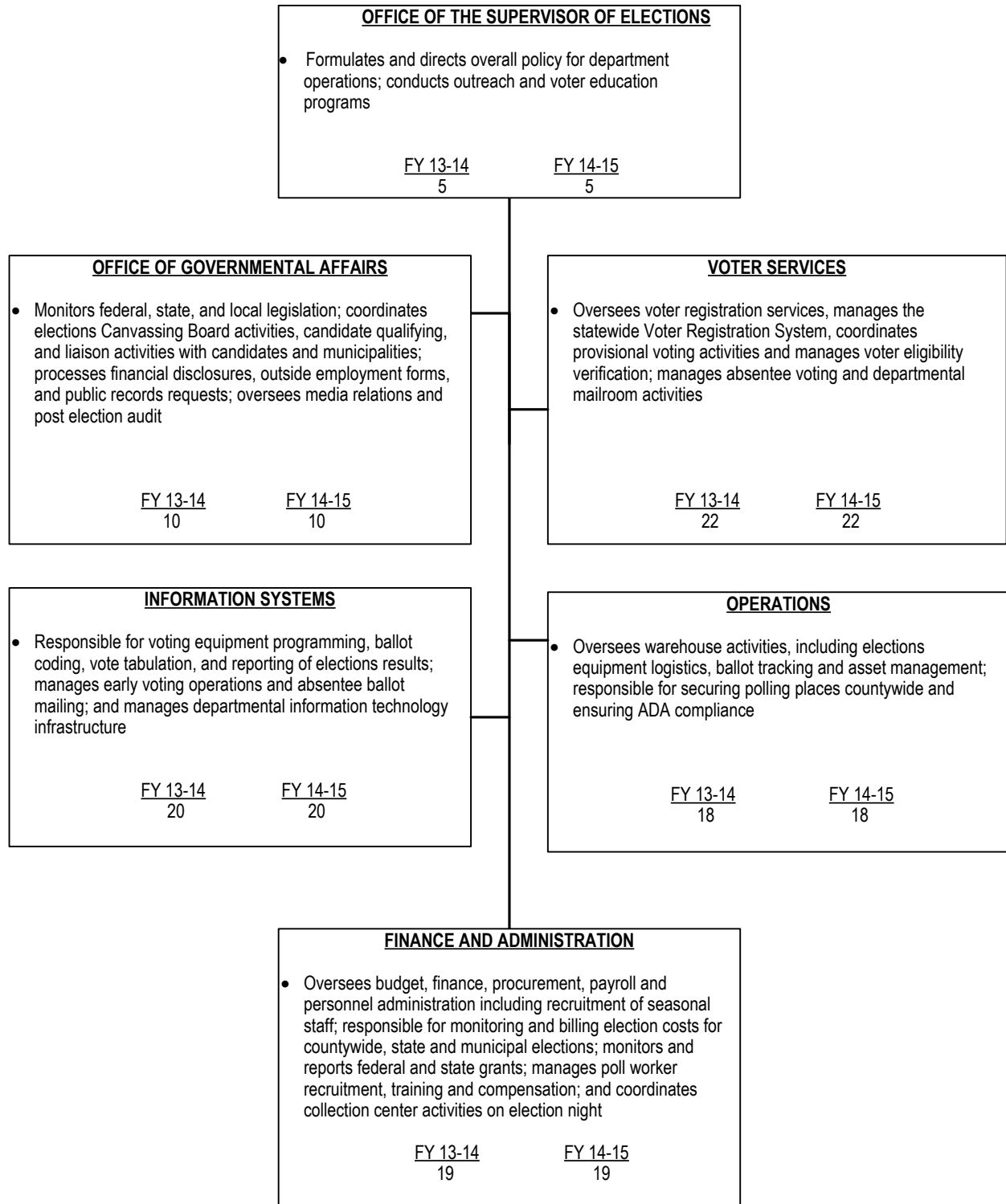


**Revenues by Source**  
(dollars in thousands)



# FY 2014 - 15 Proposed Budget and Multi-Year Capital Plan

## TABLE OF ORGANIZATION



The FY 2014-15 total number of full-time equivalent positions is 94

## FY 2014 - 15 Proposed Budget and Multi-Year Capital Plan

### FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 11-12	Actual FY 12-13	Budget FY 13-14	Proposed FY 14-15
<b>Revenue Summary</b>				
General Fund Countywide	21,677	22,160	18,822	22,614
Municipal Reimbursement	1,850	2,163	1,817	523
State Grants	215	324	200	200
Total Revenues	23,742	24,647	20,839	23,337
<b>Operating Expenditures Summary</b>				
Salary	11,255	11,334	10,016	10,859
Fringe Benefits	2,334	2,559	2,789	3,284
Court Costs	0	0	0	0
Contractual Services	1,012	1,646	1,316	1,699
Other Operating	4,093	2,518	3,245	3,667
Charges for County Services	4,834	5,813	3,224	3,646
Grants to Outside Organizations	32	49	0	0
Capital	182	728	249	182
Total Operating Expenditures	23,742	24,647	20,839	23,337
<b>Non-Operating Expenditures Summary</b>				
Transfers	0	0	0	0
Distribution of Funds In Trust	0	0	0	0
Debt Service	0	0	0	0
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	0	0	0
Total Non-Operating Expenditures	0	0	0	0

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 13-14	Proposed FY 14-15	Budget FY 13-14	Proposed FY 14-15
<b>Strategic Area: General Government</b>				
Finance and Administration	6,714	6,962	19	19
Governmental Affairs	1,179	1,190	10	10
Information Systems	4,719	5,859	20	20
Office of the Supervisor of Elections	1,105	1,342	5	5
Operations	3,471	4,125	18	18
Voter Services	3,651	3,859	22	22
Total Operating Expenditures	20,839	23,337	94	94

### SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 11-12	Actual FY 12-13	Budget FY 13-14	Projection FY 13-14	Proposed FY 14-15
Advertising	368	219	251	288	573
Fuel	38	32	49	42	39
Overtime	1,433	2,329	1,398	1,703	2,258
Rent	0	0	0	0	0
Security Services	60	60	49	84	50
Temporary Services	0	25	0	310	0
Travel and Registration	38	15	46	26	57
Utilities	609	464	452	478	557

## FY 2014 - 15 Proposed Budget and Multi-Year Capital Plan

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

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

- Manages day-to-day operations of the Department
- Maintains compliance with all federal, state, and local policies related to elections
- Coordinates voter outreach and education events
- Supervises voting at assisted living facilities and nursing homes

### **Strategic Objectives - Measures**

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

Objectives	Measures			FY 11-12	FY 12-13	FY 13-14	FY 13-14	FY 14-15
				Actual	Actual	Budget	Projection	Target
Effectively administer countywide and municipal elections	Customer satisfaction with Elections Department overall	OC	↑	100%	100%	95%	95%	95%

### **DIVISION COMMENTS**

- The FY 2014-15 Proposed Budget includes the department's ongoing commitment to complete the reprecincting of voting districts which will result in greater efficiencies in voter wait time
- As part of the reprecincting efforts in FY 2014-15, all registered voters will receive new Voter Identification Cards and an accompanying map which will reflect newly assigned polling locations
- The FY 2014-15 Proposed Budget includes funding for the addition of five early voting sites which will enhance the effective administration of scheduled elections
- To the extent additional resources are required to support election-related activities, the Department may be amended at mid-year

### **DIVISION: INFORMATION SYSTEMS**

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

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



## FY 2014 - 15 Proposed Budget and Multi-Year Capital Plan

Strategic Objectives - Measures								
<ul style="list-style-type: none"> <li>GG7-1: Provide eligible voters with convenient opportunities to vote</li> </ul>								
Objectives	Measures			FY 11-12	FY 12-13	FY 13-14	FY 13-14	FY 14-15
				Actual	Actual	Budget	Projection	Target
Effectively administer countywide and municipal elections	Number of days to code ballots for all countywide elections	EF	↓	3	5	5	5	5
	Percentage of voters who voted early (countywide elections)	OC	↑	15%	26%	25%	25%	25%
	Percentage of absentee ballots tabulated by 7 p.m. on Election Night for all countywide elections	OC	↑	100%	82%	90%	95%	95%

### DIVISION COMMENTS

- During FY 2013-14 the Department purchased two ReliaVote Absentee Ballot Sorters to process incoming and outgoing absentee ballots, which provides additional capacity and reduces processing time

### **DIVISION: FINANCE AND ADMINISTRATION**

The Finance and Administration Division is responsible for budget coordination, accounts payable, procurement, election billing, grant monitoring, and human resources; recruits and trains poll workers, and manages the operation of polling places and collection centers on Election Day.

- Responsible for budget and finance including budget coordination, accounts payable, elections billing, and collection
- Responsible for grants administration and procurement activities including purchasing and contracts negotiation and management
- Manages personnel and human resource functions, including hiring of seasonal staff for countywide elections and special projects
- Ensures adequate staffing levels of poll workers (County and Non-County employees) for municipal and countywide elections including recruitment, training, and assignment of poll workers
- Operates polling places and collection centers on Election Day for municipal and countywide elections
- Responsible for reconciliation and processing of poll worker payroll

Strategic Objectives - Measures								
<ul style="list-style-type: none"> <li>GG7-1: Provide eligible voters with convenient opportunities to vote</li> </ul>								
Objectives	Measures			FY 11-12	FY 12-13	FY 13-14	FY 13-14	FY 14-15
				Actual	Actual	Budget	Projection	Target
Ensure well trained poll workers	New Poll Workers recruited*	OP	↔	1,923	2,089	525	1,000	500

\* The increase in FY 2013-14 Projection from FY 2013-14 Budget is a result of additional polling locations resulting from reprecincting efforts and the implementation of electronic check-in technology; the decrease in FY 2014-15 Target from FY 2013-14 Budget is based on the elections calendar

### DIVISION COMMENTS

- The FY 2014-15 Proposed Budget includes seasonal employees to provide extensive support for early voting, absentee ballot processing, Election Day assistance, and reprecincting
- As part of the department's vision to progress towards technological advancements in the elections process, beginning with the August 2014 Primary Election, the use of Electronic Voter Identification Systems (EVIDS) at all polling locations will be implemented

## FY 2014 - 15 Proposed Budget and Multi-Year Capital Plan

### DIVISION: VOTER SERVICES

The Voter Services Division oversees public services, manages the statewide Voter Registration System, manages provisional voting and voter eligibility, and coordinates all absentee ballot distribution.

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

#### Strategic Objectives - Measures

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

Objectives	Measures			FY 11-12	FY 12-13	FY 13-14	FY 13-14	FY 14-15
				Actual	Actual	Budget	Projection	Target
Provide voter registration services and opportunities for Absentee voting	New voter registrations	OP	↔	84,835	54,736	40,000	40,000	40,000
	Percentage of voters voting absentee	EF	↑	40%	28%	25%	25%	25%

### DIVISION: OPERATIONS

The Operations Division manages the preparation and deployment of voting equipment; secures polling locations; oversees warehouse activities and asset management; and develops logistical plans for elections.

- Coordinates the maintenance and repair of voting equipment
- Manages warehouse activities, including ballot tracking and asset management
- Delivers and picks up voting equipment at polling places countywide
- Secures polling places countywide, including ensuring compliance with the Americans with Disabilities Act (ADA)

#### Strategic Objectives - Measures

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

Objectives	Measures			FY 11-12	FY 12-13	FY 13-14	FY 13-14	FY 14-15
				Actual	Actual	Budget	Projection	Target
Provide quality service delivery	Election Central - Average call wait time (in minutes)*	EF	↓	.46	2.3	1.0	1.0	1.0

\* The increase in FY 2012-13 Actual is due to challenges encountered during 2012 General Election

### DIVISION: GOVERNMENTAL AFFAIRS

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

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

## FY 2014 - 15 Proposed Budget and Multi-Year Capital Plan

Strategic Objectives - Measures								
<ul style="list-style-type: none"> <li>GG7-2: Maintain the integrity and availability of election results and other public records</li> </ul>								
Objectives	Measures			FY 11-12	FY 12-13	FY 13-14	FY 13-14	FY 14-15
				Actual	Actual	Budget	Projection	Target
Ensure compliance with regulations regarding candidates for elective office	Percentage of Treasurers' reports audited within 15 calendar days	EF	↑	90%	92%	95%	95%	95%

### Department Operational Unmet Needs

Description	(dollars in thousands)		Positions
	Startup Costs/ Non Recurring Costs	Recurring Costs	
Fund an Elections Outreach Supervisor to provide increased oversight over the Outreach Program, to include supervised voting programs at Assisted Living Facilities, Nursing Homes, and various activities	\$4	\$59	1
Fund two Elections Community Information Specialists to implement a new Outreach Program which will create additional outreach events and trainings at Assisted Living Facilities, Nursing Homes, churches, chambers of commerce, and schools	\$8	\$78	2
Fund a Purchasing Specialist to assist in centralizing the purchasing activities for the Department	\$4	\$54	1
Upgrade the Ballot Order Tracking system to create and manage the absentee ballot inventory, automate delivery routes, and monitor equipment deployment to polling locations	\$255	\$25	0
Develop an EDMS application to support a Poll Worker Records system that will store poll worker documents, to staff polling locations more efficiently	\$20	\$5	0
Fund the purchase of two used vehicles to be used for assisted voting activities and additional polling locations	\$15	\$5	0
<b>Total</b>	<b>\$306</b>	<b>\$226</b>	<b>4</b>

### CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FUTURE	TOTAL
<b>Revenue</b>									
Capital Asset Series 2004B Bond Proceeds	1,167	0	0	0	0	0	0	0	1,167
Capital Outlay Reserve	165	0	0	0	0	0	0	0	165
Total:	1,332	0	0	0	0	0	0	0	1,332
<b>Expenditures</b>									
<b>Strategic Area: General Government</b>									
ADA Accessibility Improvements	1,146	186	0	0	0	0	0	0	1,332
Total:	1,146	186	0	0	0	0	0	0	1,332

### CAPITAL HIGHLIGHTS AND OPERATIONAL IMPACTS

- The FY 2014-15 Proposed Budget and Multi-Year Capital Plan includes funding to remove architectural barriers at various County polling places to increase access for individuals with disabilities (\$186,000)
- In FY 2013-14, the Department purchased 1,660 Electronic Voter Identifications Systems (EVIDS) to be used in the upcoming elections; the EVIDS will allow for a more efficient and faster method for voter check-in identification

## FY 2014 - 15 Proposed Budget and Multi-Year Capital Plan

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### **FUNDED CAPITAL PROJECTS**

(dollars in thousands)

#### **AMERICANS WITH DISABILITIES ACT BARRIER REMOVAL - POLLING LOCATIONS**

**PROJECT #: 161740**



DESCRIPTION: Remove architectural barriers in County polling places to increase access for people with disabilities  
 LOCATION: Various Sites District Located: Countywide  
 Various Sites District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	FUTURE	TOTAL
Capital Asset Series 2004B Bond Proceeds	1,167	0	0	0	0	0	0	0	1,167
Capital Outlay Reserve	165	0	0	0	0	0	0	0	165
<b>TOTAL REVENUES:</b>	<b>1,332</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,332</b>
EXPENDITURE SCHEDULE:	PRIOR	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	FUTURE	TOTAL
Construction	1,146	186	0	0	0	0	0	0	1,332
<b>TOTAL EXPENDITURES:</b>	<b>1,146</b>	<b>186</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,332</b>

### **UNFUNDED CAPITAL PROJECTS**

PROJECT NAME	LOCATION	(dollars in thousands) ESTIMATED PROJECT COST
PURCHASE AND IMPLEMENT EQUIPMENT FOR EARLY VOTING SITES	Countywide	197
<b>UNFUNDED TOTAL</b>		<b>197</b>

## FY 2014 - 15 Proposed Budget and Multi-Year Capital Plan

### Finance

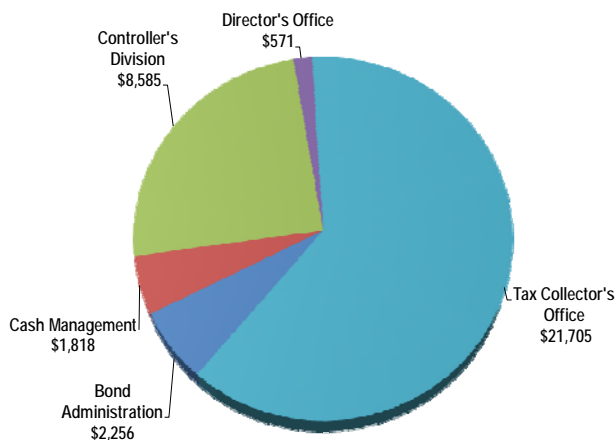
The Finance Department delivers financial services for sound management decision-making and is responsible for centralized accounting, cash management, financial and debt management, tax collection and distribution, and collection on delinquent accounts for various County departments.

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

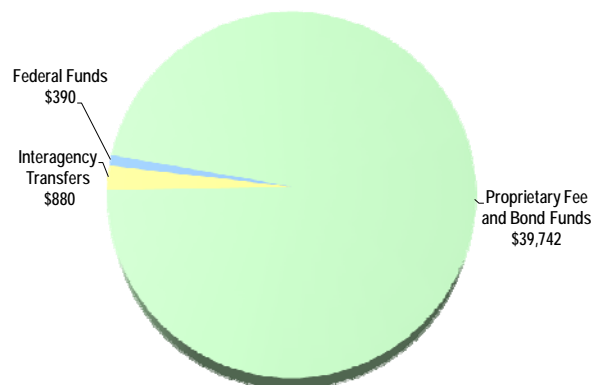
The Finance Department serves all County departments, as well as those entities conducting financial transactions with Miami-Dade County. The Department works closely with all departments and directly with the Office of the Mayor, the County Attorney's Office, the Office of the Clerk, the Office of Management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

### FY 2014-15 Proposed Budget

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



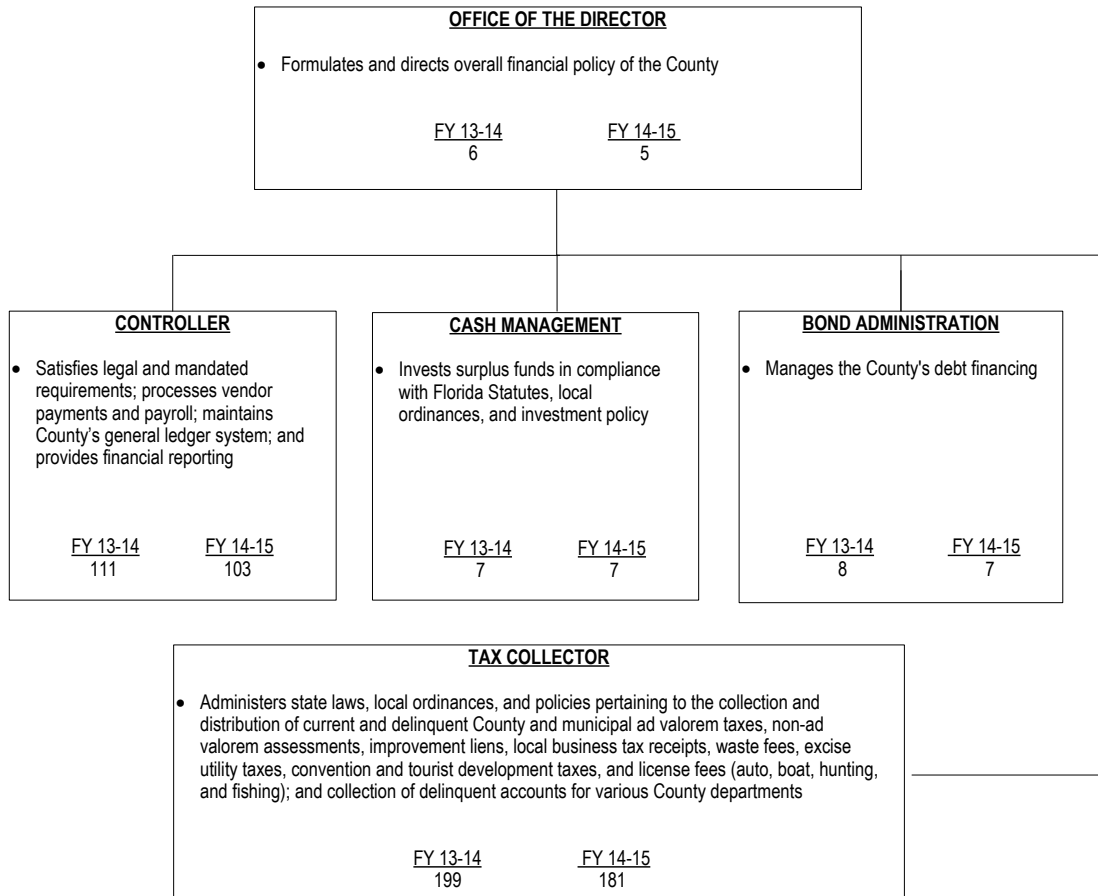
**Revenues by Source**  
(dollars in thousands)



## FY 2014 - 15 Proposed Budget and Multi-Year Capital Plan

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### TABLE OF ORGANIZATION



The FY 2014-15 total number of full-time equivalent position is 316.8 FTEs.

## FY 2014 - 15 Proposed Budget and Multi-Year Capital Plan

### FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 11-12	Actual FY 12-13	Budget FY 13-14	Proposed FY 14-15
<b>Revenue Summary</b>				
Ad Valorem Fees	12,913	12,303	12,750	12,467
Auto Tag Fees	10,780	11,193	11,834	11,604
Bond Transaction Fees	805	1,490	820	976
Carryover	1,933	3,048	1,953	1,393
Credit and Collections	2,153	2,913	3,081	3,576
Local Business Tax Receipt	3,198	3,099	3,157	3,200
Other Revenues	3,751	3,591	2,746	3,096
Tourist Tax Fees	2,866	3,102	3,191	3,430
Federal Funds	421	373	615	390
Interdepartmental Transfer	666	510	1,123	880
<b>Total Revenues</b>	<b>39,486</b>	<b>41,622</b>	<b>41,270</b>	<b>41,012</b>

### Operating Expenditures

#### Summary

Salary	17,421	17,853	19,329	19,245
Fringe Benefits	4,073	4,020	5,361	6,036
Court Costs	8	1	6	11
Contractual Services	266	498	704	712
Other Operating	5,163	4,472	5,890	5,534
Charges for County Services	2,617	2,426	2,760	2,651
Grants to Outside Organizations	0	0	0	0
Capital	2,024	1,681	913	746
<b>Total Operating Expenditures</b>	<b>31,572</b>	<b>30,951</b>	<b>34,963</b>	<b>34,935</b>

### Non-Operating Expenditures

#### Summary

Transfers	4,866	7,535	6,307	6,077
Distribution of Funds In Trust	0	0	0	0
Debt Service	0	0	0	0
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	0	0	0
<b>Total Non-Operating Expenditures</b>	<b>4,866</b>	<b>7,535</b>	<b>6,307</b>	<b>6,077</b>

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 13-14	Proposed FY 14-15	Budget FY 13-14	Proposed FY 14-15
<b>Strategic Area: General Government</b>				
Director's Office	640	571	6	5
Controller's Division	8,661	8,585	111	103
Tax Collector's Office	21,737	21,705	199	181
Bond Administration	2,248	2,256	8	7
Cash Management	1,677	1,818	7	7
<b>Total Operating Expenditures</b>	<b>34,963</b>	<b>34,935</b>	<b>331</b>	<b>303</b>

### SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 11-12	Actual FY 12-13	Budget FY 13-14	Projection FY 13-14	Proposed FY 14-15
Advertising	87	85	155	153	120
Fuel	0	0	0	0	0
Overtime	55	87	92	116	96
Rent	1,942	1,756	1,910	1,910	2,197
Security Services	171	165	200	190	217
Temporary Services	749	706	331	411	337
Travel and Registration	12	19	46	50	59
Utilities	357	298	398	438	405

## FY 2014 - 15 Proposed Budget and Multi-Year Capital Plan

### DIVISION: DIRECTOR'S OFFICE

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

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

#### DIVISION COMMENTS

- *The FY 2014-15 Proposed Budget includes the elimination of one vacant Assistant Director position (\$148,000)*

### DIVISION: CONTROLLER'S DIVISION

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

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

#### Strategic Objectives - Measures

- ED4-2: Create a business friendly environment

Objectives	Measures			FY 11-12	FY 12-13	FY 13-14	FY 13-14	FY 14-15
				Actual	Actual	Budget	Projection	Target
Continue to improve accounts payable process countywide	Percentage of invoices paid within 45 calendar days	EF	↑	89%	92%	95%	90%	90%
	Percentage of invoices paid within 30 calendar days	EF	↑	69%	72%	70%	70%	70%

- GG4-1: Provide sound financial and risk management

Objectives	Measures			FY 11-12	FY 12-13	FY 13-14	FY 13-14	FY 14-15
				Actual	Actual	Budget	Projection	Target
Ensure compliance with financial laws and Generally Accepted Accounting Principles (GAAP)	Compliance with special audits and reports	OC	↑	100%	100%	100%	100%	100%

#### DIVISION COMMENTS

- *In FY 2013-14, the Department's savings plan included the elimination of six vacant positions: one Telephone Console Operator, three Account Clerk, one Finance Shared Services Specialist 1 and one Special Project Administrator (\$276,300); the reductions in the Controller's Division may impact the County's ability to pay vendors in a timely manner, require the increase of the audit thresholds to \$100,000 and affect the compliance with Payment Card Industry (PCI) requirements and the Red Flag Identity Theft Fraud Prevention Program*
- *The FY 2014-15 Proposed Budget includes the conversion of three full-time positions to part-time positions*
- *The FY 2014-15 Proposed Budget includes the transfer of one Finance Administrator Coordinator from Tax Collector Division to enhance procurement activities*



## FY 2014 - 15 Proposed Budget and Multi-Year Capital Plan

### DIVISION: TAX COLLECTOR'S OFFICE

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

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

### Strategic Objectives - Measures

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

Objectives	Measures			FY 11-12	FY 12-13	FY 13-14	FY 13-14	FY 14-15
				Actual	Actual	Budget	Projection	Target
Enhance Tax Collector customer service	Online vehicle/vessel registration renewals *	OP	↔	446,625	433,733	455,000	440,000	435,000

\*The FY 2012-13 Actual performance measure has been corrected to reflect a scrivener's error

- GG4-1: Provide sound financial and risk management

Objectives	Measures			FY 11-12	FY 12-13	FY 13-14	FY 13-14	FY 14-15
				Actual	Actual	Budget	Projection	Target
Enhance collection efforts	Daily accounts worked per collector*	EF	↑	73	50	75	50	50
	Debt portfolio fees collected (in thousands)*	OC	↑	\$2,154	\$2,913	\$2,389	\$3,385	\$3,271
Enhance Tax Collector customer service	Tax Certificates sold**	OP	↔	43,723	41,430	45,000	36,000	36,000
Effectively collect Convention and Tourist Taxes	Convention Development Tax (CDT) collected (in millions)	OC	↑	\$51.2	\$63.9	\$67.6	\$68.1	\$73.8
	Homeless and Domestic Violence Tax collected (in millions)	OC	↑	\$18.7	\$19.5	\$21.9	\$21.2	\$23.1
	Professional Sports Franchise Facility Tax Revenues (PST) collected (in millions)	OC	↑	\$9.7	\$10.6	\$11.1	\$11.2	\$12.2
	Tourist Development Room Tax Revenues (TDT) collected (in millions)	OC	↑	\$19.3	\$21.2	\$22.2	\$22.7	\$24.5
	Tourist Development Surtax collected (in millions)	OC	↑	\$6.3	\$6.7	\$6.6	\$6.9	\$7.4

\* The FY 2012-13 Actual performance measure has been corrected to reflect a scrivener's error

\*\* Performance beginning in FY 2012-13 reflects a reduction in the number of certificates sold due to changes in State law

## FY 2014 - 15 Proposed Budget and Multi-Year Capital Plan

### DIVISION COMMENTS

- In FY 2013-14, the Department's savings plan included the elimination of eight vacant positions: two Account Clerk, two Accountant 1, two Accountant 2, one Tax Record Specialist 1 and one Tax Record Specialist 2 (\$428,400); the elimination of these positions will delay the reconciliation and distribution of revenues to the municipalities and taxing authorities between five to six weeks, depending on the peak of the tax season
- In FY 2013-14, the Department's savings plan included the elimination of one Tax Record Specialist 2 and one Assistant Tax Collector (\$216,700)
- The FY 2014-15 Proposed Budget includes outsourcing the County's collection of delinquent tangible personal property taxes which will allow the County to save approximately \$1 million by eliminating 11 positions to include one Supervisor 1, nine Finance Collection Enforcement Officers, one Tax Record Specialist 2
- In FY 2013-14, the Department added four overage positions: three Finance Collection Specialist and one Credit and Collection Supervisor to pursue payment for an increase of number of accounts handled by the Credit and Collection Section (\$279,000)

### **DIVISION: BOND ADMINISTRATION**

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

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

### **Strategic Objectives - Measures**

- GG4-1: Provide sound financial and risk management

Objectives	Measures			FY 11-12	FY 12-13	FY 13-14	FY 13-14	FY 14-15
				Actual	Actual	Budget	Projection	Target
Ensure sound asset management and financial investment strategies	Bond ratings evaluation by Fitch*	OC	↑	AA-	AA	AA-	AA	AAA
	Bond ratings evaluation by Moody's*	OC	↑	Aa3	Aa2	Aa3	Aa2	Aaa
	Bond ratings evaluation by Standard and Poor's*	OC	↑	AA-	AA-	AA-	AA	AAA

\*Bond ratings shown are for bonds backed by the general fund. The FY 2012-13 Actual performance measure has been corrected to reflect a scrivener's error

### DIVISION COMMENTS

- The FY 2014-15 Proposed Budget includes payments to the Office of Management and Budget (\$175,000) and the County Attorney's Office (\$450,000) for support related to bond issuances
- The FY 2014-15 Proposed Budget includes the conversion of one full-time position to one part-time position impacting the timelessness of debt service payments

## FY 2014 - 15 Proposed Budget and Multi-Year Capital Plan

### DIVISION: CASH MANAGEMENT

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

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

### Strategic Objectives - Measures

- GG4-1: Provide sound financial and risk management

Objectives	Measures			FY 11-12	FY 12-13	FY 13-14	FY 13-14	FY 14-15
				Actual	Actual	Budget	Projection	Target
Optimize earnings and portfolio size	General Fund interest earnings (in millions)	IN	↔	\$1.2	\$1.2	\$1.0	\$1.0	\$800k
	Total portfolio interest earnings (in millions)	IN	↔	\$14.8	\$13.6	\$10.5	\$12.6	\$9.5
	Average value of total portfolio (in billions)	IN	↔	\$3.039	\$3.369	\$3.500	\$3.500	\$3.200
Ensure sound asset management and financial investment strategies	Compliance with investment policy and guidelines	OC	↑	100%	100%	100%	100%	100%
	Average rate of return earned from County investments	OC	↑	0.48%	0.40%	0.35%	0.35%	0.30%

### ADDITIONAL INFORMATION

- The FY 2014-15 Proposed Budget includes (\$627,000) in reimbursements from other County departments and funding sources including: Water and Sewer Department (\$50,000) and Aviation (\$65,000) for cash management activities; Federal Emergency Management Agency (FEMA) grant revenue for administrative services (\$389,000); Miami-Dade Transit (MDT) (\$60,000), Metropolitan Planning Organization (\$43,000), and Tourist Development Tax (\$20,000) for accounting support

### Department Operational Unmet Needs

Description	(dollars in thousands)		Positions
	Startup Costs/ Non Recurring Costs	Recurring Costs	
Fund two Account Clerk positions in Controller-Accounts Payable Unit to process refunds via Special Service Refund website	\$20	\$78	2
Fund one Account Clerk position in Tax Collector-Accounting Unit to reduce delays in the posting/reporting of daily financial activities	\$10	\$39	1
Purchase Optix Payment Processing Machine	\$500	\$0	0
Fund one Accountant 3 in Controller-Accounting and Reporting Unit to respond to statutorily mandated financial reports	\$2	\$83	1
Fund one Accountant 2 position in Tax Collector-Accounting unit to reduce the delays in posting/reporting of daily Auto Tag and Real Estate financial activities	\$10	\$72	1
Fund three Tax Records Specialist 2 positions in Tax Collector to account for collections on tourist taxes and local business accounts	\$6	\$126	3

## FY 2014 - 15 Proposed Budget and Multi-Year Capital Plan

Description	(dollars in thousands)		Positions
	Startup Costs/ Non Recurring Costs	Recurring Costs	
Fund one Special Projects Administrator position in Controller-Systems to work in the Red Flag Identity Theft Fraud Prevention Program which is a Federal Trade Commission regulated requirement covering risks associated with the use of Social Security numbers, bank account numbers, system security, bank wire transfers, cash payments, ACH payments, etc.	\$10	\$81	1
Fund two Accountant 2 positions in Tax Collector-Auto Tag Unit to manage Auto Tag accounting for 29 Miami Dade County Auto Tag Agencies	\$10	\$144	2
Fund one Tax Collection Supervisor and one Senior Tax Records Specialist to promptly process tax payments received through mail	\$4	\$110	2
Fund three Account Clerks in Tax Collector-Auto Tag Unit to manage, process, and audit transactions processed at private Auto Tag agencies	\$6	\$117	3
Fund three Tax Collector Supervisor 1s, two Tax Record Specialist 1s, two Tax Record Specialist 2s, and one Finance Chief in Tax Collector to provide call center support for auto tag inquiries	\$16	\$443	8
<b>Total</b>	<b>\$594</b>	<b>\$1,293</b>	<b>24</b>

### **CAPITAL BUDGET SUMMARY**

(dollars in thousands)	PRIOR	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FUTURE	TOTAL
<b>Revenue</b>									
Department Operating Revenue	2,340	150	0	0	0	0	0	0	2,490
IT Funding Model	1,078	610	0	0	0	0	0	0	1,688
Total:	3,418	760	0	0	0	0	0	0	4,178
<b>Expenditures</b>									
<b>Strategic Area: General Government</b>									
Computer and Systems Automation	300	50	0	0	0	0	0	0	350
Computer Equipment	600	100	0	0	0	0	0	0	700
Improvements to County Processes	2,518	610	0	0	0	0	0	0	3,128
Total:	3,418	760	0	0	0	0	0	0	4,178

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

- The FY 2014-15 Proposed Budget and Multi-Year Capital Plan includes funding from the IT Funding model to continue the expansion of the accounts payable invoice imaging and workflow system (\$610,000), which will reduce the time needed to process invoices and create efficiencies Countywide for departments accessing payable documents while reducing storage costs
- The Department's FY 2014-15 Proposed Budget and Multi-Year Capital Plan reflects funding (\$100,000) to replace 25 percent of existing computer hardware that has exceeded its useful life
- The FY 2014-15 Proposed Budget and Multi-Year Capital Plan reflects funding for an Electronic Data Management System (EDMS) (\$50,000) for the Tax Collector Division to capture, process, index, sort, reproduce, distribute, and dispose financial and tax records
- During the fourth quarter of FY 2013-14, the Tax Collector's Office will move to the West Lot facility which will also house ISD's Parking Management Office and a food court area; the facility earned the Leadership in Energy and Environmental Design (LEED) Gold Certification from the U.S. Green Building Council (USGBC); the project was funded with Building Better Communities General Obligation Bond (BBC GOB) proceeds as well as Capital Asset bonds (\$28 million)
- In FY 2013-14, the Department is projected to transfer \$6.484 million to the Capital Outlay Reserve (COR) to fund pay-as-you-go capital projects; in FY 2014-15, the Department will transfer \$5.197 million

## FY 2014 - 15 Proposed Budget and Multi-Year Capital Plan

### FUNDED CAPITAL PROJECTS

(dollars in thousands)

#### FINANCE TECHNOLOGY IMPROVEMENT FUND

PROJECT #: 65380



DESCRIPTION: Replace 25 percent, on a yearly basis, of existing computer hardware that has exceeded its useful life  
 LOCATION: 140 W Flagler St District Located: 5  
 City of Miami District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	FUTURE	TOTAL
Department Operating Revenue	600	100	0	0	0	0	0	0	700
<b>TOTAL REVENUES:</b>	<b>600</b>	<b>100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>700</b>
EXPENDITURE SCHEDULE:	PRIOR	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	FUTURE	TOTAL
Technology Hardware/Software	600	100	0	0	0	0	0	0	700
<b>TOTAL EXPENDITURES:</b>	<b>600</b>	<b>100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>700</b>

#### ELECTRONIC DATA MANAGEMENT SYSTEM (EDMS)

PROJECT #: 67400



DESCRIPTION: Research, design, and implement an electronic data management strategy for the Finance Department in order to capture, process, index, sort, reproduce, distribute, and dispose of financial and tax records  
 LOCATION: 140 W Flagler St District Located: 5  
 City of Miami District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	FUTURE	TOTAL
Department Operating Revenue	300	50	0	0	0	0	0	0	350
<b>TOTAL REVENUES:</b>	<b>300</b>	<b>50</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>350</b>
EXPENDITURE SCHEDULE:	PRIOR	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	FUTURE	TOTAL
Planning and Design	80	0	0	0	0	0	0	0	80
Technology Hardware/Software	220	50	0	0	0	0	0	0	270
<b>TOTAL EXPENDITURES:</b>	<b>300</b>	<b>50</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>350</b>

#### A/P CONSOLIDATED INVOICE IMAGING AND WORKFLOW

PROJECT #: 69450



DESCRIPTION: Implement a countywide consolidated A/P invoice imaging and workflow process including the acquisition of hardware, software, and personnel required for its successful execution  
 LOCATION: 111 NW 1 St District Located: 5  
 City of Miami District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	FUTURE	TOTAL
Department Operating Revenue	1,440	0	0	0	0	0	0	0	1,440
IT Funding Model	1,078	610	0	0	0	0	0	0	1,688
<b>TOTAL REVENUES:</b>	<b>2,518</b>	<b>610</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,128</b>
EXPENDITURE SCHEDULE:	PRIOR	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	FUTURE	TOTAL
Technology Hardware/Software	2,518	610	0	0	0	0	0	0	3,128
<b>TOTAL EXPENDITURES:</b>	<b>2,518</b>	<b>610</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,128</b>

Estimated Annual Operating Impact will begin in FY 2014-15 in the amount of \$1,070,000

## FY 2014 - 15 Proposed Budget and Multi-Year Capital Plan

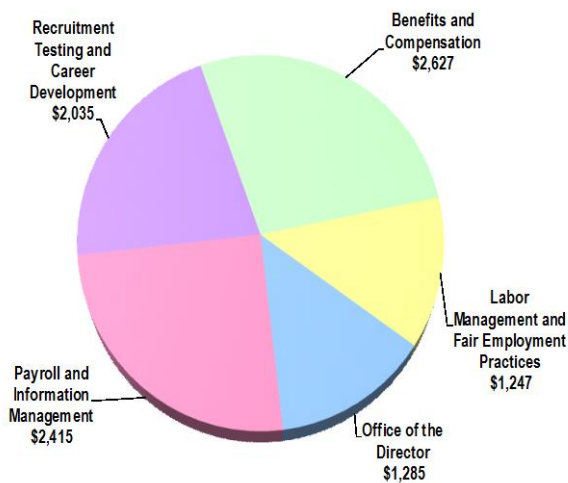
### Human Resources

The Department of Human Resources (HR) manages and provides both strategic and tactical human resources services to the County's workforce, and promotes fairness and equal opportunity in employment, housing, public accommodations, credit and financing practices, family leave, and domestic violence leave in accordance with Chapter 11A of the Miami-Dade County Code.

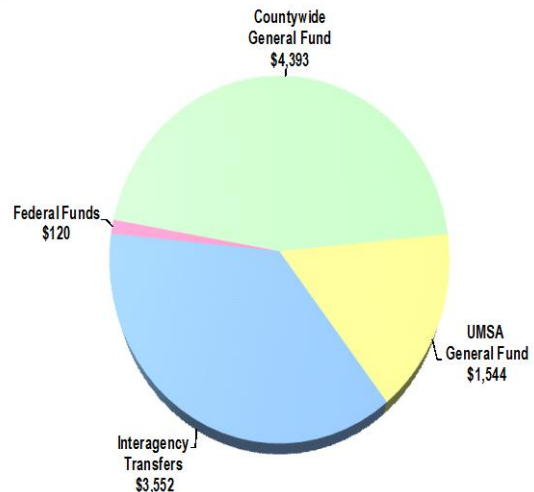
As part of the General Government strategic area, HR provides programs and centralized employee services including labor relations, classification, compensation, benefits, payroll and employee information management, employment recruitment and testing, and career development. HR works with all County departments, union representatives, the County Attorney's Office (CAO), the U.S. Equal Employment Opportunity Commission (EEOC), the Florida Commission on Human Relations, and the Miami-Dade Commission on Human Rights. The Department monitors the County's diversity management and fair employment programs and promotes bias-free work environments in Miami-Dade County. As staff to the Miami-Dade County Commission on Human Rights, HR provides administrative support to the board which receives, initiates, investigates, and conciliates complaints of discrimination under federal, state and local laws.

### FY 2014-15 Proposed Budget

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



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



## FY 2014 - 15 Proposed Budget and Multi-Year Capital Plan

### TABLE OF ORGANIZATION

<b><u>OFFICE OF THE DIRECTOR</u></b> <ul style="list-style-type: none"> <li>Formulates human resources, fair employment, and human rights policy; oversees all departmental activities and provides department-wide administrative support in the areas of procurement, budget, fiscal management, and business planning.</li> </ul> <div> <div>FY 13-14</div> <div>3</div> </div> <div> <div>FY 14-15</div> <div>3</div> </div>			
<b><u>PAYROLL AND INFORMATION MANAGEMENT</u></b> <ul style="list-style-type: none"> <li>Processes payroll, time and attendance transactions for all County employees; provides reporting and business intelligence functionality for personnel related issues.</li> </ul> <div> <div>FY 13-14</div> <div>49</div> </div> <div> <div>FY 14-15</div> <div>31</div> </div>		<b><u>LABOR MANAGEMENT AND FAIR EMPLOYMENT PRACTICES</u></b> <ul style="list-style-type: none"> <li>Plans, negotiates and administers all County collective bargaining agreements; manages and oversees all policies and practices related to equality and anti-discrimination</li> </ul> <div> <div>FY 13-14</div> <div>41</div> </div> <div> <div>FY 14-15</div> <div>12</div> </div>	
<b><u>BENEFITS &amp; COMPENSATION</u></b> <ul style="list-style-type: none"> <li>Administration of all group health, dental, vision, life and optional life policies; manages retiree and leave of absence accounts. Responsible for administration of the County's Section 125 Cafeteria Plan, FRS and deferred compensation (457) plans; administration of County Pay Plan.</li> </ul> <div> <div>FY 13-14</div> <div>0</div> </div> <div> <div>FY 14-15</div> <div>27</div> </div>		<b><u>RECRUITMENT, TESTING, AND CAREER DEVELOPMENT</u></b> <ul style="list-style-type: none"> <li>Assists departments in recruitment and selection of qualified job applicants through the development, administration, and validation of competitive recruitment methods, to include examinations; provides centralized employment services and administers the County's internships and training programs.</li> </ul> <div> <div>FY 13-14</div> <div>32</div> </div> <div> <div>FY 14-15</div> <div>24</div> </div>	

## FY 2014 - 15 Proposed Budget and Multi-Year Capital Plan

### FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 11-12	Actual FY 12-13	Budget FY 13-14	Proposed FY 14-15
<b>Revenue Summary</b>				
General Fund Countywide	0	4,735	5,418	4,393
General Fund UMSA	0	1,781	2,004	1,544
Fees for Services	0	120	120	120
Interagency Transfers	0	1,451	1,398	1,414
Internal Service Charges	0	1,802	1,701	2,138
Total Revenues	0	9,889	10,641	9,609
<b>Operating Expenditures Summary</b>				
Salary	0	7,112	7,744	6,692
Fringe Benefits	0	1,755	2,055	2,089
Court Costs	0	0	0	0
Contractual Services	0	3	5	5
Other Operating	0	672	512	553
Charges for County Services	0	347	323	268
Grants to Outside Organizations	0	0	0	0
Capital	0	0	2	2
Total Operating Expenditures	0	9,889	10,641	9,609
<b>Non-Operating Expenditures Summary</b>				
Transfers	0	0	0	0
Distribution of Funds In Trust	0	0	0	0
Debt Service	0	0	0	0
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	0	0	0
Total Non-Operating Expenditures	0	0	0	0

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 13-14	Proposed FY 14-15	Budget FY 13-14	Proposed FY 14-15
<b>Strategic Area: General Government</b>				
Office of the Director	1,044	1,285	3	3
Labor Management and Fair Employment Practices	3,253	1,247	34	12
Benefits and Compensation	0	2,627	0	27
Payroll and Information Management	2,912	2,415	49	31
Recruitment Testing and Career Development	2,672	2,035	32	24
Human Rights and Fair Employment Practices	760	0	7	0
Total Operating Expenditures	10,641	9,609	125	97

### SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 11-12	Actual FY 12-13	Budget FY 13-14	Projection FY 13-14	Proposed FY 14-15
Advertising	0	0	0	0	0
Fuel	0	0	0	0	0
Overtime	0	0	0	0	0
Rent	0	0	0	0	0
Security Services	0	0	0	0	0
Temporary Services	0	0	0	0	0
Travel and Registration	0	0	24	9	12
Utilities	0	0	109	104	149



## FY 2014 - 15 Proposed Budget and Multi-Year Capital Plan

### DIVISION: OFFICE OF THE DIRECTOR

The Office of the Director oversees all departmental activities and provides department-wide administrative support in the areas of procurement, budget, fiscal management, and business planning.

- Develops and administers the County's HR systems
- Advises departments on personnel issues and appropriate methods of problem resolution
- Coordinates all recruitment and personnel issues and actions for Miami-Dade County; and provides general administrative and strategic support, including fiscal management, budget preparation, procurement, records management, and management information system
- Leads the development and rollout of new strategic initiatives including HR program development, strategic/business planning, departmental business and performance management, and enhanced staff communications
- Formulates human resources, fair employment, and human rights policies
- Coordinate departmental personnel representative functions

### DIVISION: LABOR MANAGEMENT AND FAIR EMPLOYMENT PRACTICES

The Labor Management and Fair Employment Practices Division manages the contracts negotiated with the County's ten labor unions; administers employee appeals and collective bargaining grievances; provides advice related to the provisions of the collective bargaining agreements; enforces and oversees the County's Anti-Discrimination Ordinance, Affirmative Action Program and fair employment guidelines to ensure equal employment opportunity to all without regard to race, sex, color, national origin, religion, age, disability, ancestry, marital status, pregnancy or familial status, sexual orientation and source of income to protected categories, and to prevent unlawful discrimination on such basis.

#### Strategic Objectives - Measures

- GG1-4: Improve relations between communities and governments

Objectives	Measures			FY 11-12	FY 12-13	FY 13-14	FY 13-14	FY 14-15
				Actual	Actual	Budget	Projection	Target
Implement the County's anti-discrimination ordinance and provide residents with a means to have discrimination cases heard and resolved through mediation where appropriate	Case investigations completed	OP	↔	369	330	340	270	270
	Cases resolved through Commission on Human Rights Appeal Hearing	OP	↔	21	19	15	8	12
	Cases resolved through successful mediation	OP	↔	52	45	50	45	40
	Cases mediated/conciliated	OP	↔	67	55	60	54	60

- GG2-1: Attract and hire new talent

Objectives	Measures			FY 11-12	FY 12-13	FY 13-14	FY 13-14	FY 14-15
				Actual	Actual	Budget	Projection	Target
Coordinate negotiation of collective bargaining agreements, manage employee appeals, and process physical examinations	Percentage of employee physicals' results processed within five business days*	EF	↑	87%	80%	90%	80%	90%
	Percentage of collective bargaining grievances at step four that are resolved prior to arbitration	EF	↑	N/A	50%	50%	81%	50%

\* The FY 2012-13 Actual performance measure has been corrected to reflect a scrivener's error

## FY 2014 - 15 Proposed Budget and Multi-Year Capital Plan

<ul style="list-style-type: none"> <li>GG2-3: Ensure an inclusive workforce that reflects diversity</li> </ul>								
Objectives	Measures			FY 11-12	FY 12-13	FY 13-14	FY 13-14	FY 14-15
				Actual	Actual	Budget	Projection	Target
Ensure timely review of cases	Number of complaints received	IN	↔	445	420	400	386	400
	Percentage of cases reviewed within 30 calendar days	EF	↑	90%	100%	100%	100%	100%

### DIVISION COMMENTS

- In FY 2014-15, the Department is projected to receive \$65,000 in reimbursements from Internal Services Department for unemployment management support
- In FY 2013-14, the Department's savings plan included the elimination of two vacant positions: one Labor Manager Officer and one System Analyst Programmer 2 (\$177,800)
- The FY 2014-15 Proposed Budget includes the elimination of one Human Rights and OFEP Specialist position as part of the departmental savings plan (\$88,000)
- In FY 2014-15 Proposed Budget, as part of ongoing organizational consolidation, the department has identified several efficiencies that includes the transfer of five positions from the Human Rights and Fair Employment Practices Division and three positions to the Benefit and Compensation Division

### **DIVISION: BENEFITS AND COMPENSATION**

The Benefits Administration Unit manages employee benefits and the Compensation Unit maintains and administers the County's Pay Plan.

- Manages employee benefits for over 26,000 employees and 6,000 retirees and their dependents such as group medical, dental, vision, disability income protection, group legal, IRS Section 125 spending accounts, life insurance plans and retirement plans
- Maintains the employees and retirees' benefits information, researching and recommending new benefit options/programs
- Ensures that all employees benefit programs meet the needs of participants, is cost effective and complies with legal requirements
- Conducts compensation analysis, field audits and occupational studies
- Develops and administers the County's classification and pay plan
- Provides counseling, assessments, and referrals for substance abuse or other employee assistance needs

### **Strategic Objectives - Measures**

<ul style="list-style-type: none"> <li>GG2-2: Develop and retain excellent employees and leaders</li> </ul>								
Objectives	Measures			FY 11-12	FY 12-13	FY 13-14	FY 13-14	FY 14-15
				Actual	Actual	Budget	Projection	Target
Educate county Employees on financial resources available to assist them in long-term and retirement planning	Financial planning seminars held	OP	↔	54	42	48	48	48

### DIVISION COMMENTS

- In FY 2013-14, the Department's savings plan included the elimination one Personnel Payroll Technician position (\$53,000)
- As part of ongoing organizational consolidation, the FY 2014-15 Proposed Budget includes the transfer of three positions from the Labor Management and Fair Employment Practices Division funded by the self-insurance fund to provide clinical counseling support to County's employees (\$341,000)

## FY 2014 - 15 Proposed Budget and Multi-Year Capital Plan

### DIVISION: PAYROLL AND INFORMATION MANAGEMENT

The Payroll and Information Management Division processes the bi-weekly payroll for Miami Dade County employees.

- Processes payroll including leave management for the current 25,577 full-time and 3,752 part-time Miami-Dade County employees
- Manages employee personnel and medical records, maintains the Employee Master File, and County Table of Organization; provides employment verification
- Processes employee tuition reimbursements, deductions, and various benefits programs including the Departure Incentive Program, Deferred Retirement Option Program, and Florida Retirement System
- Provides reporting and business intelligence functionality for personnel related issues to County departments, employees, and members of the public
- Serves as the records custodian for both personnel and medical records for all active and terminated personnel

#### Strategic Objectives - Measures

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

Objectives	Measures			FY 11-12	FY 12-13	FY 13-14	FY 13-14	FY 14-15
				Actual	Actual	Budget	Projection	Target
Payroll processing and personnel records management	Accuracy of HR payroll and paycheck processing	OC	↑	99%	99%	98%	99%	99%

#### DIVISION COMMENTS

- In FY 2014-15, the Department is budgeted to receive \$307,000 from Internal Services Department for services related to workers' compensation wages
- In FY 2013-14, the Department's savings plan included the elimination of five positions: one Shared Services Technician, one Shared Services Analyst, one Assistant Director, one Administrative Secretary and one Human Resources Record Technician (\$400,200)

### DIVISION: RECRUITMENT TESTING AND CAREER DEVELOPMENT

The Recruitment, Testing, and Career Development Division primarily administers the procedures stipulated in Administrative Order 7-21, Centralized Employment Services.

- Assists departments in recruitment and selection of qualified job applicants through the development, administration, and validation of competitive recruitment methods, to include examinations
- Processes newly hired employees, conducts criminal background checks, and issues photo identification cards
- Promotes and coordinates internships and apprenticeship programs
- Provides career counseling and advises on human resources issues
- Administers layoff procedures and coordinates transfers, reinstatements, and interagency internal placement activities

#### Strategic Objectives - Measures

- GG2-1: Attract and hire new talent

Objectives	Measures			FY 11-12	FY 12-13	FY 13-14	FY 13-14	FY 14-15
				Actual	Actual	Budget	Projection	Target
Attract and retain employees	Average recruitment time (in calendar days)	EF	↓	56	66	55	62	60

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

Objectives	Measures			FY 11-12	FY 12-13	FY 13-14	FY 13-14	FY 14-15
				Actual	Actual	Budget	Projection	Target
Provide and coordinate employee development initiatives	County employees trained*	OP	↔	5,526	7,200	6,000	28,819	4,800

\* The FY 2013-14 Projected performance measure reflects the Ethics training provided to all employees as per County-wide mandate

## FY 2014 - 15 Proposed Budget and Multi-Year Capital Plan

### DIVISION COMMENTS

- In FY 2014-15, the Department is budgeted to receive \$674,100 in reimbursements for Testing and Validation activities: \$213,800 from Transit, \$181,300 from Miami-Dade Police Department, \$153,600 from Fire Rescue, \$41,300 from Corrections and Rehabilitation, \$15,700 from Aviation, \$31,400 from Water and Sewer, and \$37,000 from various other County departments
- In FY 2014-15, the Department is budgeted to receive \$368,000 from various departments for Supervisory Certification and New Employee Orientation training
- In FY 2013-14, the Department's savings plan included the elimination of four positions: one Human Resources Manager Internships and three Human Resources Personnel Services Specialist 2 (\$308,700)

### ADDITIONAL INFORMATION

- The Department's FY 2014-15 table of organization reflects the reduction of 15 positions; these positions are currently funded and reflected in the table of organization of Miami-Dade Transit and the Water and Sewer Department (WASD) to support MDT-related payroll, recruitment and testing activities, in addition to supporting the replacement of the Transit operating system (14 Positions, \$1.097 million) and WASD's compensation activities (one position, \$110,000)

### Department Operational Unmet Needs

Description	(dollars in thousands)		Positions
	Startup Costs/ Non Recurring Costs	Recurring Costs	
Fund two part-time HR Records Technicians to provide customer service at HR Reception, scan records and respond to document requests and subpoenas	\$0	\$50	2
Fund Administrative Secretary to provide administrative support in Payroll and Information Management Division	\$0	\$67	1
Fund one HR Personnel Services Specialist 2 to facilitate compensation analysis, field audits and occupational studies	\$0	\$78	1
Fund two HR Personnel Services Specialists 2 to facilitate executive and internship recruitments; participation in university career fairs and handling of layoffs	\$0	\$155	2
Fund one Assistant Division Director to assist the Director of Payroll and Information Management Division and provide timely response to requests for information	\$0	\$118	1
Fund one HR Section Manager to provide leadership and oversight of internships programs, Big Brothers/Big Sisters and SF Workforce Programs	\$0	\$89	1
Fund three Human Rights and Fair Employment Specialists to allow for prompt handling of investigations; and allow for implementation of Ordinance 13-39	\$0	\$232	3
Fund one Labor Relations Officer to provide assistance with discipline, FMLA requests and administration of collective bargaining agreements	\$0	\$82	1
<b>Total</b>	<b>\$0</b>	<b>\$871</b>	<b>12</b>

## FY 2014 - 15 Proposed Budget and Multi-Year Capital Plan

### Information Technology

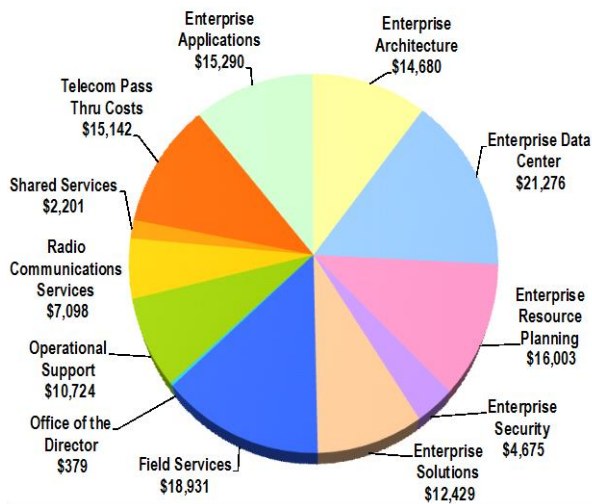
The Information Technology Department (ITD) provides information technology (IT) enterprise and infrastructure services that support the operations of all County departments.

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

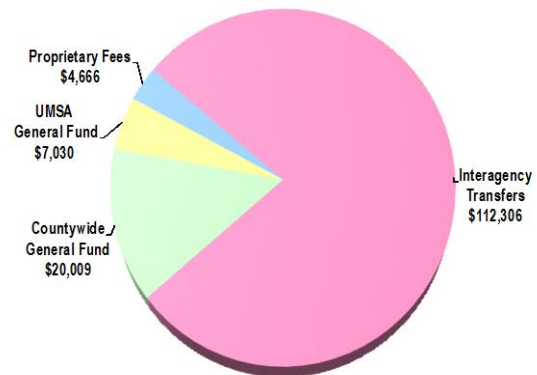
The Department's stakeholders include all County departments, elected officials, Miami-Dade County residents, local businesses, visitors, and anyone who visits the County's website.

### FY 2014-15 Proposed Budget

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



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



# FY 2014 - 15 Proposed Budget and Multi-Year Capital Plan

## TABLE OF ORGANIZATION

<p style="text-align: center;"><b><u>OFFICE OF THE DIRECTOR</u></b></p> <ul style="list-style-type: none"> <li>Oversees the provision of IT resources and services and performs Chief Information Officer (CIO) functions</li> </ul> <div style="display: flex; justify-content: space-around;"> <div style="text-align: center;"> <u>FY 13-14</u> 3         </div> <div style="text-align: center;"> <u>FY 14-15</u> 3         </div> </div>			
<p style="text-align: center;"><b><u>OPERATIONAL SUPPORT</u></b></p> <ul style="list-style-type: none"> <li>Provides asset management, financial, budgetary, human resources, project management and administrative support to IT operations</li> </ul> <div style="display: flex; justify-content: space-around;"> <div style="text-align: center;"> <u>FY 13-14</u> 35         </div> <div style="text-align: center;"> <u>FY 14-15</u> 39         </div> </div>		<p style="text-align: center;"><b><u>ENTERPRISE SOLUTIONS</u></b></p> <ul style="list-style-type: none"> <li>Delivers enterprise services for Geographic Information System (GIS), Enterprise Asset Management System (EAMS), and Electronic Content Management (ECM)</li> </ul> <div style="display: flex; justify-content: space-around;"> <div style="text-align: center;"> <u>FY 13-14</u> 57         </div> <div style="text-align: center;"> <u>FY 14-15</u> 58         </div> </div>	
<p style="text-align: center;"><b><u>DATA CENTER SERVICES</u></b></p> <ul style="list-style-type: none"> <li>Provides 24 X 7 operation, and support for the hardware and system software that run the County's mainframe and distributed systems environments, provides enterprise storage and backup services, desktop and server virtualization and mainframe printing services</li> </ul> <div style="display: flex; justify-content: space-around;"> <div style="text-align: center;"> <u>FY 13-14</u> 82         </div> <div style="text-align: center;"> <u>FY 14-15</u> 81         </div> </div>		<p style="text-align: center;"><b><u>ENTERPRISE APPLICATIONS</u></b></p> <ul style="list-style-type: none"> <li>Provides multi-platform Countywide and departmental automated application systems, including support for public safety applications, tax collection and legislative systems</li> </ul> <div style="display: flex; justify-content: space-around;"> <div style="text-align: center;"> <u>FY 13-14</u> 64         </div> <div style="text-align: center;"> <u>FY 14-15</u> 111         </div> </div>	
<p style="text-align: center;"><b><u>ENTERPRISE ARCHITECTURE</u></b></p> <ul style="list-style-type: none"> <li>Delivers enterprise middleware, architecture, and database services, and provides support for 311/911</li> </ul> <div style="display: flex; justify-content: space-around;"> <div style="text-align: center;"> <u>FY 13-14</u> 71         </div> <div style="text-align: center;"> <u>FY 14-15</u> 70         </div> </div>		<p style="text-align: center;"><b><u>ENTERPRISE RESOURCE PLANNING</u></b></p> <ul style="list-style-type: none"> <li>Delivers enterprise program services for Enterprise Resource Planning (ERP) and core legacy systems including human resource and financial systems</li> </ul> <div style="display: flex; justify-content: space-around;"> <div style="text-align: center;"> <u>FY 13-14</u> 72         </div> <div style="text-align: center;"> <u>FY 14-15</u> 86         </div> </div>	
<p style="text-align: center;"><b><u>FIELD SERVICES</u></b></p> <ul style="list-style-type: none"> <li>Delivers engineering, enterprise maintenance, installations, and support for telephone systems, computer peripherals, wireless devices, and wide and local area network support</li> </ul> <div style="display: flex; justify-content: space-around;"> <div style="text-align: center;"> <u>FY 13-14</u> 120         </div> <div style="text-align: center;"> <u>FY 14-15</u> 119         </div> </div>		<p style="text-align: center;"><b><u>ENTERPRISE SECURITY</u></b></p> <ul style="list-style-type: none"> <li>Develops and implements data security policies, manages enterprise security risk, and manages the County's data security infrastructure, remote access, directory services, and mobile messaging</li> </ul> <div style="display: flex; justify-content: space-around;"> <div style="text-align: center;"> <u>FY 13-14</u> 21         </div> <div style="text-align: center;"> <u>FY 14-15</u> 21         </div> </div>	
<p style="text-align: center;"><b><u>RADIO COMMUNICATION SERVICES</u></b></p> <ul style="list-style-type: none"> <li>Provides local and regional public safety first responders and County departments with efficient, reliable, and secure radio communications services and solutions</li> </ul> <div style="display: flex; justify-content: space-around;"> <div style="text-align: center;"> <u>FY 13-14</u> 51         </div> <div style="text-align: center;"> <u>FY 14-15</u> 51         </div> </div>		<p style="text-align: center;"><b><u>SHARED SERVICES</u></b></p> <ul style="list-style-type: none"> <li>Provides customer support for Countywide telephone services and maintains internal work order and billing systems</li> </ul> <div style="display: flex; justify-content: space-around;"> <div style="text-align: center;"> <u>FY 13-14</u> 17         </div> <div style="text-align: center;"> <u>FY 14-15</u> 17         </div> </div>	

The FY 2014-15 total number of full-time equivalent is 658.7 FTEs.

## FY 2014 - 15 Proposed Budget and Multi-Year Capital Plan

### FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 11-12	Actual FY 12-13	Budget FY 13-14	Proposed FY 14-15
<b>Revenue Summary</b>				
General Fund Countywide	18,151	19,181	17,907	20,009
General Fund UMSA	6,457	7,094	6,624	7,030
Proprietary Fees	846	829	808	816
Recording Fee for Court	2,521	3,263	3,300	3,300
Technology				
Traffic Violation Surcharge	767	595	1,000	550
Interagency Transfers	99,901	112,673	97,927	112,306
Total Revenues	128,643	143,635	127,566	144,011
<b>Operating Expenditures Summary</b>				
Salary	53,399	55,827	56,929	66,808
Fringe Benefits	9,399	10,474	12,740	17,582
Court Costs	0	0	0	0
Contractual Services	1,175	2,776	3,321	1,122
Other Operating	42,674	43,828	34,379	36,977
Charges for County Services	5,996	5,273	12,480	11,062
Grants to Outside Organizations	1	0	0	0
Capital	9,539	10,504	3,238	5,277
Total Operating Expenditures	122,183	128,682	123,087	138,828
<b>Non-Operating Expenditures Summary</b>				
Transfers	2,632	6,607	2,051	2,615
Distribution of Funds In Trust	0	0	0	0
Debt Service	3,710	2,462	2,428	2,568
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	0	0	0
Total Non-Operating Expenditures	6,342	9,069	4,479	5,183

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 13-14	Proposed FY 14-15	Budget FY 13-14	Proposed FY 14-15
<b>Strategic Area: General Government</b>				
Office of the Director	399	379	3	3
Operational Support	7,743	10,724	35	39
Enterprise Applications	8,997	15,290	64	111
Enterprise Architecture	14,571	14,680	71	70
Enterprise Data Center	18,004	21,276	82	81
Enterprise IT Capital	0	0	0	0
Investment Fund Pass-through				
Enterprise Resource Planning	12,899	16,003	72	86
Enterprise Security	4,197	4,675	21	21
Enterprise Solutions	11,226	12,429	57	58
Field Services	20,283	18,931	120	119
Radio Communications	7,039	7,098	51	51
Services				
Shared Services	2,192	2,201	17	17
Telecommunications Network	0	0	0	0
Telecom Pass Thru Costs	15,537	15,142	0	0
Traffic Ticket Surcharge Pass-Thru	0	0	0	0
Total Operating Expenditures	123,087	138,828	593	656

### SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 11-12	Actual FY 12-13	Budget FY 13-14	Projection FY 13-14	Proposed FY 14-15
Advertising	3	10	1	10	9
Fuel	150	140	415	140	403
Overtime	935	1,293	840	1,293	769
Rent	2,673	2,166	2,441	2,166	2,725
Security Services	2	1	0	1	0
Temporary Services	3,425	3,202	1,675	2,242	2,236
Travel and Registration	74	116	121	120	143
Utilities	1,835	2,029	1,516	1,074	1,606

## FY 2014 - 15 Proposed Budget and Multi-Year Capital Plan

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

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

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

#### DIVISION COMMENTS

- In FY 2013-14, ITD continued to work with various County departments including Internal Services (ISD), Miami-Dade Police, Regulatory and Economic Resources (RER), and Public Works Waste Management (PWWM) to streamline County IT functions; as of April 2014, 16 resources from PWWM, one resource from Animal Services, and 46 full-time and two part-time resources from MDPD have transferred to ITD as part of the initial effort to consolidate IT functions and services under a centralized model; this on-going effort will produce operational efficiencies, reduce total County IT spend, provide for expanded capabilities, improve continuity of operations, and allow for better collaboration and information sharing
- As part of the establishment of an IT Service Center under ITD, two 311 Senior Call Center Specialists were transferred from Community Information and Outreach (CIAO) to ITD during FY 2013-14; these resources, in combination with other staff that had been transferred in the first phase of IT consolidations and with ITD staff, form the foundation of an enhanced enterprise IT Service Center that will continue to evolve during FY 2014-15

### DIVISION: ENTERPRISE APPLICATIONS

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

- Supports and maintains citizen service applications including Park and Recreation systems, Real Estate and Property Tax Assessment, and Value Adjustment Board related systems
- Supports and maintains MDPD and criminal justice systems and applications relied upon by County, state, municipal, and other public safety agencies
- Provides support to court-related applications such as Civil, Traffic and Parking, Jury, and Electronic Subpoena systems
- Provides application system support for legislative, capital improvements, occupational licenses, and tax collection systems

#### Strategic Objectives - Measures

- GG3-1: Ensure available and reliable systems

Objectives	Measures			FY 11-12	FY 12-13	FY 13-14	FY 13-14	FY 14-15
				Actual	Actual	Budget	Projection	Target
Efficiently respond to technology problems	Average calendar days to resolve reported problems	OC	↓	10	12	11	11	11

- GG3-2: Effectively deploy technology solutions

Objectives	Measures			FY 11-12	FY 12-13	FY 13-14	FY 13-14	FY 14-15
				Actual	Actual	Budget	Projection	Target
Efficiently respond to technology problems	Percentage of application batch jobs completed successfully	EF	↑	99%	99%	99%	99%	99%



## FY 2014 - 15 Proposed Budget and Multi-Year Capital Plan

### DIVISION COMMENTS

- ITD continues to work with the Miami-Dade County Association of Chiefs of Police to automate the Arrest Affidavit (A-Form) for all County law enforcement; implementation of this centralized repository of arrest information, with interfaces to other criminal justice systems, will be completed during FY 2013-14 and will facilitate data sharing between law enforcement agencies involving 34 municipalities, other arresting agencies, and over 8,000 police and correctional staff
- The FY 2014-15 Proposed Budget includes \$478,000 in General Fund to begin the analysis of Miami-Dade County's Criminal Justice Information System (CJIS), the system of record for defendant-associated data from the time of arrest to case disposition, in order to determine the modernization requirements

### **DIVISION: ENTERPRISE ARCHITECTURE**

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

- Administers the County's web and employee portal systems and their supporting middleware software systems (Websphere, IIS, etc.)
- Supports and maintains Regulatory and Economic Resources systems including Construction Permitting, Environmental Resources, For-Hire Transportation Licensing, Consumer Protection Services, and Film and Entertainment Permitting
- Supports test and production systems using various server database management systems across multiple platforms
- Delivers support services Countywide for the 311 Answer Center
- Delivers program services for ITD internal productivity applications (ePSR, etc.)
- Delivers program services for all Smarter Cities initiatives
- Delivers Countywide enterprise architecture services (software tools standardization, standard technology model, etc.)

### **Strategic Objectives - Measures**

- GG3-1: Ensure available and reliable systems

Objectives	Measures			FY 11-12	FY 12-13	FY 13-14	FY 13-14	FY 14-15
				Actual	Actual	Budget	Projection	Target
Ensure availability of critical systems	311 infrastructure availability index	OC	↑	100%	100%	100%	100%	100%
	Portal availability	OC	↑	99%	99%	99%	99%	99%

- GG3-2: Effectively deploy technology solutions

Objectives	Measures			FY 11-12	FY 12-13	FY 13-14	FY 13-14	FY 14-15
				Actual	Actual	Budget	Projection	Target
Optimize use of operational resources	IDMS databases supported per database FTE*	OP	↔	44	28	42	30	28
	Oracle databases supported per database FTE*	OP	↔	74	34	85	40	45
	SQL Server databases supported per database FTE	OP	↔	235	229	260	240	250
	UDB databases supported per database FTE*	OP	↔	32	4	15	4	4
	DB2 database tables supported per database FTE	OP	↔	1,004	1,004	1,004	1,004	1,004

\* Decrease in FY 2012-13 Actual is due to the elimination of obsolete databases and modified resource management

## FY 2014 - 15 Proposed Budget and Multi-Year Capital Plan

<ul style="list-style-type: none"> <li>GG5-3: Utilize assets efficiently</li> </ul>								
Objectives	Measures			FY 11-12	FY 12-13	FY 13-14	FY 13-14	FY 14-15
				Actual	Actual	Budget	Projection	Target
Provide continuing IT education	Percentage of time the Innovations Lab is in use	EF	↑	80%	80%	80%	85%	85%

### DIVISION COMMENTS

- In FY 2014-15, several Smarter Cities initiatives in the areas of water management, intelligent law enforcement, government transparency, health and human services, and intelligent transportation will be enhanced or implemented
- ITD, in partnership with RER, will continue to expand the digital municipal plans review initiative as additional municipalities elect to join the program; as of May 2014, Miami Lakes, Doral, and Cutler Bay had become program participants

### **DIVISION: ENTERPRISE DATA CENTER**

The Enterprise Data Center is responsible for the 24 X 7 operations, maintenance, and support of the hardware and operating system software that run the County's mainframe and distributed systems computer environments. This Division provides enterprise storage and backup services, mainframe printing services, server and application virtualization services (Private Cloud) and desktop virtualization services.

- Manages all enterprise-class operating system software, including performance tuning and capacity planning
- Operates the Command Center which monitors production system operations and high-speed printing and provides after-hours call-center support
- Provides systems administration for all enterprise operating systems (AIX, Solaris, UNIX, WINTEL/Linux, VMWare and Citrix) and hardware in support of distributed systems and applications
- Provides mainframe application report printing, delivery and archive services
- Supports desktop virtualization infrastructure, deployment and support services, and provides server and application virtualization services
- Support the County's "private cloud" infrastructure
- Provides mainframe Disaster Recovery services

### **Strategic Objectives - Measures**

<ul style="list-style-type: none"> <li>GG3-1: Ensure available and reliable systems</li> </ul>								
Objectives	Measures			FY 11-12	FY 12-13	FY 13-14	FY 13-14	FY 14-15
				Actual	Actual	Budget	Projection	Target
Optimize use of operational resources	Percentage of effective mainframe capacity utilized	IN	↔	88%	92%	80%	91%	90%
	UNIX/LINUX images supported per full-time equivalent (FTE)	EF	↑	32	34	30	31	33
Ensure availability of critical systems	Production systems availability	OC	↑	99%	99%	99%	99%	99%
	Data Center Network availability	OC	↑	99.9%	99.9%	99.9%	99.8%	99.9%
	Core Network availability	OC	↑	100%	100%	100%	100%	100%

## FY 2014 - 15 Proposed Budget and Multi-Year Capital Plan

### DIVISION COMMENTS

- ☛ As of April 2014, ITD had provisioned virtual desktop functionality to over 3,300 employees countywide, including deployment of over 2,376 thin client devices which generate an annual power savings of \$71,300; ITD will continue to deploy virtual desktop devices through FY 2014-15
- The implementation of "sub-capacity" licensing metrics, and "soft-capping" technology has enabled the Data Center Division to reduce expenditures for mainframe software licensing, and increase utilization of "effective capacity" on the hardware; sub-capacity licensing makes it possible to control mainframe licensing costs

### **DIVISION: ENTERPRISE RESOURCE PLANNING**

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

- Leads the County's Enterprise Resource Planning implementation to support the full HR/recruitment, payroll, financial, budgeting and procurement business processes
- Provides program services for PeopleSoft ERP and Hyperion
- Supports legacy financial and procurement systems (FAMIS & ADPICS)
- Supports legacy human resource and payroll systems
- Supports various County social service and e-Commerce applications

### **Strategic Objectives - Measures**

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

Objectives	Measures			FY 11-12	FY 12-13	FY 13-14	FY 13-14	FY 14-15
				Actual	Actual	Budget	Projection	Target
Effectively track Enterprise Resource Planning (ERP) activity	Employees on electronic payroll and attendance record (ePARs)	OC	↑	19,453	22,685	22,685	24,907	24,907

### DIVISION COMMENTS

- During FY 2013-14 ITD, in partnership with RER, implemented a web-based self-service one-stop-shop portal where citizens will be able to obtain comprehensive guidance on the start-up of a business within Miami-Dade County and municipalities including information on federal state and local licensing requirements
- E-Commerce services, an efficient and secure means to pay for County services via the Internet, continues to grow, with over \$1 billion in collections annually; additional e-Commerce functionalities planned for FY 2014-15 include new Voice Recognition service structure to receive payments over the telephone, an enterprise reconciliation process that will provide County departments an automated solution to reconcile the County's payment gateway and the clearing house daily settlements, and an online payment application that will enable Veterinary Clinics to automatically submit vaccine certificate information to the County
- ☛ In December 2013, ITD and the Office of Management and Budget (OMB) went live with the initial phase of the Budgeting Analysis Tool (BAT); development of new functionality and deployment of Phase II includes capital budgeting and position management
- Phase 1 of the Vendor Consolidation Project, "Online Vendor Registration," is planned for completion in FY 2013-14
- *The FY2014-15 Proposed Budget includes the elimination of one vacant Chief-RER Computer Services position that was originally transferred as part of the consolidation of RER IT resources; the position is being eliminated to help restore the staff-to-manager ratios to target levels (\$123,000)*

## FY 2014 - 15 Proposed Budget and Multi-Year Capital Plan

### DIVISION: ENTERPRISE SECURITY

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

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

#### Strategic Objectives - Measures

- GG3-3: Improve information security

Objectives	Measures			FY 11-12	FY 12-13	FY 13-14	FY 13-14	FY 14-15
				Actual	Actual	Budget	Projection	Target
Ensure security of credit card information	Purchasing Card Industry (PCI) Quarterly Compliance	OC	↑	100%	100%	100%	100%	100%
Improve e-mail information security	Average number of e-mail messages blocked monthly (spam/virus/filtered content) (in millions)	OP	↔	6.9	8.9	7.0	8.9	7.0

### DIVISION: ENTERPRISE SOLUTIONS

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

- Implements and maintains program services Countywide for Geographic Information System (GIS), Enterprise Asset Management System (EAMS), Enterprise Sustainability Technology, Business Intelligence Solutions, Electronic Document Management System (EDMS), and the new Electronic Content Management (ECM) system

#### Strategic Objectives - Measures

- GG3-2: Effectively deploy technology solutions

Objectives	Measures			FY 11-12	FY 12-13	FY 13-14	FY 13-14	FY 14-15
				Actual	Actual	Budget	Projection	Target
Effectively track Enterprise Asset Management System (EAMS) activity	System users - EAMS	IN	↔	4,773	5,115	5,059	5,375	5,400
	Assets tracked - EAMS (in thousands)	IN	↔	182	193	192	220	230
Effectively track Electronic Document Management System (EDMS) activity	Documents managed - EDMS (in millions)	IN	↔	56	58	60	60	62
	System users - EDMS	IN	↔	7,943	6,941	8,125	7,500	8,000
Effectively track Geographic Information System (GIS) activity	Street segments and address ranges maintained quarterly - GIS	OP	↔	104,183	104,300	104,300	104,350	104,400

## FY 2014 - 15 Proposed Budget and Multi-Year Capital Plan

### DIVISION COMMENTS

- The implementation of asset management technology to automate preventive and corrective maintenance for the Aviation Department is targeted for completion in FY 2014-15; expansion of automated asset management functions for Miami-Dade Transit bus and rail operations is planned for FY 2014-15
- In FY 2013-14, several GIS initiatives were started in partnership with municipal governments, including the Mayor's Bike305 initiative, developed in collaboration with the Parks, Recreation and Open Spaces Department (PROS) and five municipalities, featuring bike trails, events and points of interest across the County; in collaboration with municipal public safety partners, started development of the Helping First Responders Operate System (HERO); a GIS-based system enabling first responders and command personnel to make more informed and effective decisions
- In FY 2013-14, GIS technology was utilized to complete the balancing and re-precincting of elections precincts based on the 2010 Census data; the "Know Where to Vote" site shows new precinct and polling information
- The ITD FY2014-15 Proposed Budget includes \$415,000 in funding for the acquisition of ortho-photography images which are updated annually as part of the on-going maintenance required to keep the data and images current in the GIS database; additionally, the ortho-photography, in combination with oblique imagery which is funded in the Property Appraiser's budget, is used to facilitate the determination of a property's assessment value in compliance with Section 193.114(2)(n) of the Florida Statutes

### **DIVISION: FIELD SERVICES**

The Field Services Division is responsible for engineering, services for the integration of voice and data solutions, enterprise management and maintenance services to support the County's data, voice, and wireless point-to-point and broadband, private wired line, telecommunications equipment infrastructure, encompassing personal computing devices and auxiliary peripheral devices.

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

### **Strategic Objectives - Measures**

- GG3-1: Ensure available and reliable systems

Objectives	Measures			FY 11-12	FY 12-13	FY 13-14	FY 13-14	FY 14-15
				Actual	Actual	Budget	Projection	Target
Efficiently respond to equipment repair requests	Percentage of computer equipment repairs completed within 48 hours	EF	↑	91%	94%	92%	92%	92%
	Percentage of telephone equipment repairs completed within 48 hours	EF	↑	94%	91%	92%	92%	92%

## FY 2014 - 15 Proposed Budget and Multi-Year Capital Plan

<ul style="list-style-type: none"> <li>GG6-1: Reduce County government's greenhouse gas emissions and resource consumption</li> </ul>								
Objectives	Measures			FY 11-12	FY 12-13	FY 13-14	FY 13-14	FY 14-15
				Actual	Actual	Budget	Projection	Target
Ensure Completion of Energy Efficiency Initiatives	Percentage of participation in County-wide "Power IT Down" initiative	OC	↑	51%	47%	60%	50%	60%
	Percentage of new computer equipment purchased that meets Energy Star Standards	OC	↑	100%	100%	100%	100%	100%

### DIVISION COMMENTS

- The FY 2014-15 Proposed Budget includes the elimination of one vacant Telecommunications Manager with the job duties and staff distributed among the remaining IT managers; the position is being eliminated to help restore the staff-to-manager ratios to target levels (\$106,600)

### **DIVISION: RADIO COMMUNICATIONS SERVICES**

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

- Develops strategic direction of the County's 700/800 MHz Radio Communication Systems
- Provides 24 X 7 support of the radio infrastructure
- Provides repair and installation of vehicle emergency lighting and mobile communications equipment
- Coordinates interoperability plans in the Southeast Florida region
- Coordinates communications talkgroups
- Provides radio engineering and design services

### **Strategic Objectives - Measures**

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

Objectives	Measures			FY 11-12	FY 12-13	FY 13-14	FY 13-14	FY 14-15
				Actual	Actual	Budget	Projection	Target
Ensure availability of critical systems	Cost of portable radio unit repair*	EF	↓	\$154	\$154	\$154	\$198	\$154

\*Targets represent industry provider cost

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

Objectives	Measures			FY 11-12	FY 12-13	FY 13-14	FY 13-14	FY 14-15
				Actual	Actual	Budget	Projection	Target
Ensure availability of critical systems	Percentage of vehicle installations completed on time	EF	↑	95%	95%	95%	95%	95%

### DIVISION COMMENTS

- In January 2010, the Board of County Commissioners approved the 800 MHz rebanding settlement between the County and Sprint/Nextel; the Radio System Modernization Project is progressing on schedule and within budget; Phase I was completed in December 2012 with the cut-over to the first of the two P25 systems (P25-A); Phase II is underway and, as of April 2014, more than 28,000 radios had been reprogrammed

## FY 2014 - 15 Proposed Budget and Multi-Year Capital Plan

### DIVISION: SHARED SERVICES

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

- Serves as the point of contact for County agencies for ITD services leveraging opportunities for enterprise solutions, and coordinates service delivery, measures performance according to established benchmarks and metrics
- Processes and coordinates requests for changes in telephone services such as connections/disconnections and moves including landlines and wireless devices
- Maintains the inventory of all circuits, lines, telephone sets, wireless devices, and peripherals and reviews usage for all wireless devices and performs periodic checks to ensure contract rate compliance
- Supports and maintains ITD's internal work order and billing systems

### Strategic Objectives - Measures

- GG3-1: Ensure available and reliable systems

Objectives	Measures			FY 11-12	FY 12-13	FY 13-14	FY 13-14	FY 14-15
				Actual	Actual	Budget	Projection	Target
Efficiently respond to service requests	Percentage of telephone service requests assigned within one business day from the time received	EF	↑	99%	95%	95%	95%	95%

### DIVISION COMMENTS

- Billing for wireless services being migrated to the new version of the Pinnacle system; migration of landline billing from legacy systems to Pinnacle is expected to be completed in FY 2014-15

### CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FUTURE	TOTAL
<b>Revenue</b>									
Capital Asset Series 2013A Bonds	46,000	0	0	0	0	0	0	0	46,000
Total:	46,000	0	0	0	0	0	0	0	46,000
<b>Expenditures</b>									
<b>Strategic Area: General Government</b>									
Chief Technology Office Projects	10,167	12,148	14,000	9,685	0	0	0	0	46,000
Total:	10,167	12,148	14,000	9,685	0	0	0	0	46,000

### CAPITAL HIGHLIGHTS AND OPERATIONAL IMPACTS

- ITD's FY 2014-15 Proposed Budget and Multi-Year Capital Plan includes a \$1.005 million pass-through transfer to the Finance Department from the IT Funding Model and a \$2.172 million transfer to the Capital Outlay Reserve (COR); the \$2.172 million transfer to COR will fund debt service for Cyber Security (\$1.562 million) and the A/P Workflow capital project (\$610,000)
- The FY 2014-15 Proposed Budget and Multi-Year Capital Plan includes a transfer from the IT Funding Model to the Capital Outlay Reserve (COR) of \$1 million to fund IT related projects
- The ERP system continues to evolve with Phase I implementation of the "Budgeting Analysis Tool" (BAT); BAT replaced the County's legacy ABDS application and the FY 2014-15 Proposed Budget is being produced utilizing the Hyperion tools for both Operating and Human Capital planning; Phase II of the implementation has begun, and includes capital budgeting and position management; the PeopleSoft Human Capital applications were successfully upgraded to release 9.1 during FY 2013-14, further enhancing readiness for full County-wide ERP implementation

## FY 2014 - 15 Proposed Budget and Multi-Year Capital Plan

- During FY 2013-14, ITD is performing major upgrades to the County's radio communications infrastructure by converting the Palm Springs North radio site from an "Audio Receive Rx" configuration for System B dedicated to law enforcement, to a "Audio Transmit Tx" which will improve radio coverage on the north end of the County

### **FUNDED CAPITAL PROJECTS**

(dollars in thousands)

#### **FULL ENTERPRISE RESOURCE PLANNING IMPLEMENTATION**

**PROJECT #: 1682480**



**DESCRIPTION:** Implement a state-of-the art, comprehensive, integrated Enterprise Resource Planning (ERP) application to support the full HR/Recruitment, Payroll, Financial (AR, AP, GL, Project Accounting, Fixed Assets, Contracts, Billing, Budgeting, Financial Reporting), and Procurement business processes

**LOCATION:** Countywide  
Throughout Miami-Dade County

**District Located:** Countywide  
**District(s) Served:** Countywide

<b>REVENUE SCHEDULE:</b>	<b>PRIOR</b>	<b>2014-15</b>	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>	<b>2018-19</b>	<b>2019-20</b>	<b>FUTURE</b>	<b>TOTAL</b>
Capital Asset Series 2013A Bonds	46,000	0	0	0	0	0	0	0	46,000
<b>TOTAL REVENUES:</b>	<b>46,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>46,000</b>
<b>EXPENDITURE SCHEDULE:</b>	<b>PRIOR</b>	<b>2014-15</b>	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>	<b>2018-19</b>	<b>2019-20</b>	<b>FUTURE</b>	<b>TOTAL</b>
Technology Hardware/Software	10,167	12,148	14,000	9,685	0	0	0	0	46,000
<b>TOTAL EXPENDITURES:</b>	<b>10,167</b>	<b>12,148</b>	<b>14,000</b>	<b>9,685</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>46,000</b>

### **UNFUNDED CAPITAL PROJECTS**

<b>PROJECT NAME</b>	<b>LOCATION</b>	<b>(dollars in thousands) ESTIMATED PROJECT COST</b>
PUBLIC RECORDS WEBSITE EXPANSION	Countywide	702
911/311 ANSWERPOINT, TECHNOLOGY AND TRAFFIC CENTER (LIGHTSPEED) FUTURE PHASES	11500 NW 25 St	43,700
<b>UNFUNDED TOTAL</b>		<b>44,402</b>



## FY 2014 - 15 Proposed Budget and Multi-Year Capital Plan

### Inspector General

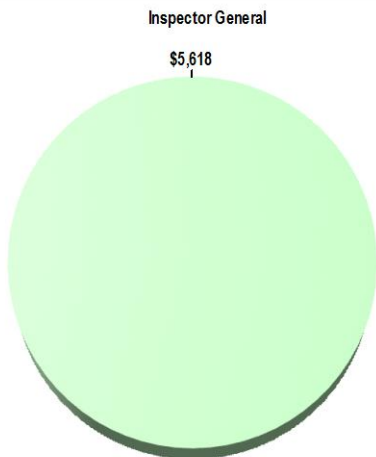
The Office of the Inspector General (OIG) serves the residents of Miami-Dade County by identifying fraud, mismanagement, waste, and abuse of power in County projects, programs, and contracts. The Office was created by the Board of County Commissioners (BCC) in response to the public's demand for more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

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

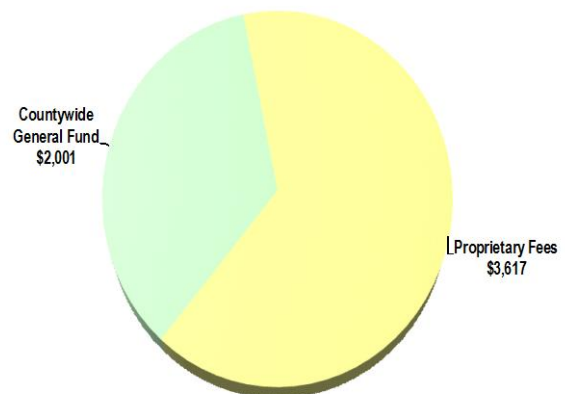
The OIG's jurisdiction encompasses all County departments, agencies, instrumentalities, and the programs thereunder. This jurisdiction extends to all County employees, public officials, elected officials, and vendors and contractors doing business with the County. The OIG has been designated a criminal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

### FY 2014-15 Proposed Budget

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



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



## FY 2014 - 15 Proposed Budget and Multi-Year Capital Plan

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### TABLE OF ORGANIZATION

#### INSPECTOR GENERAL

- Provides oversight to Miami-Dade County operations by investigating, auditing, and reviewing County programs, projects, and contracts to detect and prevent fraud, mismanagement, waste, and abuse; provides all professional support to these functions including publicly reporting findings; initiates civil, administrative, and criminal legal processes or makes referrals where necessary; communicates the Office's accomplishments through report distribution, website communications, and public awareness initiatives

FY 13-14  
38

FY 14-15  
38

The FY 2014-15 total number of full-time equivalent positions is 38

## FY 2014 - 15 Proposed Budget and Multi-Year Capital Plan

### FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 11-12	Actual FY 12-13	Budget FY 13-14	Proposed FY 14-15
<b>Revenue Summary</b>				
General Fund Countywide	550	1,612	2,167	2,001
Interest Earnings	4	2	0	0
Miscellaneous Revenues	7	11	0	0
Carryover	477	249	0	217
Departmental Oversight (MOUs)	988	721	850	850
Fees and Charges	3,224	2,520	2,350	2,550
Total Revenues	5,250	5,115	5,367	5,618

### **Operating Expenditures**

#### **Summary**

Salary	3,731	3,593	3,912	3,989
Fringe Benefits	823	656	907	1,085
Court Costs	0	1	2	2
Contractual Services	17	18	6	6
Other Operating	409	371	484	482
Charges for County Services	21	23	38	36
Capital	1	0	18	18
Total Operating Expenditures	5,002	4,662	5,367	5,618

### **Non-Operating Expenditures**

#### **Summary**

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

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 13-14	Proposed FY 14-15	Budget FY 13-14	Proposed FY 14-15
<b>Strategic Area: General Government</b>				
Inspector General	5,367	5,618	38	38
Total Operating Expenditures	5,367	5,618	38	38

### SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 11-12	Actual FY 12-13	Budget FY 13-14	Projection FY 13-14	Proposed FY 14-15
Advertising	0	0	0	0	0
Fuel	12	9	12	8	9
Overtime	0	0	0	0	0
Rent	210	209	245	241	265
Security Services	0	0	1	0	1
Temporary Services	0	0	0	0	0
Travel and Registration	10	13	24	15	20
Utilities	50	23	31	21	21

## FY 2014 - 15 Proposed Budget and Multi-Year Capital Plan

### DIVISION: INSPECTOR GENERAL

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

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

### Strategic Objectives - Measures

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

Objectives	Measures			FY 11-12	FY 12-13	FY 13-14	FY 13-14	FY 14-15
				Actual	Actual	Budget	Projection	Target
Continue to provide the public with access to register their concerns via the OIG website and "Fraud Hotline"	Written complaints received	OC	↓	88	103	110	110	110
	Complaints received via the OIG's website	OC	↓	125	160	150	150	150
	Complaints received via the OIG's hotline	OC	↓	89	40	60	60	60

Objectives	Measures			FY 11-12	FY 12-13	FY 13-14	FY 13-14	FY 14-15
				Actual	Actual	Budget	Projection	Target
Increase the public's awareness of the OIG's findings by providing easy access to reports and information distributed by the OIG via the Internet	Contracts/programs audited and reviewed	OP	↑	51	39	20	20	20
	Reports issued	OP	↔	13	15	15	15	20
	Advisory memoranda issued	OP	↔	12	18	15	12	15

### ADDITIONAL INFORMATION

- In FY 2013-2014, the OIG has been actively monitoring engineering and professional services solicitations for the Water and Sewer Department's massive capital improvement program; the OIG will continue in this oversight role in FY 2014-2015
- *The Department's FY 2014-15 Proposed Budget includes savings of \$270,000 as a result of various salary reductions and the freezing of two vacant positions*
- In FY 2013-14, the Office of the Inspector General expects to issue 15 reports and 12 advisory memoranda addressing investigative and audit results involving allegations such as grant fraud, over billing by contractors, building permit irregularities.
- Pursuant to legislative action charging the OIG to perform criminal history checks on advisory board appointees, OIG investigative analysts have completed over 140 criminal history checks over the last year; results of these checks are forwarded to the appointing Commissioner to assist in the appointment decision
- The FY 2014-15 Proposed Budget includes charges of one quarter of one percent to certain procurement and construction contracts (\$2.55 million), as well as additional reimbursements of \$850,000 for audits and investigative work that will be performed for Aviation (\$350,000), Water and Sewer (\$150,000), Public Works and Waste Management (\$50,000), Transit (\$100,000), and Miami-Dade County School Board (\$200,000)
- Currently, the OIG is auditing 30 grants funded by the Building Better Communities General Obligation Bond Program awarded to not-for-profit entities for the construction, renovation, and/or the purchase of a facility

## FY 2014 - 15 Proposed Budget and Multi-Year Capital Plan

### Internal Services

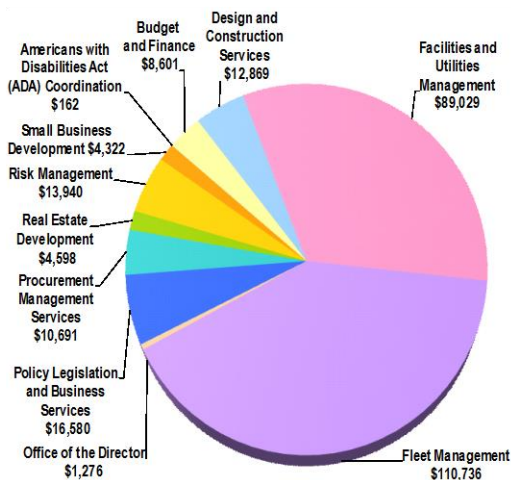
The Internal Services Department (ISD) provides a wide range of internal support services for the ongoing operation of County government. The Department focuses on promoting operational best practices and efficient government operations.

As part of the General Government strategic area, ISD supports governmental operations by providing procurement services, facility management, design and construction management, fleet management, risk management, surplus property disposition services, capital inventory management, and small business program management and services. Additionally, ISD is engaged in real estate development and management, Americans with Disabilities Act compliance, elevator regulation, and parking services.

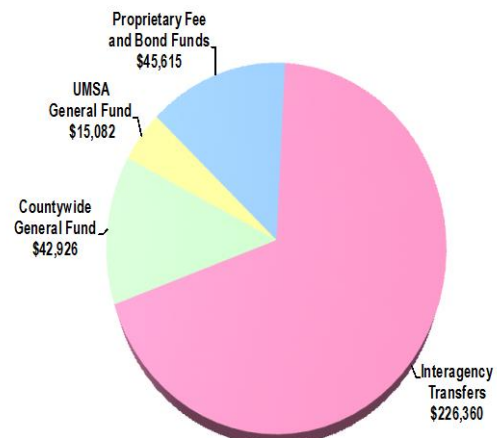
The Department's customers and stakeholders include County departments and employees, vendors and contractors, municipalities, not-for-profit organizations, Commission on Disability Issues (CODI), and Miami-Dade County residents and visitors.

### FY 2014-15 Proposed Budget

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

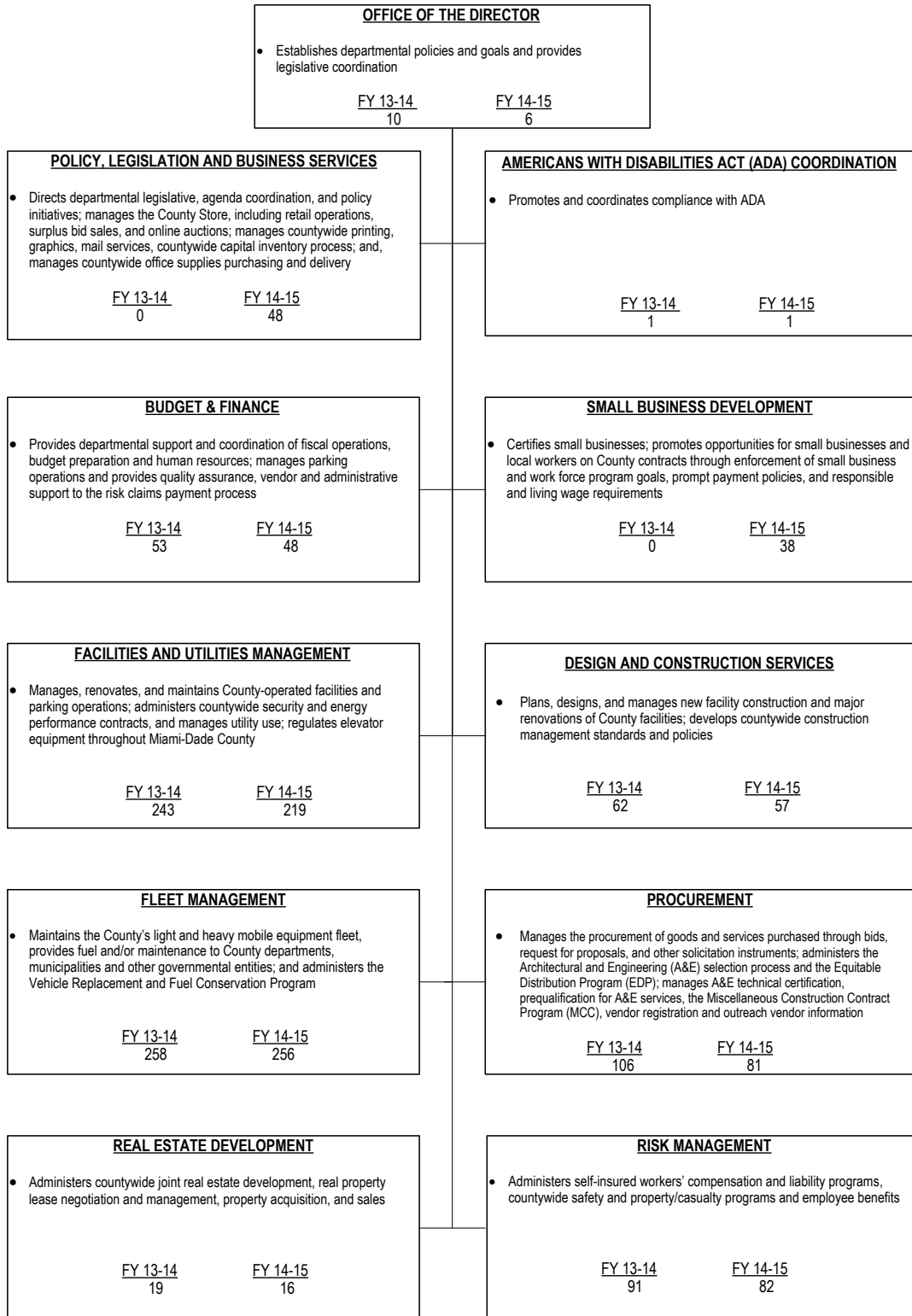


**Revenues by Source**  
(dollars in thousands)



# FY 2014 - 15 Proposed Budget and Multi-Year Capital Plan

## TABLE OF ORGANIZATION



The FY 2014-15 total number of full-time equivalent positions is 879.4 FTEs

## FY 2014 - 15 Proposed Budget and Multi-Year Capital Plan

### FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 11-12	Actual FY 12-13	Budget FY 13-14	Proposed FY 14-15
<b>Revenue Summary</b>				
General Fund Countywide	44,171	40,288	36,514	42,926
General Fund UMSA	14,813	13,427	13,505	15,082
Interest Income	31	41	22	22
Municipal Fines	243	486	250	250
Carryover	45,297	61,173	54,192	35,383
External Fees	1,359	1,276	1,414	908
Fees and Charges	333	0	300	0
Fees for Services	6,089	0	7,074	0
User Access Program Fees	10,389	11,554	9,000	9,052
Bond Proceeds	0	0	44	0
Capital Working Fund	2,159	0	0	0
Other Revenues	0	904	805	4,969
Internal Service Charges	209,070	191,699	227,818	219,763
Interagency Transfers	0	8,371	619	1,628
Interdepartmental Transfer	1,700	0	0	0
Total Revenues	335,654	329,219	351,557	329,983
<b>Operating Expenditures Summary</b>				
Salary	59,232	58,760	56,065	59,224
Fringe Benefits	15,388	14,994	16,567	19,319
Court Costs	9	7	17	0
Contractual Services	39,862	40,167	47,617	47,486
Other Operating	82,357	87,588	90,599	93,907
Charges for County Services	36,291	19,263	50,963	37,545
Grants to Outside Organizations	0	0	0	0
Capital	1,973	3,481	19,110	15,323
Total Operating Expenditures	235,112	224,260	280,938	272,804
<b>Non-Operating Expenditures Summary</b>				
Transfers	2,288	5,010	3,600	1,214
Distribution of Funds In Trust	573	421	505	681
Debt Service	36,508	36,419	42,912	43,301
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	0	23,602	11,983
Total Non-Operating Expenditures	39,369	41,850	70,619	57,179

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 13-14	Proposed FY 14-15	Budget FY 13-14	Proposed FY 14-15
<b>Strategic Area: General Government</b>				
Office of the Director	1,541	1,276	10	6
Policy Legislation and Business Services	0	16,580	0	48
Americans with Disabilities Act (ADA) Coordination	192	162	1	1
Budget and Finance	11,269	8,601	53	48
Small Business Development	0	4,322	0	38
Design and Construction Services	25,403	12,869	62	57
Facilities and Utilities Management	95,131	89,029	243	219
Fleet Management	110,950	110,736	258	256
Procurement Management Services	17,796	10,691	106	81
Real Estate Development	4,917	4,598	19	16
Risk Management	13,739	13,940	91	82
Total Operating Expenditures	280,938	272,804	843	852

Line Item Highlights	(dollars in thousands)				
	Actual FY 11-12	Actual FY 12-13	Budget FY 13-14	Projection FY 13-14	Proposed FY 14-15
Advertising	34	46	39	43	53
Fuel	39,284	38,129	41,778	40,564	40,589
Overtime	946	1,248	1,099	1,563	1,600
Rent	7,888	9,126	10,178	9,032	9,227
Security Services	16,567	15,411	21,550	15,691	21,810
Temporary Services	938	989	1,081	911	988
Travel and Registration	14	38	75	62	87
Utilities	13,652	12,730	16,049	12,962	14,416

## FY 2014 - 15 Proposed Budget and Multi-Year Capital Plan

### PROPOSED FEE ADJUSTMENTS FOR SERVICES

Fee Adjustments	Current Fee FY 13-14	Proposed Fee FY 14-15	Dollar Impact FY 14-15
<ul style="list-style-type: none"> <li>Daily Rate (Surface Lot)</li> </ul>	\$9	\$10	\$31,000

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

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

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

### DIVISION COMMENTS

- The FY 2014-15 Proposed Budget includes the transfer of one position to the Design and Construction Services Division to enhance operational processes
- The FY 2014-15 Proposed Budget includes the transfer of three positions to the Policy, Legislation and Business Services Division as part of the department's ongoing reorganization efforts

### **DIVISION: POLICY LEGISLATION AND BUSINESS SERVICES**

Manages departmental agenda coordination, legislation, and policy matters; manages the County Store and disposition of surplus property, oversees the Capital Inventory process and fixed assets, and provides countywide printing, graphics, and mail services.

### **Strategic Objectives - Measures**

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

Objectives	Measures			FY 11-12	FY 12-13	FY 13-14	FY 13-14	FY 14-15
				Actual	Actual	Budget	Projection	Target
Provide quality business services	Percentage of customers satisfied with business, graphics, and printing services	OC	↑	100%	100%	100%	100%	100%

### DIVISION COMMENTS

- The FY 2014-15 Proposed Budget includes the transfer of three positions from the Director's Office, the transfer of 23 Property Control and Business Supplies positions from the Procurement Management Service Division and 23 Print/Graphics/Mail positions from the Budget and Finance Division as part of the department's ongoing reorganization efforts
- In FY 2014-15, the County Store will continue offering online auction services as an alternative means of surplus property disposition
- In FY 2014-15, the County expects to be transitioning to a single vendor to provide a web-based ordering system and desktop delivery of office supplies and related products; this is expected to lower costs associated with current methods for provision of office supplies as well as improve back-office functions associated with ordering, invoicing, and payment
- The FY 2014-15 Proposed Budget includes the elimination of a vacant Supply Specialist position as part of departmental savings plan (\$55,000)



## FY 2014 - 15 Proposed Budget and Multi-Year Capital Plan

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

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

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

### **DIVISION: BUDGET AND FINANCE**

The Budget and Finance Division provides departmental support services and manages fiscal operations, budget preparation, parking operations, and the risk claims payment process.

- Performs accounts payable and receivable functions, budget coordination, and financial reporting
- Formulates and manages departmental business plan, performance measures, and budget
- Provides human resources support and coordination
- Manages and operates six parking garages, and six surface lots containing over 5,200 parking spaces in the Miami Downtown - Government Center and Civic Center vicinity
- Provides quality assurance, vendor and administrative support to the risk claims payment process

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

- GG4-1: Provide sound financial and risk management

Objectives	Measures			FY 11-12	FY 12-13	FY 13-14	FY 13-14	FY 14-15
				Actual	Actual	Budget	Projection	Target
Efficiently manage administrative, budget, and personnel functions	Percentage of invoices paid within 30 calendar days of receipt	EF	↑	81%	83%	85%	85%	85%
	Average number of days to process an invoice	EF	↓	10	11	6	8	8

#### **DIVISION COMMENTS**

- The FY 2014-15 Proposed Budget includes the implementation of the automated Pay-by-Foot parking revenue system in parking garages and lots managed by the Department
- In FY 2014-15 the Department will continue to negotiate contractual terms to increase revenue from lots managed by the Miami Parking Authority
- The FY 2014-15 Proposed Budget includes the transfer of 15 Parking Operations positions from the Facilities and Utilities Management Division and four Data Unit positions from the Risk Management Division as part of the department's ongoing reorganization efforts
- *In FY 2013-14, the Department's savings plan included the elimination of one Chief Capital Improvement position (\$192,300)*

## FY 2014 - 15 Proposed Budget and Multi-Year Capital Plan

### DIVISION: SMALL BUSINESS DEVELOPMENT

The Small Business Development Division is responsible for the administration of the County's Small Business Programs, Federal Disadvantaged Business Enterprise Program, Responsible and Living Wage Programs, and other contract services on behalf of the County.

- Certifies small businesses as Community Business Enterprises (CBE), Community Small Business Enterprises (CSBE), Local Disadvantaged Businesses (LDB), Micro/Small Business Enterprises (Micro/SBE), and Disadvantaged Business Enterprises (DBE)
- Analyzes construction, architecture and engineering, bid/proposal documents and goods and services solicitations for inclusion of Small Business and Community Workforce program goals
- Coordinates and mediates dispute resolutions for small business program participants
- Provides assistance related to Prompt Payment issues between departments and small businesses/Primes and subcontractors
- Coordinates the update and dissemination of trade union wage schedules for all County-funded construction projects
- Establishes Selection Committees for the evaluation of County procurement
- Administers the Bonding, Financial Assistance, Debarment and Anti-Discrimination Programs, and the County's debarment process

### Strategic Objectives - Measures

- ED4-2: Create a business friendly environment

Objectives	Measures			FY 11-12	FY 12-13	FY 13-14	FY 13-14	FY 14-15
				Actual	Actual	Budget	Projection	Target
Increase the number of small businesses for optimal participation	Certified Small Businesses	OC	↑	1,410	1,539	1,600	1,600	1,650

- ED4-3: Expand opportunities for small businesses to compete for County contracts

Objectives	Measures			FY 11-12	FY 12-13	FY 13-14	FY 13-14	FY 14-15
				Actual	Actual	Budget	Projection	Target
Increase participation of small businesses in County contracts	Percentage of County contract expenditures with small business goals	OC	↑	15.2%	7.5%	10%	10%	10%
	Percentage of completed projects where small business opportunities were achieved	OP	↑	100%	100%	100%	100%	100%

### DIVISION COMMENTS

- In FY 2013-14, the Small Business Development function was transferred from the Regulatory and Economic Resources Department to the Internal Services Department as part of the County's ongoing reorganization efforts (32 positions)
- The FY 2014-15 Proposed Budget includes the transfer of one position from the Facilities and Utilities Management Division to support Small Business Development operations
- The FY 2014-15 Proposed Budget includes the addition of three Compliance Officer positions in support of the Consent Decree Program for the Department of Water and Sewer Department (WASD) to monitor of Small Business Program requirements (\$212,000)
- In FY 2013-14, the department added two overage positions: one Contract Certification Specialist and one Contract Compliance Officer to monitor compliance of Small Business goals related to the modernization of Sun Life Stadium (\$123,500)

## FY 2014 - 15 Proposed Budget and Multi-Year Capital Plan

### DIVISION: DESIGN AND CONSTRUCTION SERVICES

The Design and Construction Services Division provides design, construction, space-planning and renovation services.

- Plans, designs, and manages new facility construction and major renovations of County facilities
- Designs and reconfigures interior office space, coordinates departmental relocations and manages the County's Stacking Plan, a comprehensive plan of scheduled departmental relocations
- Provides construction management and administration for major construction projects countywide
- Manages daily work orders from County departments requesting architectural, engineering or construction management

#### Strategic Objectives - Measures

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

Objectives	Measures			FY 11-12	FY 12-13	FY 13-14	FY 13-14	FY 14-15
				Actual	Actual	Budget	Projection	Target
Provide architectural design and construction services to County departments	Average daily work orders and service tickets assigned per project manager	EF	↑	14	18	15	33	30
	Average quarterly on-going capital projects*	OP	↔	3,173	3,493	3,400	2,400	3,000

\* In FY 2013-14, the Department has revised the metrics utilized to measure the average quarterly ongoing capital projects

#### DIVISION COMMENTS

- In FY 2013-14, the Department's savings plan included the elimination of four positions: one Engineer 3, one Clerk 4, one Construction Manager 2 and one Professional Engineer (\$417,400)
- The FY 2014-15 Proposed Budget includes the transfer of two positions to the Procurement Management Division to support the Equitable Distribution Program and A&E functions
- The FY 2014-15 Proposed Budget includes the transfer of one position from the Director's Office to enhance operational processes

### DIVISION: FACILITIES AND UTILITIES MANAGEMENT

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

- Manages and maintains 41 facilities totaling more than six million square feet of office, data center, court, warehouse, and other space
- Administers Countywide security and alarm installation contracts, as well as daily monitoring of alarm accounts and CCTV systems
- Regulates public and private elevator equipment in Miami-Dade County (except the cities of Miami and Miami Beach) and oversees elevator maintenance contracts Countywide
- Administers the County's Energy Performance Contracting Program; works in close collaboration with other agencies on Countywide sustainability initiatives
- Manages and operates two chilled water plants and a power distribution sub-station; provides an emergency generator support team and 24-hour building controls monitoring
- Performs minor repairs, renovations, and maintenance of County-operated facilities
- Designs, fabricates, and installs facility signage

#### Strategic Objectives - Measures

- GG5-3: Utilize assets efficiently

Objectives	Measures			FY 11-12	FY 12-13	FY 13-14	FY 13-14	FY 14-15
				Actual	Actual	Budget	Projection	Target
Provide efficient facility maintenance services	Total operating expenses per square foot*	EF	↓	\$7.44	\$7.69	\$8.90	\$7.90	\$8.00

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

## FY 2014 - 15 Proposed Budget and Multi-Year Capital Plan

<ul style="list-style-type: none"> <li>NI4-1: Ensure buildings are safer</li> </ul>								
Objectives	Measures			FY 11-12	FY 12-13	FY 13-14	FY 13-14	FY 14-15
				Actual	Actual	Budget	Projection	Target
Provide timely and reliable elevator inspection services	Percentage of regulated elevators with valid current Certificates of Operation	EF	↑	81%	90%	90%	89%	91%

### DIVISION COMMENTS

- In FY 2013-14, the Department's savings plan included the elimination of 15 vacant positions: one Secretary, one Security Supervisor, one Maintenance Mechanic, one ISD Manager, one Graphic Technician, two ISD Utility Plant Operators, one Maintenance Supervisor, one ISD Renovation Services Manager, one Mason, one Security Alarm Specialist Supervisor, two Security Alarm Specialists, one Clerk 4 and one Parking Lot Attendant (\$1.031 million)
- The FY 2014-15 Proposed Budget includes the addition of the Children's Courthouse, a 375,000 square foot facility and nine positions related to the operations that will start during the first quarter of FY 2014-15
- In FY 2014-15, the Department will continue the County's commitment to provide the Greater Miami Service Corps assorted lawn maintenance and other facilities upkeep projects (\$50,000)
- The FY 2014-15 Proposed Budget includes the transfer of 15 Parking Operations positions to the Budget and Finance Division as part of the department's ongoing reorganization efforts
- The FY 2014-15 Proposed Budget continues funding for two Maintenance Mechanics to provide preventive maintenance to Fleet Management Facilities
- The FY 2014-15 Proposed Budget includes the transfer of one position to support the Small Business Development Division operations
- The FY 2014-15 Proposed Budget includes the transfer of two positions to the Community Action and Human Services Department (CAHSD) for managing the maintenance and repair of CAHSD designated sites

### **DIVISION: FLEET MANAGEMENT**

The Fleet Management Division provides fleet maintenance and replacement services.

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

### **Strategic Objectives - Measures**

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

Objectives	Measures			FY 11-12	FY 12-13	FY 13-14	FY 13-14	FY 14-15
				Actual	Actual	Budget	Projection	Target
Provide well maintained County vehicles	Percentage of selected heavy equipment repairs that surpass industry standards	EF	↑	82%	80%	80%	85%	85%
	Percentage of selected light equipment repairs that surpass industry standards	EF	↑	68%	70%	70%	70%	72%

## FY 2014 - 15 Proposed Budget and Multi-Year Capital Plan

### DIVISION COMMENTS

- In FY 2014-15, the Department will coordinate and assist in the procurement of Compressed Natural Gas (CNG) Program for Public Works and Waste Management (PWMM), Transit (MDT), and the Water and Sewer Department (WASD)
- ISD has developed a solicitation to request proposals for possible implementation of a car-sharing program for Miami-Dade County; this solicitation has been shared with the industry for comment, is being finalized, and is pending approval for advertisement by the Board of County Commissioners
- In FY 2014-15 the Department will continue to seek opportunities to centralize heavy fleet maintenance operations throughout the County
- In FY 2013-14, the Department's savings plan included the elimination of two vacant positions: one Contracts Officer and one Administrative Officer 2 (\$123,700)

### **DIVISION: PROCUREMENT MANAGEMENT SERVICES**

The Procurement Management Services Division manages the procurement of goods and services purchased through bids, requests for proposals, and other solicitation instruments; administers the Architectural & Engineering selection process, the Equitable Distribution Program, and Miscellaneous Construction Contracts Program.

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

### **Strategic Objectives - Measures**

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

Objectives	Measures			FY 11-12	FY 12-13	FY 13-14	FY 13-14	FY 14-15
				Actual	Actual	Budget	Projection	Target
Increase usage of the Equitable Distribution Program (EDP)	Average calendar days to process EDP Professional Service Agreements	EF	↓	15	25	20	8	8
	Number of EDP requests for consulting services received	IN	↔	87	155	155	154	120

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

Objectives	Measures			FY 11-12	FY 12-13	FY 13-14	FY 13-14	FY 14-15
				Actual	Actual	Budget	Projection	Target
Reduce processing times for bids and RFPs; promote full and open competition	Number of Active Contracts	IN	↔	1,032	1,223	1,000	1,041	1,250
Streamline the A&E selection process	Average calendar days to complete A&E selection process	EF	↓	88	110	95	135	120

## FY 2014 - 15 Proposed Budget and Multi-Year Capital Plan

### DIVISION COMMENTS

- The FY 2014-15 Proposed Budget includes the transfer of 23 Property Control and Business Supplies positions to the Policy, Legislation and Business Services Division as part the department's ongoing reorganization efforts
- *In FY 2013-14, the Department's savings plan included the elimination of four positions: one Procurement Contracting Associate, two Procurement Contracting Officers and one Surplus Property Clerk (\$417,400)*
- The FY 2014-15 Proposed Budget includes a transfer of \$1.214 million in User Access Program (UAP) revenue to the General Fund to support procurement-related functions in General Fund supported departments

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

The Real Estate Development Division administers Countywide real estate activities.

- Administers Countywide joint real estate development, real property lease negotiation and management, and real property acquisition and disposal
- Manages the County's Building Better Communities General Obligation Bond program Affordable Housing projects

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

- GG5-3: Utilize assets efficiently

Objectives	Measures			FY 11-12	FY 12-13	FY 13-14	FY 13-14	FY 14-15
				Actual	Actual	Budget	Projection	Target
Manage real estate transactions	Value of surplus property sold (in thousands)*	EF	↑	\$2,921	\$1,042	\$1,000	\$1,200	\$1,000
	Number of GOB affordable housing units placed in service	EF	↑	N/A	203	345	400	354

\* The decrease from FY 2011-12 to FY 2012-13 is due to the property sale of the Neighborhood Stabilization Program

### DIVISION COMMENTS

- *In FY 2013-14, the Department's savings plan included the elimination of three vacant positions: one Secretary, one Chief Real Estate Officer and one Asset Management and Development Officer (\$289,600)*

### **DIVISION: RISK MANAGEMENT**

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

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

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

- GG4-1: Provide sound financial and risk management

Objectives	Measures			FY 11-12	FY 12-13	FY 13-14	FY 13-14	FY 14-15
				Actual	Actual	Budget	Projection	Target
Improve general liability claims management process	Subrogation collections (in thousands)	OP	↔	\$1,312	\$1,929	\$1,500	\$1,500	\$1,600

## FY 2014 - 15 Proposed Budget and Multi-Year Capital Plan

### DIVISION COMMENTS

- In FY 2013-14, the Department's savings plan included the elimination of five positions: one Office Support Specialist, three Claims Representatives and one Loss Prevention Specialist (\$247,200)
- In FY 2014-15 the Risk Management Division will continue to fund two Public Works and Waste Management Department positions to maintain the traffic lights and signage system to minimize the County's risk exposure from system malfunctions
- In FY 2014-15, Risk Management will continue to reimburse the County Attorney's Office for legal support in workers' compensation and tort cases (\$3.8 million)
- The FY 2014-15 Proposed Budget includes the implementation of a new insurance fund allocation system which focuses on exposure data, loss experience and general underwriting principles

### Department Operational Unmet Needs

Description	(dollars in thousands)		Positions
	Startup Costs/ Non Recurring Costs	Recurring Costs	
Fund one Administrative Officer 2 to provide customer service, productivity analyses and administrative support to fleet operation	\$0	\$62	1
Fund one Warehouse Supervisor for technical oversight for management of warehouse operations used to store inventory for trade staff	\$0	\$70	1
Fund one Procurement Contracting Officer 1 to assist with procuring goods and services (Revenue generating)	\$0	\$103	1
Fund one Technical Assistance Coordinator and one Contract Certification Specialist 2 to handle small business compliance issues for the Water and Sewer Department	\$0	\$173	2
Fund one Contract Compliance Officer 2 to support requirements of the pending Residence First Ordinance legislation	\$0	\$75	1
Fund one Administrative Officer 1 and one Administrative Officer 2 to support requirements of the pending Capital Loan Program/Bonding Program legislation	\$0	\$134	2
Fund one Contract Certification Specialist and one Clerk 4 to support requirements of the pending Reinstating Review Committee legislation	\$0	\$120	2
Fund one Construction Manager 2 to oversee, authorize and monitor the work of architectural and engineering consultants and contractors engaged in design and construction of County buildings	\$0	\$115	1
Fund one Project Construction & Scheduling Specialist to provide expertise in estimating, planning and scheduling work for construction projects and major building renovations	\$0	\$115	1
Fund one Engineer 3 (Structural) to assist with projects, review drawings, monitor construction progress and provide structural expertise. (Revenue generating)	\$0	\$121	1
Fund one Professional Engineer (Mechanical) to redistribute workload to reduce backlog of mechanical designs for repairs to aging County infrastructure (Revenue generating)	\$0	\$101	1
Fund one General Liability Supervisor to oversee General Liability claims process	\$0	\$94	1
Fund two Plan Electricians to operate and support the Central Support Facility and North District Chiller Plants	\$0	\$129	2
Fund two Part-time Console Security Specialist 1 positions to replace contract and regular employees assigned to after-hours work	\$0	\$58	2
Fund one Clerk 4 to process and monitor consultant and contractor payments, respond to customer inquiries and monitor project status (Revenue generating)	\$0	\$52	1

## FY 2014 - 15 Proposed Budget and Multi-Year Capital Plan

Description	(dollars in thousands)		Positions
	Startup Costs/ Non Recurring Costs	Recurring Costs	
Fund one Maintenance Technician to assist with repair, maintenance and installation of equipment in county facilities	\$0	\$55	1
Fund one Personnel Specialist 3 to support departmental personnel administration	\$0	\$79	1
Fund one Procurement Contracting Officer 2, one Procurement Contracting Associate and one A&E Consultant Selection Coordinator for handling high value procurements for the Water and Sewer Department	\$0	\$308	3
Fund the conversion of the current Oracle system used by small business and professional services functions to a Dot net platform	\$0	\$450	0
<b>Total</b>	<b>\$0</b>	<b>\$2,414</b>	<b>25</b>

### CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FUTURE	TOTAL
<b>Revenue</b>									
Comm. Dev. Block Grant	2,277	0	0	0	0	0	0	0	2,277
Comm. Dev. Block Grant - 2004	450	0	0	0	0	0	0	0	450
Comm. Dev. Block Grant - 2005	60	0	0	0	0	0	0	0	60
Comm. Dev. Block Grant - 2007	3	0	0	0	0	0	0	0	3
FEMA Hazard Mitigation Grant	442	0	0	0	0	0	0	0	442
FUMD Work Order Fund	147	0	0	0	0	0	0	0	147
BBC GOB Financing	0	25,232	17,637	7,796	4,003	0	45,830	0	100,498
BBC GOB Series 2005A	25,295	0	0	0	0	0	0	0	25,295
BBC GOB Series 2008B	2,087	0	0	0	0	0	0	0	2,087
BBC GOB Series 2008B-1	7,137	0	0	0	0	0	0	0	7,137
BBC GOB Series 2011A	18,903	0	0	0	0	0	0	0	18,903
BBC GOB Series 2013A	10,873	0	0	0	0	0	0	0	10,873
BBC GOB Series 2014A	44,815	0	0	0	0	0	0	0	44,815
Capital Asset Series 2007 Bond Proceeds	42,778	0	0	0	0	0	0	0	42,778
Capital Asset Series 2010 Bonds	69,877	0	0	0	0	0	0	0	69,877
Department Operating Revenue	7,969	4,661	900	0	0	0	0	0	13,530
<b>Total:</b>	<b>233,113</b>	<b>29,893</b>	<b>18,537</b>	<b>7,796</b>	<b>4,003</b>	<b>0</b>	<b>45,830</b>	<b>0</b>	<b>339,172</b>
<b>Expenditures</b>									
<b>Strategic Area: Economic Development</b>									
Community Development Projects	59,871	15,876	7,316	1,200	1,505	0	13,752	0	99,520
Historic Preservation	7,527	1,763	0	0	0	0	0	0	9,290
<b>Strategic Area: General Government</b>									
ADA Accessibility Improvements	2,747	250	2,403	2,033	0	0	0	0	7,433
Facility Improvements	7,473	627	0	0	0	0	0	0	8,100
Fleet Improvements	7,625	4,685	900	0	0	0	0	0	13,210
New Facilities	126,597	2,846	6,664	10,402	2,098	0	27,638	0	176,245
Physical Plant Improvements	10,844	6,395	2,334	961	400	0	4,440	0	25,374
<b>Total:</b>	<b>222,684</b>	<b>32,442</b>	<b>19,617</b>	<b>14,596</b>	<b>4,003</b>	<b>0</b>	<b>45,830</b>	<b>0</b>	<b>339,172</b>



## FY 2014 - 15 Proposed Budget and Multi-Year Capital Plan

### CAPITAL HIGHLIGHTS AND OPERATIONAL IMPACTS

- During the fourth quarter of FY 2013-14, the West Lot facility which will house the Tax Collector's Office, ISD's Parking Management Office, and a food court area will be open to the public; facility earned the Leadership in Energy and Environmental Design (LEED) Gold Certification from the U.S. Green Building Council (USGBC); the project was funded with Building Better Communities General Obligation Bond (BBC GOB) proceeds as well as Capital Asset bonds (\$28 million)
- In FY 2013-14, the Gran Via Apartments, an affordable housing project in District 11, will be completed; the management and operation of the 104 housing unit facility will be contracted out; the facility was designed to achieve a minimum of "Silver" rating under the Leadership in Energy and Environmental Design (LEED) certification; the project was funded with Building Better Communities General Obligation Bond Proceeds (BBC GOB) and Capital Outlay Reserve (COR) funds
- In FY 2014-15, the Judge Seymour Gelber and Judge William E. Gladstone Miami-Dade Children's Courthouse will be completed (\$140 million total project cost, \$7.272 million in FY 2014-15)
- In FY 2014-15, the Department will complete the construction of the Historic Hampton House Restoration (\$9.290 million in total project cost, \$1.763 million in FY 2014-15)
- In FY 2014-15, the Department will continue working with Community Action and Human Services on the planning and design of the Wynwood/Allapattah Regional Neighborhood Service Center (\$15 million in total project cost, \$1.331 million in FY 2014-15) and the Culmer/Overtown Neighborhood Service Center renovations (\$7.5 million in total project cost, \$386,000 in FY 2014-15)
- In FY 2014-15, the Department will continue to provide oversight of barrier removal capital projects to ensure access to programs and services in County facilities for people with disabilities (\$250,000 from Building Better Communities General Obligation Bond)
- In FY 2014-15, the Department will continue with the planning and design of additional courtrooms and improvements to the Joseph Caleb Center Office Tower and Atrium and construction of the Joseph Caleb Center Parking Garage will begin to improve accessibility and provide additional parking (\$27 million in total project cost, \$10.158 million in FY 2014-15)

### FUNDED CAPITAL PROJECTS

(dollars in thousands)

#### **DISTRICT 13 PRESERVATION OF AFFORDABLE HOUSING AND EXPANSION OF HOME OWNERSHIP**

**PROJECT #: 111991**



DESCRIPTION: Design and construct affordable housing in Commission District 13 - Okeechobee Metrorail Station  
 LOCATION: 2659 W Okeechobee Rd District Located: 13  
 Hialeah District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	FUTURE	TOTAL
BBC GOB Financing	0	2,741	0	0	0	0	0	0	2,741
BBC GOB Series 2008B	4	0	0	0	0	0	0	0	4
BBC GOB Series 2008B-1	99	0	0	0	0	0	0	0	99
BBC GOB Series 2011A	6	0	0	0	0	0	0	0	6
BBC GOB Series 2014A	2,742	0	0	0	0	0	0	0	2,742
<b>TOTAL REVENUES:</b>	<b>2,851</b>	<b>2,741</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,592</b>
EXPENDITURE SCHEDULE:	PRIOR	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	FUTURE	TOTAL
Planning and Design	354	243	0	0	0	0	0	0	597
Construction	2,447	2,448	0	0	0	0	0	0	4,895
Project Administration	50	50	0	0	0	0	0	0	100
<b>TOTAL EXPENDITURES:</b>	<b>2,851</b>	<b>2,741</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,592</b>

## FY 2014 - 15 Proposed Budget and Multi-Year Capital Plan

### DISTRICT 03 PRESERVATION OF AFFORDABLE HOUSING AND EXPANSION OF HOME OWNERSHIP

PROJECT #: 111994



DESCRIPTION: Design and construct affordable housing in Commission District 3 - Transit Village  
 LOCATION: NW 62 St and NW 7 Ave District Located: 3  
 Unincorporated Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	FUTURE	TOTAL
BBC GOB Financing	0	3,207	0	0	0	0	0	0	3,207
BBC GOB Series 2005A	4	0	0	0	0	0	0	0	4
BBC GOB Series 2008B-1	70	0	0	0	0	0	0	0	70
BBC GOB Series 2014A	7,311	0	0	0	0	0	0	0	7,311
<b>TOTAL REVENUES:</b>	<b>7,385</b>	<b>3,207</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10,592</b>
EXPENDITURE SCHEDULE:	PRIOR	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	FUTURE	TOTAL
Planning and Design	404	0	0	0	0	0	0	0	404
Construction	6,550	2,000	0	0	0	0	0	0	8,550
Project Administration	431	1,207	0	0	0	0	0	0	1,638
<b>TOTAL EXPENDITURES:</b>	<b>7,385</b>	<b>3,207</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10,592</b>

### ABATEMENT OF HAZARDOUS MATERIALS IN COUNTY BUILDINGS

PROJECT #: 112040



DESCRIPTION: Provide funding for abatement of lead, asbestos, and other hazardous materials in mechanical and common areas in buildings older than 15 years  
 LOCATION: Various Sites District Located: Countywide  
 Throughout Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	FUTURE	TOTAL
BBC GOB Financing	0	665	0	0	0	0	375	0	1,040
BBC GOB Series 2014A	160	0	0	0	0	0	0	0	160
<b>TOTAL REVENUES:</b>	<b>160</b>	<b>665</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>375</b>	<b>0</b>	<b>1,200</b>
EXPENDITURE SCHEDULE:	PRIOR	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	FUTURE	TOTAL
Planning and Design	80	20	0	0	0	0	35	0	135
Construction	80	630	0	0	0	0	305	0	1,015
Construction Management	0	15	0	0	0	0	35	0	50
<b>TOTAL EXPENDITURES:</b>	<b>160</b>	<b>665</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>375</b>	<b>0</b>	<b>1,200</b>

## FY 2014 - 15 Proposed Budget and Multi-Year Capital Plan

### STEPHEN P. CLARK CENTER FACILITY REFURBISHMENT - LIFE SAFETY

PROJECT #: 112290



DESCRIPTION: Pressurize the east stairwell and service elevator vestibules at the Stephen P. Clark Center to improve fire safety  
 LOCATION: 111 NW 1 St  
 City of Miami

District Located: 5  
 District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	FUTURE	TOTAL
BBC GOB Financing	0	19	0	0	0	0	0	0	19
BBC GOB Series 2005A	104	0	0	0	0	0	0	0	104
BBC GOB Series 2008B	96	0	0	0	0	0	0	0	96
BBC GOB Series 2008B-1	120	0	0	0	0	0	0	0	120
BBC GOB Series 2011A	1,570	0	0	0	0	0	0	0	1,570
BBC GOB Series 2013A	78	0	0	0	0	0	0	0	78
BBC GOB Series 2014A	13	0	0	0	0	0	0	0	13
<b>TOTAL REVENUES:</b>	<b>1,981</b>	<b>19</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,000</b>
EXPENDITURE SCHEDULE:	PRIOR	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	FUTURE	TOTAL
Planning and Design	241	0	0	0	0	0	0	0	241
Construction	1,467	16	0	0	0	0	0	0	1,483
Construction Management	168	3	0	0	0	0	0	0	171
Project Administration	105	0	0	0	0	0	0	0	105
<b>TOTAL EXPENDITURES:</b>	<b>1,981</b>	<b>19</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,000</b>

### REDEVELOP RICHMOND HEIGHTS SHOPPING CENTER

PROJECT #: 112980



DESCRIPTION: Redevelop the Richmond Heights Shopping Center  
 LOCATION: 14518 Lincoln Blvd  
 Richmond Heights

District Located: 9  
 District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	FUTURE	TOTAL
BBC GOB Financing	0	211	184	1,200	1,505	0	0	0	3,100
BBC GOB Series 2008B-1	14	0	0	0	0	0	0	0	14
BBC GOB Series 2011A	13	0	0	0	0	0	0	0	13
BBC GOB Series 2013A	93	0	0	0	0	0	0	0	93
BBC GOB Series 2014A	380	0	0	0	0	0	0	0	380
<b>TOTAL REVENUES:</b>	<b>500</b>	<b>211</b>	<b>184</b>	<b>1,200</b>	<b>1,505</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,600</b>
EXPENDITURE SCHEDULE:	PRIOR	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	FUTURE	TOTAL
Land/Building Acquisition	335	0	0	0	0	0	0	0	335
Planning and Design	95	155	73	73	0	0	0	0	396
Construction	7	0	21	1,037	1,037	0	0	0	2,102
Furniture, Fixtures and Equipment	0	0	0	0	100	0	0	0	100
Technology Hardware/Software	0	0	0	0	100	0	0	0	100
Construction Management	0	0	36	36	73	0	0	0	145
Project Administration	63	27	54	54	27	0	0	0	225
Project Contingency	0	29	0	0	168	0	0	0	197
<b>TOTAL EXPENDITURES:</b>	<b>500</b>	<b>211</b>	<b>184</b>	<b>1,200</b>	<b>1,505</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,600</b>

## FY 2014 - 15 Proposed Budget and Multi-Year Capital Plan

### DISTRICT 07 PRESERVATION OF AFFORDABLE HOUSING AND EXPANSION OF HOME OWNERSHIP

PROJECT #: 112985



DESCRIPTION: Design and construct affordable housing in Commission District 7 - Gibson Center and Unallocated District Funds  
 LOCATION: Various Sites District Located: 7  
 Various Sites District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	FUTURE	TOTAL
BBC GOB Financing	0	6,559	0	0	0	0	0	0	6,559
BBC GOB Series 2014A	4,033	0	0	0	0	0	0	0	4,033
<b>TOTAL REVENUES:</b>	<b>4,033</b>	<b>6,559</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10,592</b>
EXPENDITURE SCHEDULE:	PRIOR	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	FUTURE	TOTAL
Planning and Design	325	0	0	0	0	0	0	0	325
Construction	3,508	6,559	0	0	0	0	0	0	10,067
Project Administration	200	0	0	0	0	0	0	0	200
<b>TOTAL EXPENDITURES:</b>	<b>4,033</b>	<b>6,559</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10,592</b>

### MAIN BRANCH LIBRARY AND CULTURAL CENTER PLAZA

PROJECT #: 112987



DESCRIPTION: Renovate and remodel the Cultural Center Plaza as well as the first floor of the Main Branch Library to include new flooring and children's area  
 LOCATION: 101 W Flagler St District Located: 5  
 City of Miami District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	FUTURE	TOTAL
BBC GOB Financing	0	0	0	0	0	0	1,765	0	1,765
<b>TOTAL REVENUES:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,765</b>	<b>0</b>	<b>1,765</b>
EXPENDITURE SCHEDULE:	PRIOR	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	FUTURE	TOTAL
Planning and Design	0	0	0	0	0	0	81	0	81
Construction	0	0	0	0	0	0	1,644	0	1,644
Project Administration	0	0	0	0	0	0	40	0	40
<b>TOTAL EXPENDITURES:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,765</b>	<b>0</b>	<b>1,765</b>

## FY 2014 - 15 Proposed Budget and Multi-Year Capital Plan

### BUILDING ENERGY MANAGEMENT FOR GOVERNMENT FACILITIES AND COURTHOUSES

PROJECT #: 113020



DESCRIPTION: Replace obsolete Building Energy Management System and expand it to monitor all buildings managed by Internal Services

Department

LOCATION: Various Sites

Various Sites

District Located:

Countywide

District(s) Served:

Countywide

REVENUE SCHEDULE:	PRIOR	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	FUTURE	TOTAL
BBC GOB Financing	0	293	500	561	0	0	0	0	1,354
BBC GOB Series 2005A	110	0	0	0	0	0	0	0	110
BBC GOB Series 2008B	73	0	0	0	0	0	0	0	73
BBC GOB Series 2008B-1	2,086	0	0	0	0	0	0	0	2,086
BBC GOB Series 2011A	3,084	0	0	0	0	0	0	0	3,084
BBC GOB Series 2013A	410	0	0	0	0	0	0	0	410
BBC GOB Series 2014A	1,083	0	0	0	0	0	0	0	1,083
<b>TOTAL REVENUES:</b>	<b>6,846</b>	<b>293</b>	<b>500</b>	<b>561</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8,200</b>
EXPENDITURE SCHEDULE:	PRIOR	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	FUTURE	TOTAL
Planning and Design	555	0	0	0	0	0	0	0	555
Construction	5,077	243	500	561	0	0	0	0	6,381
Construction Management	776	20	0	0	0	0	0	0	796
Project Administration	238	0	0	0	0	0	0	0	238
Project Contingency	200	30	0	0	0	0	0	0	230
<b>TOTAL EXPENDITURES:</b>	<b>6,846</b>	<b>293</b>	<b>500</b>	<b>561</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8,200</b>

### ACQUIRE OR CONSTRUCT MULTI-PURPOSE FACILITIES IN DISTRICT 6

PROJECT #: 113900



DESCRIPTION: Acquire or construct multi-purpose facilities for public service outreach in Commission District 6

LOCATION: To Be Determined

To Be Determined

District Located:

6

District(s) Served:

Countywide

REVENUE SCHEDULE:	PRIOR	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	FUTURE	TOTAL
BBC GOB Financing	0	0	4,084	0	0	0	0	0	4,084
BBC GOB Series 2005A	16	0	0	0	0	0	0	0	16
<b>TOTAL REVENUES:</b>	<b>16</b>	<b>0</b>	<b>4,084</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,100</b>
EXPENDITURE SCHEDULE:	PRIOR	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	FUTURE	TOTAL
Land/Building Acquisition	0	0	4,084	0	0	0	0	0	4,084
Planning and Design	16	0	0	0	0	0	0	0	16
<b>TOTAL EXPENDITURES:</b>	<b>16</b>	<b>0</b>	<b>4,084</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,100</b>

## FY 2014 - 15 Proposed Budget and Multi-Year Capital Plan

### ACQUIRE OR CONSTRUCT MULTI-PURPOSE FACILITIES

PROJECT #: 113960



DESCRIPTION: Acquire or construct multi-use governmental facilities

LOCATION: Various Sites

Various Sites

District Located:

Countywide

District(s) Served:

Countywide

REVENUE SCHEDULE:	PRIOR	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	FUTURE	TOTAL
BBC GOB Financing	0	21	0	0	0	0	14,648	0	14,669
BBC GOB Series 2005A	23,775	0	0	0	0	0	0	0	23,775
BBC GOB Series 2008B	14	0	0	0	0	0	0	0	14
BBC GOB Series 2008B-1	223	0	0	0	0	0	0	0	223
BBC GOB Series 2011A	75	0	0	0	0	0	0	0	75
BBC GOB Series 2013A	9	0	0	0	0	0	0	0	9
BBC GOB Series 2014A	235	0	0	0	0	0	0	0	235
<b>TOTAL REVENUES:</b>	<b>24,331</b>	<b>21</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>14,648</b>	<b>0</b>	<b>39,000</b>
EXPENDITURE SCHEDULE:	PRIOR	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	FUTURE	TOTAL
Land/Building Acquisition	23,775	0	0	0	0	0	9,648	0	33,423
Planning and Design	3	0	0	0	0	0	750	0	753
Construction	532	21	0	0	0	0	4,250	0	4,803
Construction Management	5	0	0	0	0	0	0	0	5
Project Administration	16	0	0	0	0	0	0	0	16
<b>TOTAL EXPENDITURES:</b>	<b>24,331</b>	<b>21</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>14,648</b>	<b>0</b>	<b>39,000</b>

### NORTH DADE JUSTICE CENTER FACILITY REFURBISHMENT - BUILDING BETTER

PROJECT #: 114640



#### COMMUNITIES BOND PROGRAM

DESCRIPTION: Repair or replace building equipment, refurbish facility including sealing and painting exterior, limited window replacement, carpet replacement, and roof replacement

LOCATION: 15555 Biscayne Blvd

North Miami

District Located:

4

District(s) Served:

Countywide

REVENUE SCHEDULE:	PRIOR	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	FUTURE	TOTAL
BBC GOB Financing	0	99	0	0	0	0	0	0	99
BBC GOB Series 2005A	93	0	0	0	0	0	0	0	93
BBC GOB Series 2008B-1	1	0	0	0	0	0	0	0	1
BBC GOB Series 2014A	307	0	0	0	0	0	0	0	307
<b>TOTAL REVENUES:</b>	<b>401</b>	<b>99</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>500</b>
EXPENDITURE SCHEDULE:	PRIOR	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	FUTURE	TOTAL
Planning and Design	4	0	0	0	0	0	0	0	4
Construction	395	99	0	0	0	0	0	0	494
Construction	2	0	0	0	0	0	0	0	2
<b>TOTAL EXPENDITURES:</b>	<b>401</b>	<b>99</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>500</b>

## FY 2014 - 15 Proposed Budget and Multi-Year Capital Plan

### STEPHEN P. CLARK CENTER FACILITY SYSTEMS REFURBISHMENT

PROJECT #: 114710

DESCRIPTION: Provide facility improvements to include test, balance, cleaning, and repair of the heating, ventilation, and air conditioning system, modernize high-rise elevators controls, replace fire drain lines, repair limestone, and expand emergency communications system

LOCATION: 111 NW 1 St  
City of Miami

District Located: 5  
District(s) Served: Countywide



REVENUE SCHEDULE:	PRIOR	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	FUTURE	TOTAL
BBC GOB Financing	0	483	0	0	0	0	0	0	483
BBC GOB Series 2005A	1	0	0	0	0	0	0	0	1
BBC GOB Series 2008B	25	0	0	0	0	0	0	0	25
BBC GOB Series 2008B-1	1,195	0	0	0	0	0	0	0	1,195
BBC GOB Series 2011A	1,096	0	0	0	0	0	0	0	1,096
BBC GOB Series 2013A	173	0	0	0	0	0	0	0	173
BBC GOB Series 2014A	427	0	0	0	0	0	0	0	427
<b>TOTAL REVENUES:</b>	<b>2,917</b>	<b>483</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,400</b>
EXPENDITURE SCHEDULE:	PRIOR	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	FUTURE	TOTAL
Planning and Design	357	0	0	0	0	0	0	0	357
Construction	2,138	456	0	0	0	0	0	0	2,594
Construction Management	393	27	0	0	0	0	0	0	420
Project Administration	29	0	0	0	0	0	0	0	29
<b>TOTAL EXPENDITURES:</b>	<b>2,917</b>	<b>483</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,400</b>

### AMERICANS WITH DISABILITIES ACT BARRIER REMOVAL PROJECTS - BUILDING BETTER COMMUNITIES BOND PROGRAM

PROJECT #: 114964

DESCRIPTION: Remove architectural barriers in County parks and County-owned buildings to increase access for people with disabilities

LOCATION: Various Sites  
Various Sites

District Located: Countywide  
District(s) Served: Countywide



REVENUE SCHEDULE:	PRIOR	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	FUTURE	TOTAL
BBC GOB Financing	0	250	2,403	2,033	0	0	0	0	4,686
BBC GOB Series 2005A	720	0	0	0	0	0	0	0	720
BBC GOB Series 2008B	900	0	0	0	0	0	0	0	900
BBC GOB Series 2008B-1	586	0	0	0	0	0	0	0	586
BBC GOB Series 2011A	368	0	0	0	0	0	0	0	368
BBC GOB Series 2013A	127	0	0	0	0	0	0	0	127
BBC GOB Series 2014A	46	0	0	0	0	0	0	0	46
<b>TOTAL REVENUES:</b>	<b>2,747</b>	<b>250</b>	<b>2,403</b>	<b>2,033</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,433</b>
EXPENDITURE SCHEDULE:	PRIOR	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	FUTURE	TOTAL
Planning and Design	628	200	315	50	0	0	0	0	1,193
Construction	1,880	0	1,755	1,690	0	0	0	0	5,325
Construction Management	127	0	120	120	0	0	0	0	367
Project Administration	112	50	50	10	0	0	0	0	222
Project Contingency	0	0	163	163	0	0	0	0	326
<b>TOTAL EXPENDITURES:</b>	<b>2,747</b>	<b>250</b>	<b>2,403</b>	<b>2,033</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,433</b>

## FY 2014 - 15 Proposed Budget and Multi-Year Capital Plan

### ACQUIRE OR CONSTRUCT MULTI-PURPOSE FACILITIES IN DISTRICT 5

PROJECT #: 115530



DESCRIPTION: Acquire or construct multi-purpose facilities for public service outreach in Commission District 5

LOCATION: To Be Determined

District Located: 5

To Be Determined

District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	FUTURE	TOTAL
BBC GOB Financing	0	300	1,500	1,200	0	0	0	0	3,000
<b>TOTAL REVENUES:</b>	<b>0</b>	<b>300</b>	<b>1,500</b>	<b>1,200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,000</b>
EXPENDITURE SCHEDULE:	PRIOR	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	FUTURE	TOTAL
Planning and Design	0	300	0	0	0	0	0	0	300
Construction	0	0	1,500	1,200	0	0	0	0	2,700
<b>TOTAL EXPENDITURES:</b>	<b>0</b>	<b>300</b>	<b>1,500</b>	<b>1,200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,000</b>

### DATA PROCESSING CENTER FACILITY REFURBISHMENT

PROJECT #: 115820



DESCRIPTION: General capital improvements to the Data Processing Center

LOCATION: 5680 SW 87 Ave

District Located: 10

Unincorporated Miami-Dade County

District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	FUTURE	TOTAL
FEMA Hazard Mitigation Grant	442	0	0	0	0	0	0	0	442
FUMD Work Order Fund	147	0	0	0	0	0	0	0	147
BBC GOB Financing	0	1,611	0	0	0	0	0	0	1,611
BBC GOB Series 2005A	112	0	0	0	0	0	0	0	112
BBC GOB Series 2008B	21	0	0	0	0	0	0	0	21
BBC GOB Series 2008B-1	696	0	0	0	0	0	0	0	696
BBC GOB Series 2013A	38	0	0	0	0	0	0	0	38
BBC GOB Series 2014A	422	0	0	0	0	0	0	0	422
Department Operating Revenue	320	0	0	0	0	0	0	0	320
<b>TOTAL REVENUES:</b>	<b>2,198</b>	<b>1,611</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,809</b>
EXPENDITURE SCHEDULE:	PRIOR	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	FUTURE	TOTAL
Planning and Design	210	30	0	0	0	0	0	0	240
Construction	1,255	1,422	0	0	0	0	0	0	2,677
Equipment Acquisition	141	0	0	0	0	0	0	0	141
Construction Management	89	139	0	0	0	0	0	0	228
Project Administration	144	20	0	0	0	0	0	0	164
Project Contingency	18	0	0	0	0	0	0	0	18
Construction	341	0	0	0	0	0	0	0	341
<b>TOTAL EXPENDITURES:</b>	<b>2,198</b>	<b>1,611</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,809</b>



## FY 2014 - 15 Proposed Budget and Multi-Year Capital Plan

### DOWNTOWN GOVERNMENT FACILITIES FIRE ALARM SYSTEM

PROJECT #: 115930



DESCRIPTION: Replace the fire alarm systems in various Downtown County facilities such as the Cultural Plaza, Main Library, HistoryMiami and the Central Support Facility

LOCATION: Various Sites  
City of Miami

District Located: 5  
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	FUTURE	TOTAL
BBC GOB Financing	0	26	0	0	0	0	0	0	26
BBC GOB Series 2005A	134	0	0	0	0	0	0	0	134
BBC GOB Series 2008B	77	0	0	0	0	0	0	0	77
BBC GOB Series 2008B-1	1,659	0	0	0	0	0	0	0	1,659
BBC GOB Series 2011A	252	0	0	0	0	0	0	0	252
BBC GOB Series 2013A	25	0	0	0	0	0	0	0	25
BBC GOB Series 2014A	27	0	0	0	0	0	0	0	27
<b>TOTAL REVENUES:</b>	<b>2,174</b>	<b>26</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,200</b>
EXPENDITURE SCHEDULE:	PRIOR	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	FUTURE	TOTAL
Planning and Design	269	0	0	0	0	0	0	0	269
Construction	1,569	20	0	0	0	0	0	0	1,589
Construction Management	227	6	0	0	0	0	0	0	233
Project Administration	109	0	0	0	0	0	0	0	109
<b>TOTAL EXPENDITURES:</b>	<b>2,174</b>	<b>26</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,200</b>

### DISTRICT 09 PRESERVATION OF AFFORDABLE HOUSING AND EXPANSION OF HOME OWNERSHIP

PROJECT #: 115951



DESCRIPTION: Design and construct affordable housing in Commission District 9 - Caribbean Boulevard, Villa Capri, Richmond Place Townhomes, SBC Senior Housing, and Florida City

LOCATION: Various Sites  
Various Sites

District Located: 9  
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	FUTURE	TOTAL
BBC GOB Financing	0	1,900	2,000	0	0	0	1,592	0	5,492
BBC GOB Series 2005A	20	0	0	0	0	0	0	0	20
BBC GOB Series 2008B	3	0	0	0	0	0	0	0	3
BBC GOB Series 2008B-1	6	0	0	0	0	0	0	0	6
BBC GOB Series 2011A	2,000	0	0	0	0	0	0	0	2,000
BBC GOB Series 2014A	3,071	0	0	0	0	0	0	0	3,071
<b>TOTAL REVENUES:</b>	<b>5,100</b>	<b>1,900</b>	<b>2,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,592</b>	<b>0</b>	<b>10,592</b>
EXPENDITURE SCHEDULE:	PRIOR	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	FUTURE	TOTAL
Land/Building Acquisition	4,000	0	0	0	0	0	1,092	0	5,092
Planning and Design	60	0	0	0	0	0	60	0	120
Construction	940	1,900	2,000	0	0	0	415	0	5,255
Project Administration	100	0	0	0	0	0	25	0	125
<b>TOTAL EXPENDITURES:</b>	<b>5,100</b>	<b>1,900</b>	<b>2,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,592</b>	<b>0</b>	<b>10,592</b>

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### DISTRICT 02 PRESERVATION OF AFFORDABLE HOUSING AND EXPANSION OF HOME OWNERSHIP

PROJECT #: 115952



DESCRIPTION: Design and construct affordable housing in Commission District 2 - Northside Metrorail Station, Trade Winds Apartments and Unallocated District Funds

LOCATION: Various Sites  
Various Sites

District Located: 2  
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	FUTURE	TOTAL
BBC GOB Financing	0	25	0	0	0	0	92	0	117
BBC GOB Series 2005A	16	0	0	0	0	0	0	0	16
BBC GOB Series 2008B	7	0	0	0	0	0	0	0	7
BBC GOB Series 2008B-1	1	0	0	0	0	0	0	0	1
BBC GOB Series 2013A	2,270	0	0	0	0	0	0	0	2,270
BBC GOB Series 2014A	8,181	0	0	0	0	0	0	0	8,181
<b>TOTAL REVENUES:</b>	<b>10,475</b>	<b>25</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>92</b>	<b>0</b>	<b>10,592</b>
EXPENDITURE SCHEDULE:	PRIOR	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	FUTURE	TOTAL
Land/Building Acquisition	2,103	0	0	0	0	0	0	0	2,103
Planning and Design	169	0	0	0	0	0	0	0	169
Construction	8,171	25	0	0	0	0	92	0	8,288
Project Administration	32	0	0	0	0	0	0	0	32
<b>TOTAL EXPENDITURES:</b>	<b>10,475</b>	<b>25</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>92</b>	<b>0</b>	<b>10,592</b>

### DISTRICT 05 PRESERVATION OF AFFORDABLE HOUSING AND EXPANSION OF HOME OWNERSHIP

PROJECT #: 115958



DESCRIPTION: Design and construct affordable housing in Commission District 5 - Porto Allegra, Toscana, Meridian and Villa Aurora

LOCATION: Various Sites  
Various Sites

District Located: 5  
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	FUTURE	TOTAL
BBC GOB Financing	0	25	0	0	0	0	1,476	0	1,501
BBC GOB Series 2011A	3,156	0	0	0	0	0	0	0	3,156
BBC GOB Series 2013A	291	0	0	0	0	0	0	0	291
BBC GOB Series 2014A	5,644	0	0	0	0	0	0	0	5,644
<b>TOTAL REVENUES:</b>	<b>9,091</b>	<b>25</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,476</b>	<b>0</b>	<b>10,592</b>
EXPENDITURE SCHEDULE:	PRIOR	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	FUTURE	TOTAL
Land/Building Acquisition	1,478	0	0	0	0	0	0	0	1,478
Planning and Design	1,059	0	0	0	0	0	0	0	1,059
Construction	6,363	25	0	0	0	0	1,476	0	7,864
Project Administration	191	0	0	0	0	0	0	0	191
<b>TOTAL EXPENDITURES:</b>	<b>9,091</b>	<b>25</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,476</b>	<b>0</b>	<b>10,592</b>

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### HISTORIC HAMPTON HOUSE RESTORATION

PROJECT #: 115959



DESCRIPTION: Acquire, design, and construct improvements to the Historic Hampton House in Model City  
 LOCATION: 4200 NW 27 Ave  
 City of Miami

District Located: 3  
 District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	FUTURE	TOTAL
Comm. Dev. Block Grant	2,277	0	0	0	0	0	0	0	2,277
Comm. Dev. Block Grant - 2004	450	0	0	0	0	0	0	0	450
Comm. Dev. Block Grant - 2005	60	0	0	0	0	0	0	0	60
Comm. Dev. Block Grant - 2007	3	0	0	0	0	0	0	0	3
BBC GOB Financing	0	1,763	0	0	0	0	0	0	1,763
BBC GOB Series 2005A	184	0	0	0	0	0	0	0	184
BBC GOB Series 2008B	769	0	0	0	0	0	0	0	769
BBC GOB Series 2008B-1	381	0	0	0	0	0	0	0	381
BBC GOB Series 2011A	13	0	0	0	0	0	0	0	13
BBC GOB Series 2013A	670	0	0	0	0	0	0	0	670
BBC GOB Series 2014A	2,720	0	0	0	0	0	0	0	2,720
<b>TOTAL REVENUES:</b>	<b>7,527</b>	<b>1,763</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>9,290</b>
EXPENDITURE SCHEDULE:	PRIOR	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	FUTURE	TOTAL
Land/Building Acquisition	450	0	0	0	0	0	0	0	450
Planning and Design	988	48	0	0	0	0	0	0	1,036
Construction	4,870	1,301	0	0	0	0	0	0	6,171
Construction Management	211	145	0	0	0	0	0	0	356
Project Administration	338	72	0	0	0	0	0	0	410
Project Contingency	670	197	0	0	0	0	0	0	867
<b>TOTAL EXPENDITURES:</b>	<b>7,527</b>	<b>1,763</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>9,290</b>

### DATA PROCESSING AND COMMUNICATIONS CENTER FIRE SUPPRESSION

PROJECT #: 116460



DESCRIPTION: Install water-based pre-action fire suppression system at the Data Processing Center, the Annex, and the Radio Shop  
 LOCATION: 5680 SW 87 Ave  
 Unincorporated Miami-Dade County

District Located: 10  
 District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	FUTURE	TOTAL
BBC GOB Financing	0	0	0	0	0	0	1,000	0	1,000
<b>TOTAL REVENUES:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,000</b>	<b>0</b>	<b>1,000</b>
EXPENDITURE SCHEDULE:	PRIOR	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	FUTURE	TOTAL
Construction	0	0	0	0	0	0	1,000	0	1,000
<b>TOTAL EXPENDITURES:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,000</b>	<b>0</b>	<b>1,000</b>

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### BUILD OUT AND PURCHASE OF OVERTOWN TOWER 2

PROJECT #: 116910



DESCRIPTION: Purchase Overtown Transit Village Tower 2; build out interior, provide equipment, and furnish facility to accommodate County Departments and the Office of the State Attorney

LOCATION: 100 NW 6 St  
City of Miami

District Located: 5  
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	FUTURE	TOTAL
Capital Asset Series 2007 Bond Proceeds	42,778	0	0	0	0	0	0	0	42,778
Capital Asset Series 2010 Bonds	69,877	0	0	0	0	0	0	0	69,877
<b>TOTAL REVENUES:</b>	<b>112,655</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>112,655</b>
EXPENDITURE SCHEDULE:	PRIOR	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	FUTURE	TOTAL
Land/Building Acquisition	69,877	0	0	0	0	0	0	0	69,877
Planning and Design	2,202	400	200	300	0	0	0	0	3,102
Construction	6,694	725	385	3,615	0	0	0	0	11,419
Furniture, Fixtures and Equipment	17,868	500	70	1,860	0	0	0	0	20,298
Equipment Acquisition	2,910	500	175	675	0	0	0	0	4,260
Construction Management	1,333	200	200	200	0	0	0	0	1,933
Project Administration	942	200	50	150	0	0	0	0	1,342
Project Contingency	424	0	0	0	0	0	0	0	424
<b>TOTAL EXPENDITURES:</b>	<b>102,250</b>	<b>2,525</b>	<b>1,080</b>	<b>6,800</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>112,655</b>

### DISTRICT 10 PRESERVATION OF AFFORDABLE HOUSING AND EXPANSION OF HOME OWNERSHIP

PROJECT #: 116949



DESCRIPTION: Design and construct affordable housing in Commission District 10 - Senator Villas, West Dade Library, Vanguardian Village and Unallocated District Funds

LOCATION: Various Sites  
Various Sites

District Located: 10  
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	FUTURE	TOTAL
BBC GOB Financing	0	409	5,132	0	0	0	5,000	0	10,541
BBC GOB Series 2014A	51	0	0	0	0	0	0	0	51
<b>TOTAL REVENUES:</b>	<b>51</b>	<b>409</b>	<b>5,132</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,000</b>	<b>0</b>	<b>10,592</b>
EXPENDITURE SCHEDULE:	PRIOR	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	FUTURE	TOTAL
Planning and Design	50	409	0	0	0	0	0	0	459
Construction	1	0	5,082	0	0	0	5,000	0	10,083
Project Administration	0	0	50	0	0	0	0	0	50
<b>TOTAL EXPENDITURES:</b>	<b>51</b>	<b>409</b>	<b>5,132</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,000</b>	<b>0</b>	<b>10,592</b>

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### ACQUIRE OR CONSTRUCT FUTURE MULTI-PURPOSE FACILITIES IN UMSA

PROJECT #: 117400



DESCRIPTION: Acquire or construct future multi-purpose facilities in the Unincorporated Municipal Service Area  
 LOCATION: To Be Determined District Located: Unincorporated Municipal Service Area  
 To Be Determined District(s) Served: Unincorporated Municipal Service Area

REVENUE SCHEDULE:	PRIOR	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	FUTURE	TOTAL
BBC GOB Financing	0	0	0	0	0	0	5,490	0	5,490
<b>TOTAL REVENUES:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,490</b>	<b>0</b>	<b>5,490</b>
EXPENDITURE SCHEDULE:	PRIOR	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	FUTURE	TOTAL
Land/Building Acquisition	0	0	0	0	0	0	60	0	60
Construction	0	0	0	0	0	0	5,430	0	5,430
<b>TOTAL EXPENDITURES:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,490</b>	<b>0</b>	<b>5,490</b>

### ACQUIRE OR CONSTRUCT MULTI-PURPOSE FACILITIES IN DISTRICT 9

PROJECT #: 117450



DESCRIPTION: Acquire or construct multi-purpose facilities for public service outreach in Commission District 9  
 LOCATION: To Be Determined District Located: 9  
 To Be Determined District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	FUTURE	TOTAL
BBC GOB Financing	0	0	0	2,402	2,098	0	0	0	4,500
<b>TOTAL REVENUES:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,402</b>	<b>2,098</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,500</b>
EXPENDITURE SCHEDULE:	PRIOR	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	FUTURE	TOTAL
Construction	0	0	0	2,402	2,098	0	0	0	4,500
<b>TOTAL EXPENDITURES:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,402</b>	<b>2,098</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,500</b>

### CULTURAL PLAZA RENOVATION AND REHABILITATION

PROJECT #: 117480



DESCRIPTION: Perform structural renovations; including replacement of plaza tile and re-grout expansion joints  
 LOCATION: 101 W Flagler St District Located: 5  
 City of Miami District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	FUTURE	TOTAL
BBC GOB Financing	0	0	0	0	0	0	700	0	700
<b>TOTAL REVENUES:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>700</b>	<b>0</b>	<b>700</b>
EXPENDITURE SCHEDULE:	PRIOR	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	FUTURE	TOTAL
Planning and Design	0	0	0	0	0	0	100	0	100
Construction	0	0	0	0	0	0	530	0	530
Construction Management	0	0	0	0	0	0	70	0	70
<b>TOTAL EXPENDITURES:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>700</b>	<b>0</b>	<b>700</b>

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### DISTRICT 01 PRESERVATION OF AFFORDABLE HOUSING AND EXPANSION OF HOME

PROJECT #: 117934



#### OWNERSHIP

DESCRIPTION: Design and construct affordable housing in Commission District 1 - Georgia Ayers and Lake Vue Oasis  
 LOCATION: Various Sites District Located: 1  
 Various Sites District(s) Served: 1

REVENUE SCHEDULE:	PRIOR	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	FUTURE	TOTAL
BBC GOB Financing	0	774	0	0	0	0	0	0	774
BBC GOB Series 2011A	7,270	0	0	0	0	0	0	0	7,270
BBC GOB Series 2013A	2,030	0	0	0	0	0	0	0	2,030
BBC GOB Series 2014A	518	0	0	0	0	0	0	0	518
<b>TOTAL REVENUES:</b>	<b>9,818</b>	<b>774</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10,592</b>
EXPENDITURE SCHEDULE:	PRIOR	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	FUTURE	TOTAL
Land/Building Acquisition	1,206	1	0	0	0	0	0	0	1,207
Planning and Design	1,160	218	0	0	0	0	0	0	1,378
Construction	7,440	552	0	0	0	0	0	0	7,992
Project Administration	12	3	0	0	0	0	0	0	15
<b>TOTAL EXPENDITURES:</b>	<b>9,818</b>	<b>774</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10,592</b>

### DISTRICT 08 PRESERVATION OF AFFORDABLE HOUSING AND EXPANSION OF HOME

PROJECT #: 117938



#### OWNERSHIP

DESCRIPTION: Design and construct affordable housing in Commission District 8 - Marilyn Hope's Place  
 LOCATION: 11150 SW 211 St District Located: 8  
 Cutler Bay District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	FUTURE	TOTAL
BBC GOB Financing	0	25	0	0	0	0	0	0	25
BBC GOB Series 2013A	4,539	0	0	0	0	0	0	0	4,539
BBC GOB Series 2014A	6,028	0	0	0	0	0	0	0	6,028
<b>TOTAL REVENUES:</b>	<b>10,567</b>	<b>25</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10,592</b>
EXPENDITURE SCHEDULE:	PRIOR	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	FUTURE	TOTAL
Land/Building Acquisition	1,000	0	0	0	0	0	0	0	1,000
Planning and Design	871	0	0	0	0	0	0	0	871
Construction	8,650	25	0	0	0	0	0	0	8,675
Project Administration	46	0	0	0	0	0	0	0	46
<b>TOTAL EXPENDITURES:</b>	<b>10,567</b>	<b>25</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10,592</b>

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### NEW NORTH DADE GOVERNMENT CENTER

PROJECT #: 118480



DESCRIPTION: Construct or acquire a new North Miami-Dade Government Center

LOCATION: NE 10 Ave and NE 151 St

Unincorporated Miami-Dade County

District Located: 2

District(s) Served:

2

Countywide

REVENUE SCHEDULE:	PRIOR	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	FUTURE	TOTAL
BBC GOB Financing	0	0	0	0	0	0	7,500	0	7,500
<b>TOTAL REVENUES:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,500</b>	<b>0</b>	<b>7,500</b>
EXPENDITURE SCHEDULE:	PRIOR	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	FUTURE	TOTAL
Land/Building Acquisition	0	0	0	0	0	0	1,018	0	1,018
Planning and Design	0	0	0	0	0	0	761	0	761
Construction	0	0	0	0	0	0	5,571	0	5,571
Project Administration	0	0	0	0	0	0	150	0	150
<b>TOTAL EXPENDITURES:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,500</b>	<b>0</b>	<b>7,500</b>

### DISTRICT 06 PRESERVATION OF AFFORDABLE HOUSING AND EXPANSION OF HOME OWNERSHIP

PROJECT #: 118921



DESCRIPTION: Design and construct affordable housing in Commission District 6 - Unallocated District Funds

LOCATION: Various Sites

Various Sites

District Located: 6

District(s) Served:

6

Countywide

REVENUE SCHEDULE:	PRIOR	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	FUTURE	TOTAL
BBC GOB Financing	0	0	0	0	0	0	5,592	0	5,592
<b>TOTAL REVENUES:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,592</b>	<b>0</b>	<b>5,592</b>
EXPENDITURE SCHEDULE:	PRIOR	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	FUTURE	TOTAL
Construction	0	0	0	0	0	0	5,592	0	5,592
<b>TOTAL EXPENDITURES:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,592</b>	<b>0</b>	<b>5,592</b>

### CENTRAL SUPPORT FACILITY CHILLER

PROJECT #: 119260



DESCRIPTION: Replace two existing 1,500-ton chillers at the central support facility

LOCATION: 200 NW 1 St

City of Miami

District Located: 5

District(s) Served:

5

Countywide

REVENUE SCHEDULE:	PRIOR	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	FUTURE	TOTAL
BBC GOB Financing	0	3,120	250	0	0	0	0	0	3,370
BBC GOB Series 2013A	97	0	0	0	0	0	0	0	97
BBC GOB Series 2014A	33	0	0	0	0	0	0	0	33
<b>TOTAL REVENUES:</b>	<b>130</b>	<b>3,120</b>	<b>250</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,500</b>
EXPENDITURE SCHEDULE:	PRIOR	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	FUTURE	TOTAL
Planning and Design	100	0	0	0	0	0	0	0	100
Construction	30	3,120	250	0	0	0	0	0	3,400
<b>TOTAL EXPENDITURES:</b>	<b>130</b>	<b>3,120</b>	<b>250</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,500</b>

## FY 2014 - 15 Proposed Budget and Multi-Year Capital Plan

### MEDICAL EXAMINER BUILDING EQUIPMENT REFURBISHMENT

PROJECT #: 119420

DESCRIPTION: Refurbish or replace deteriorating building equipment throughout the medical examiner facility

LOCATION: 1851 NW 10 Ave  
City of Miami

District Located: 3  
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	FUTURE	TOTAL
BBC GOB Financing	0	506	1,184	0	0	0	0	0	1,690
BBC GOB Series 2005A	6	0	0	0	0	0	0	0	6
BBC GOB Series 2008B	98	0	0	0	0	0	0	0	98
BBC GOB Series 2013A	23	0	0	0	0	0	0	0	23
BBC GOB Series 2014A	1,383	0	0	0	0	0	0	0	1,383
<b>TOTAL REVENUES:</b>	<b>1,510</b>	<b>506</b>	<b>1,184</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,200</b>
EXPENDITURE SCHEDULE:	PRIOR	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	FUTURE	TOTAL
Planning and Design	357	95	0	0	0	0	0	0	452
Construction	1,004	309	948	0	0	0	0	0	2,261
Construction Management	62	62	118	0	0	0	0	0	242
Project Administration	77	30	0	0	0	0	0	0	107
Project Contingency	10	10	118	0	0	0	0	0	138
<b>TOTAL EXPENDITURES:</b>	<b>1,510</b>	<b>506</b>	<b>1,184</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,200</b>

### BUILD OUT SECURITY OPERATIONS AT INTEGRATED COMMAND FACILITY

PROJECT #: 119670

DESCRIPTION: Replace security infrastructure in the Security Operations Center to include recorders, alarm monitoring and reporting equipment, cameras, fiber connections, and software necessary to monitor alarms and dispatch security forces

LOCATION: 11500 NW 25 St  
Doral

District Located: 12  
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	FUTURE	TOTAL
BBC GOB Financing	0	0	0	0	0	0	600	0	600
<b>TOTAL REVENUES:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>600</b>	<b>0</b>	<b>600</b>
EXPENDITURE SCHEDULE:	PRIOR	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	FUTURE	TOTAL
Planning and Design	0	0	0	0	0	0	50	0	50
Construction	0	0	0	0	0	0	550	0	550
<b>TOTAL EXPENDITURES:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>600</b>	<b>0</b>	<b>600</b>

### FIRE CODE COMPLIANCE

PROJECT #: 1110060

DESCRIPTION: Remove all non-plenum rated cables where required in buildings maintained by the Internal Services Department, on an as-needed basis and as required by the National Fire Protection Association (NFPA) codes and standards

LOCATION: Various Sites  
Various Sites

District Located: Countywide  
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	FUTURE	TOTAL
BBC GOB Financing	0	200	400	400	400	0	0	0	1,400
<b>TOTAL REVENUES:</b>	<b>0</b>	<b>200</b>	<b>400</b>	<b>400</b>	<b>400</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,400</b>
EXPENDITURE SCHEDULE:	PRIOR	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	FUTURE	TOTAL
Planning and Design	0	80	0	0	0	0	0	0	80
Construction	0	120	400	400	400	0	0	0	1,320
<b>TOTAL EXPENDITURES:</b>	<b>0</b>	<b>200</b>	<b>400</b>	<b>400</b>	<b>400</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,400</b>



## FY 2014 - 15 Proposed Budget and Multi-Year Capital Plan

### FLEET FACILITIES ON-GOING MAINTENANCE AND IMPROVEMENTS

PROJECT #: 1110840

DESCRIPTION: Perform repairs and improvements to existing fleet facilities as needed  
 LOCATION: Various Sites District Located: Countywide  
 Various Sites District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	FUTURE	TOTAL
Department Operating Revenue	2,676	1,334	900	0	0	0	0	0	4,910
<b>TOTAL REVENUES:</b>	<b>2,676</b>	<b>1,334</b>	<b>900</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,910</b>
EXPENDITURE SCHEDULE:	PRIOR	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	FUTURE	TOTAL
Planning and Design	111	27	20	0	0	0	0	0	158
Construction	2,322	1,250	820	0	0	0	0	0	4,392
Construction Management	44	0	30	0	0	0	0	0	74
Project Administration	48	35	0	0	0	0	0	0	83
Project Contingency	127	46	30	0	0	0	0	0	203
<b>TOTAL EXPENDITURES:</b>	<b>2,652</b>	<b>1,358</b>	<b>900</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,910</b>

### EQUIPMENT MANAGEMENT SYSTEM CONVERSION (EMS)

PROJECT #: 6046130

DESCRIPTION: Replacement of EMS system software, system hardware, network and database  
 LOCATION: Countywide District Located: Countywide  
 Throughout Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	FUTURE	TOTAL
Department Operating Revenue	1,580	900	0	0	0	0	0	0	2,480
<b>TOTAL REVENUES:</b>	<b>1,580</b>	<b>900</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,480</b>
EXPENDITURE SCHEDULE:	PRIOR	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	FUTURE	TOTAL
Technology Hardware/Software	1,580	900	0	0	0	0	0	0	2,480
<b>TOTAL EXPENDITURES:</b>	<b>1,580</b>	<b>900</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,480</b>

### FLEET SHOP 3C - ADDITIONAL SERVICE BAYS

PROJECT #: 11910720

DESCRIPTION: Construct overflow parking, drainage and remediate soils maintenance of heavy fleet  
 LOCATION: 8801 NW 58 St District Located: 12  
 Doral District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	FUTURE	TOTAL
Department Operating Revenue	3,393	2,427	0	0	0	0	0	0	5,820
<b>TOTAL REVENUES:</b>	<b>3,393</b>	<b>2,427</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,820</b>
EXPENDITURE SCHEDULE:	PRIOR	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	FUTURE	TOTAL
Art Allowance	40	0	0	0	0	0	0	0	40
Planning and Design	730	0	0	0	0	0	0	0	730
Construction	1,874	1,927	0	0	0	0	0	0	3,801
Furniture, Fixtures and Equipment	30	0	0	0	0	0	0	0	30
Equipment Acquisition	75	0	0	0	0	0	0	0	75
Construction Management	248	0	0	0	0	0	0	0	248
Project Administration	396	0	0	0	0	0	0	0	396
Project Contingency	0	500	0	0	0	0	0	0	500
<b>TOTAL EXPENDITURES:</b>	<b>3,393</b>	<b>2,427</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,820</b>

## FY 2014 - 15 Proposed Budget and Multi-Year Capital Plan

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### UNFUNDED CAPITAL PROJECTS

PROJECT NAME	LOCATION	(dollars in thousands)
		ESTIMATED PROJECT COST
MIAMI-DADE COUNTY COURTHOUSE - 40-YEAR RE-CERTIFICATION CONSULTANT	73 W Flagler St	500
MIAMI-DADE COUNTY COURTHOUSE - STRUCTURAL REPAIRS	73 W Flagler St	22,000
HOMESTEAD AIR RESERVE BASE (HARB) - DEMOLITION OF FOUR BUILDINGS	12699 SW 285 St	350
MIAMI-DADE COUNTY COURTHOUSE - ELECTRICAL UPGRADES	73 W Flagler St	5,000
STEPHEN P. CLARK CENTER - REPLACE SYSTEMS FURNITURE	111 NW 1 St	17,900
FUMD ON-GOING FACILITIES REPAIR AND MAINTENANCE/COUNTYWIDE	Countywide	55,000
VENDOR PORTAL - ONLINE REGISTRATION	111 NW 1 St	665
140 WEST FLAGLER BUILDING - VARIOUS BUILDING IMPROVEMENTS	140 W Flagler St	2,510
UNFUNDED TOTAL		<b>103,925</b>

## FY 2014 - 15 Proposed Budget and Multi-Year Capital Plan

### Management and Budget

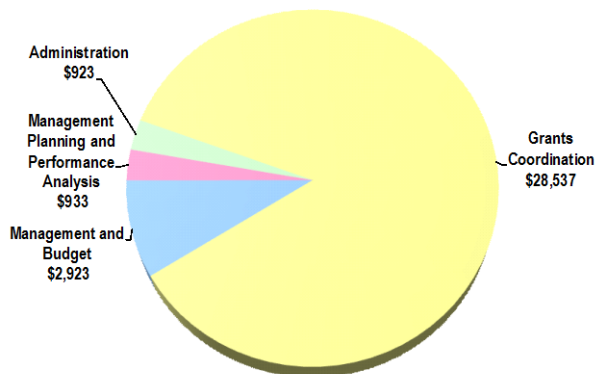
The Office of Management and Budget (OMB) supports and facilitates the County's results-oriented governing to maximize the use of the County's resources; administers and monitors grants to community-based organizations (CBOs); manages grant programs, identifies funding and partnership opportunities and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

As part of the General Government strategic areas, OMB supports the County's strategic planning and business planning processes; develops the County's annual budget; facilitates performance reporting mechanisms; conducts organizational, management, and business process reviews; promotes efforts to revitalize distressed areas or areas with impediments to private and public development; administers and coordinates the Miami-Dade County Tax Increment Financing (TIF) Program; supports the County's bond-funded capital programs; provides policy analysis regarding incorporation and annexation; manages the County's centralized Capital Improvements Information System (CIIS); provides direct administrative support to 15 advisory and community boards; and administers grants including but not limited to the Ryan White Part A and Minority AIDS Initiative (MAI) programs under the federal Ryan White HIV/AIDS Treatment Extension Act of 2009.

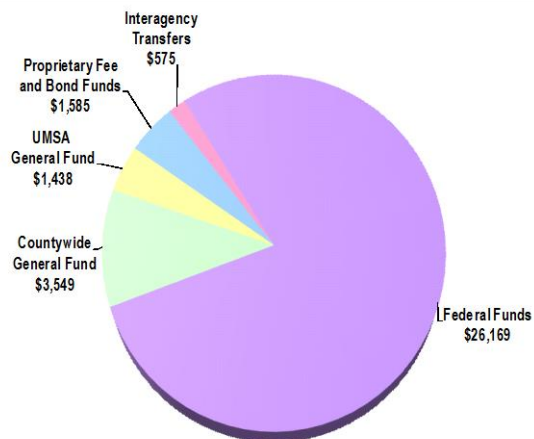
Stakeholders include the Mayor, the Board of County Commissioners (BCC), all County departments, other governmental entities, not-for-profit organizations, district property owners, private developers, municipalities, advisory boards, and consumers.

### FY 2014-15 Proposed Budget

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



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



## FY 2014 - 15 Proposed Budget and Multi-Year Capital Plan

### TABLE OF ORGANIZATION

<u>ADMINISTRATION</u>			
<ul style="list-style-type: none"> <li>Establishes and implements departmental policy; reviews and coordinates agenda submissions; coordinates Advisory Board support and annual sunset review process; manages departmental personnel; and implements policy enacted by the Board of County Commissioners (BCC) and the Mayor</li> </ul>		<u>FY 13-14</u> 6	<u>FY 14-15</u> 5
<u>MANAGEMENT AND BUDGET</u>		<u>MANAGEMENT PLANNING AND PERFORMANCE ANALYSIS</u>	
<ul style="list-style-type: none"> <li>Ensures the financial viability of the County through sound financial management policies</li> <li>Administers and coordinates the Miami-Dade County Tax Increment Financing (TIF) Program; oversees the activities of all Community Redevelopment Areas (CRAs) and supports Unincorporated Municipal Service Area (UMSA) CRAs; and administers and coordinates annexation/incorporation efforts</li> <li>Manages bond programs</li> </ul>		<ul style="list-style-type: none"> <li>Responsible for the implementation of the County's results-oriented government framework, which focuses on planning and accountability through performance management</li> </ul>	
<u>FY 13-14</u> 20	<u>FY 14-15</u> 18	<u>FY 13-14</u> 6	<u>FY 14-15</u> 6
		<u>GRANTS COORDINATION</u>	
		<ul style="list-style-type: none"> <li>Administers and monitors community-based organization (CBO) contracts and the Mom and Pop Small Business Grant Program</li> <li>Administers grants including the Ryan White Part A and Minority AIDS Initiative (MAI) programs under the federal Ryan White HIV/AIDS Treatment Extension Act of 2009 and the Edward Byrne Memorial Justice Assistance grant (JAG)</li> <li>Identifies funding and partnership opportunities, and assists County departments with grant writing to maximize revenue support</li> </ul>	
		<u>FY 13-14</u> 42	<u>FY 14-15</u> 35

## FY 2014 - 15 Proposed Budget and Multi-Year Capital Plan

### FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 11-12	Actual FY 12-13	Budget FY 13-14	Proposed FY 14-15
<b>Revenue Summary</b>				
General Fund Countywide	4,217	3,910	4,374	3,549
General Fund UMSA	1,189	1,484	1,767	1,438
CRA Administrative	455	379	508	565
Reimbursement				
QNIP Bond Proceeds	32	82	0	94
Building Better Communities				
Bond Interest	1,560	819	1,283	926
Ryan White Grant	24,323	24,129	24,134	26,169
Federal Grants	1,600	0	4,485	0
Interagency Transfers	770	458	275	575
<b>Total Revenues</b>	<b>34,146</b>	<b>31,261</b>	<b>36,826</b>	<b>33,316</b>

#### **Operating Expenditures**

<b>Summary</b>				
Salary	7,322	6,101	6,944	5,700
Fringe Benefits	1,467	1,258	1,660	1,504
Court Costs	0	0	0	1
Contractual Services	860	0	3,542	15
Other Operating	23,646	23,209	23,463	25,115
Charges for County Services	837	674	842	940
Grants to Outside Organizations	0	0	0	0
Capital	14	19	375	41
<b>Total Operating Expenditures</b>	<b>34,146</b>	<b>31,261</b>	<b>36,826</b>	<b>33,316</b>

#### **Non-Operating Expenditures**

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

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 13-14	Proposed FY 14-15	Budget FY 13-14	Proposed FY 14-15
<b>Strategic Area: General Government</b>				
Administration	1,092	923	6	5
Grants Coordination	31,471	28,537	42	35
Management and Budget	3,356	2,923	20	18
Management Planning and	907	933	6	6
Performance Analysis				
<b>Total Operating Expenditures</b>	<b>36,826</b>	<b>33,316</b>	<b>74</b>	<b>64</b>

## FY 2014 - 15 Proposed Budget and Multi-Year Capital Plan

### SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 11-12	Actual FY 12-13	Budget FY 13-14	Projection FY 13-14	Proposed FY 14-15
Advertising	13	22	58	22	46
Fuel	0	0	0	0	0
Overtime	0	0	0	0	0
Rent	53	53	53	53	61
Security Services	0	0	2	0	0
Temporary Services	0	0	15	0	0
Travel and Registration	6	11	34	11	24
Utilities	52	64	53	64	50

### **DIVISION: ADMINISTRATION**

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

- Reviews and coordinates agenda submissions and departmental personnel activities
- Maintains the County's Administrative and Implementing Orders, manages the County's Procedures Manual and its annual update, and coordinates the annual sunset review of County boards process
- Reviews, coordinates, and implements County policy
- Coordinates and monitors payment to community-based organizations (CBOs) funded from discretionary allocations
- Coordinates Advisory Board facilitation and support

### **Strategic Objectives - Measures**

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

Objectives	Measures			FY 11-12	FY 12-13	FY 13-14	FY 13-14	FY 14-15
				Actual	Actual	Budget	Projection	Target
Efficiently process payment requests	Percentage of check requests from CBOs processed within five business days	EF	↑	100%	100%	100%	100%	100%

### DIVISION COMMENTS

- A Program Coordinator has been eliminated in the FY 2014-15 Proposed Budget; duties will be absorbed by existing staff (\$148,000)

## FY 2014 - 15 Proposed Budget and Multi-Year Capital Plan

### DIVISION: MANAGEMENT AND BUDGET

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

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

#### Strategic Objectives - Measures

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

Objectives	Measures			FY 11-12	FY 12-13	FY 13-14	FY 13-14	FY 14-15
				Actual	Actual	Budget	Projection	Target
Develop urban corridors (TUAs, CRAs & Enterprise Zones, NRSAs) as destination centers	County TIF Revenue Payments (in millions)	OC	↑	\$36.5	\$24.8	\$26.2	\$28.5	\$29
	Number of Community Redevelopment Agencies (CRAs)	IN	↔	13	13	14	14	14
	Percent of total County Urban Development Boundary area within CRA districts	IN	↔	3.6%	3.6%	3.7%	3.7%	3.7%

- GG4-1: Provide sound financial and risk management

Objectives	Measures			FY 11-12	FY 12-13	FY 13-14	FY 13-14	FY 14-15
				Actual	Actual	Budget	Projection	Target
Prepare and monitor the County's Resource Allocation Plan	Countywide Emergency Contingency Reserve balance (in millions)	OC	↑	\$51.8	\$43	\$52.2	\$43	\$43
	Carryover as a percentage of the General Fund Budget	OC	↑	7.6%	7.1%	6.0%	4.8%	1.8%

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

Objectives	Measures			FY 11-12	FY 12-13	FY 13-14	FY 13-14	FY 14-15
				Actual	Actual	Budget	Projection	Target
Provide coordination for the Building Better Communities (BBC) General Obligation Bond	Value of BBC-GOB funds Expended (in millions)	OP	↔	\$137.5	\$187.8	\$365.8	\$182.8	\$330.8
	Number of Business Days to process BBC-GOB reimbursement requests	EF	↓	8	10	10	9	10

## FY 2014 - 15 Proposed Budget and Multi-Year Capital Plan

### DIVISION COMMENTS

- The FY 2014-15 Proposed Budget includes funding in the non-departmental management consulting budget for management consulting services related to CRA start-up activities (\$200,000); these costs will be reimbursed upon the creation of the CRA and the collection of the TIF revenues generated from the respective CRA
- As part of the FY 2014-15 budget development process, the Department implemented phase 1 of a new budget development application called "Budgeting Analysis Tool" or BAT; this system, when fully implemented, will provide greater transparency and improved tools for the development and monitoring of annual budgets; the FY 2014-15 Proposed Budget includes continued support for implementation to be reimbursed from the capital project (\$120,000)
- At the end of FY 2013-14, total BBC program all years expenditures are estimated to total \$1.37 billion; during FY 2014-15, the Department will continue to coordinate BBC project planning and scheduling along with the monitoring of capital projects to ensure adherence to budgets and schedules
- *The FY 2014-15 Proposed Budget reduces a Business Analyst Manager and an Assistant Budget Analyst; assignments will be redistributed to existing staff (\$223,000)*
- The FY 2014-15 Proposed Budget includes funding from Building Better Communities Bond Program interest and Quality Neighborhoods Improvement Bond interest to support bond program administration (\$1.02 million) and support from the Metropolitan Planning Organization (\$50,000) and Finance Department Bond Administration (\$175,000) for capital budgeting support

### **DIVISION: MANAGEMENT PLANNING AND PERFORMANCE ANALYSIS**

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

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

### **Strategic Objectives - Measures**

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

Objectives	Measures			FY 11-12	FY 12-13	FY 13-14	FY 13-14	FY 14-15
				Actual	Actual	Budget	Projection	Target
Improve alignment and performance of strategic priorities throughout the County	Percentage of Strategic Plan Objectives supported by department business plans*	EF	↑	98%	100%	100%	100%	100%
	Average number of active users of the County performance management system**	IN	↔	906	902	900	805	850
Identify opportunities to improve County operations	Performance analysis projects completed*	OC	↑	8	19	18	14	15

\* Tracked in the County performance management system

\*\* Reflects a decrease in active users likely due to fewer overall employees, priority, impact of reorganizations, and reliance on power users to enter performance data



## FY 2014 - 15 Proposed Budget and Multi-Year Capital Plan

### DIVISION COMMENTS

- The Department will continue to promote training opportunities in Lean Six Sigma (LSS) performance improvement techniques; trainings offer increasing levels of certification: Yellow Belt certification provides participants an introduction to LSS problem-solving tools; Green Belt certification gives participants additional exposure to LSS problem-solving tools, and hands-on participation in a real case study; participants in Green Belt Team Leader and Black Belt training will learn more sophisticated and complex LSS problem-solving methodologies; by the end of FY 2014-15, more than 650 employees will have earned LSS Yellow Belt certification and 120 employees will have earned LSS Green Belt certification; of these, 24 will have earned Green Belt Team Leader certification; and six have earned Black Belt certification; more than \$2 million of savings opportunities have already been identified

### **DIVISION: GRANTS COORDINATION**

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

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

### **Strategic Objectives - Measures**

- GG4-1: Provide sound financial and risk management

Objectives	Measures			FY 11-12	FY 12-13	FY 13-14	FY 13-14	FY 14-15
				Actual	Actual	Budget	Projection	Target
Develop and implement revenue maximization opportunities	Grant, sponsorship and advertising funding received (in millions) by County and CBOs associated with OMB revenue enhancement activities	OC	↑	\$28.4	\$29.5	\$25.0	\$25.0	\$25.0

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

Objectives	Measures			FY 11-12	FY 12-13	FY 13-14	FY 13-14	FY 14-15
				Actual	Actual	Budget	Projection	Target
Efficiently monitor and provide technical assistance on CBO allocations and contracts	Percentage of reimbursement requests processed within 21 calendar days	EF	↑	93%	94%	85%	85%	85%
	Site visits - CBOs	OP	↔	253	243	150	150	160

## FY 2014 - 15 Proposed Budget and Multi-Year Capital Plan

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

Objectives	Measures			FY 11-12	FY 12-13	FY 13-14	FY 13-14	FY 14-15
				Actual	Actual	Budget	Projection	Target
Promote independent living through early intervention and support services	HIV+ clients served by Ryan White Program (includes Part A and Minority AIDS Initiative [MAI])	OP	↔	9,612	9,527	9,600	9,600	9,200
	Percentage of Ryan White Program payments processed within 21 calendar days	EF	↑	92%	85%	85%	85%	85%
	Comprehensive Ryan White Program site visits (per County's fiscal year)	OP	↔	2	7	15	15	15

### DIVISION COMMENTS

- Federal guidelines require the Ryan White Program, as a condition of award, to conduct comprehensive site visits to every contracted provider of Ryan White Program services each grant fiscal year
- The Department continues to make weekly updates to the grant resources web page on the County's web portal to identify grant opportunities for County departments and CBOs
- The FY 2014-15 Proposed Budget includes reimbursements for administrative support from the Ryan White Program (up to \$163,000)
- The FY 2014-15 Proposed Budget allocates \$16.356 million for community-based organizations and \$939,000 to fund the Mom and Pop Small Business Grant Program, representing a 10 percent reduction to currently funded programs, and \$430,000 for environmental protection and educational programs funded by the Regulatory and Economic Resources Department
- As part of the FY 2013-14 departmental savings plan, an Assistant Division Director for Grants Coordination, an Assistant Grants Analyst, a Special Projects Administrator 2, two Special Projects Administrator 1s, two Contracts Officers were eliminated; administrative support is now being shared with other divisions; monitoring assignments were redistributed to existing staff (\$732,000)

### Department Operational Unmet Needs

Description	(dollars in thousands)		Positions
	Startup Costs/ Non Recurring Costs	Recurring Costs	
Hire two Sr. Business Analysts and one Assistant Business Analyst to handle the increased workload due to the incorporation efforts being considered	\$0	\$294	3
Add one Senior Business Analyst and one Business Analyst to allow for more comprehensive budget and performance monitoring	\$0	\$140	0
Hire two Special Projects Administrator 2 to increase the Department's ability to research and secure sponsorship and other funding opportunities for County initiatives	\$0	\$184	2
Hire three Contracts Officers to handle CBO monitoring	\$0	\$225	1
<b>Total</b>	<b>\$0</b>	<b>\$843</b>	<b>6</b>

## FY 2014 - 15 Proposed Budget and Multi-Year Capital Plan

### Property Appraiser

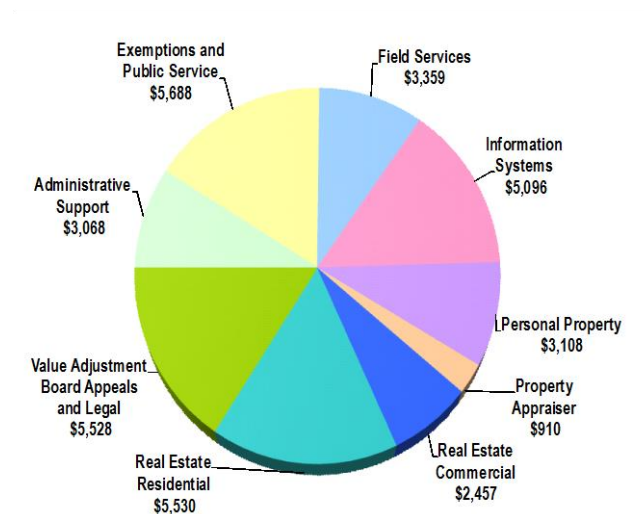
The elected Property Appraiser of Miami-Dade has the primary responsibility to identify and appraise all real and tangible personal property within the County and certify the annual tax roll with the Florida Department of Revenue (DOR) in accordance with the Florida Constitution and State law. Additional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

The office performs statutory functions related to the assessment of property for the purpose of determining fair market and taxable values. The taxable values are then used by public schools, Miami-Dade County, municipalities and other taxing jurisdictions to set millage rates and arrive at desired revenue levels.

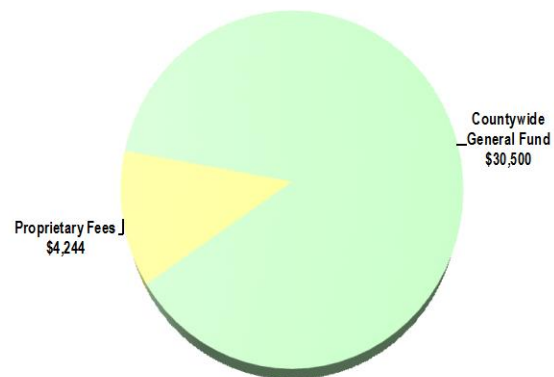
To fulfill its responsibilities, the Property Appraiser communicates on a routine basis with Miami-Dade County property owners, the Tax Collector, County agencies, the DOR, and numerous taxing authorities. The office's responsibilities are established by the Florida Constitution and regulated by Florida Statutes and DOR rules and regulations. The budget for the Property Appraiser is subject to provisions outlined in Section 195.087 of the Florida Statutes, which includes review and approval by DOR.

### FY 2014-15 Proposed Budget

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



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



## FY 2014 - 15 Proposed Budget and Multi-Year Capital Plan

### TABLE OF ORGANIZATION

<u>PROPERTY APPRAISER OF MIAMI-DADE COUNTY*</u>			
<ul style="list-style-type: none"><li>Oversees office budget, personnel, and the production of an annual assessment roll within Florida Department of Revenue (DOR) parameters; and acts as liaison with taxing authorities, municipalities, and DOR</li></ul>			
	<u>FY 13-14</u> 15	<u>FY 14-15</u> 13	
<b><u>EXEMPTIONS AND PUBLIC SERVICE</u></b> <ul style="list-style-type: none"><li>Disseminates property assessment information relating to real and tangible property using the Office's website, office customer service assistance, e-mail, public presentations through various media, the 311 Answer Center; and receives, verifies, and qualifies and disqualifies all applications for statutory exemptions on potentially illegal exemptions</li></ul> <div><u>FY 13-14</u> 48</div> <div><u>FY 14-15</u> 84</div>	<b><u>INFORMATION SERVICES</u></b> <ul style="list-style-type: none"><li>Maintains all electronic property record files, monitors changes made to those files, and maintains various computer hardware devices and software utilized by the Office; and other information technology needs as required by the Property Appraiser</li></ul> <div><u>FY 13-14</u> 22</div> <div><u>FY 14-15</u> 23</div>	<b><u>REAL ESTATE RESIDENTIAL</u></b> <ul style="list-style-type: none"><li>Gathers and evaluates data regarding all residential property located within Miami-Dade County; utilizes recognized appraisal techniques in the annual valuation process</li></ul> <div><u>FY 13-14</u> 140</div> <div><u>FY 14-15</u> 63</div>	
<b><u>PERSONAL PROPERTY</u></b> <ul style="list-style-type: none"><li>Gathers and evaluates data regarding all tangible personal property located within Miami-Dade County; conducts field inspections and taxpayer return verifications in the annual valuation process</li></ul> <div><u>FY 13-14</u> 38</div> <div><u>FY 14-15</u> 38</div>	<b><u>VALUE ADJUSTMENT BOARD APPEALS AND LEGAL</u></b> <ul style="list-style-type: none"><li>Responsible for the analysis, preparation, and defense of assessment values before the Value Adjustment Board and District Court</li></ul> <div><u>FY 13-14</u> 75</div> <div><u>FY 14-15</u> 68</div>	<b><u>REAL ESTATE COMMERCIAL</u></b> <ul style="list-style-type: none"><li>Gathers and evaluates data regarding all commercial property located within Miami-Dade County; utilizes recognized appraisal techniques in the annual valuation process</li></ul> <div><u>FY 13-14</u> 30</div> <div><u>FY 14-15</u> 26</div>	
	<b><u>FIELD SERVICES</u></b> <ul style="list-style-type: none"><li>Performs inspections on all real property in the County</li></ul> <div><u>FY 13-14</u> 0</div> <div><u>FY 14-15</u> 46</div>		

\* Table of Organization is subject to mid-year organization

## FY 2014 - 15 Proposed Budget and Multi-Year Capital Plan

### FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 11-12	Actual FY 12-13	Budget FY 13-14	Proposed FY 14-15
<b>Revenue Summary</b>				
General Fund Countywide	29,298	28,642	30,500	30,500
Reimbursements from Taxing Jurisdictions	1,533	3,502	2,600	4,244
Ad Valorem Liens and Penalties	0	0	100	0
Total Revenues	30,831	32,144	33,200	34,744
<b>Operating Expenditures Summary</b>				
Salary	21,875	22,193	21,605	22,305
Fringe Benefits	4,832	5,019	5,999	7,193
Court Costs	4	1	10	17
Contractual Services	1,479	545	1,238	1,228
Other Operating	1,038	1,755	1,983	1,855
Charges for County Services	1,535	2,555	2,282	2,080
Grants to Outside Organizations	0	0	0	0
Capital	68	76	83	66
Total Operating Expenditures	30,831	32,144	33,200	34,744
<b>Non-Operating Expenditures Summary</b>				
Transfers	0	0	0	0
Distribution of Funds In Trust	0	0	0	0
Debt Service	0	0	0	0
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	0	0	0
Total Non-Operating Expenditures	0	0	0	0

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 13-14	Proposed FY 14-15	Budget FY 13-14	Proposed FY 14-15
<b>Strategic Area: General Government</b>				
Property Appraiser	954	910	9	7
Administrative Support	3,059	3,068	6	6
Exemptions and Public Service	3,762	5,688	48	84
Field Services	0	3,359	0	46
Information Systems	4,848	5,096	22	23
Personal Property	2,923	3,108	38	38
Real Estate Commercial	2,475	2,457	30	26
Real Estate Residential	9,439	5,530	140	63
Value Adjustment Board	5,740	5,528	75	68
Appeals and Legal				
Total Operating Expenditures	33,200	34,744	368	361

### SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 11-12	Actual FY 12-13	Budget FY 13-14	Projection FY 13-14	Proposed FY 14-15
Advertising	3	5	15	3	11
Fuel	19	21	20	22	21
Overtime	92	298	95	46	96
Rent	0	0	0	0	0
Security Services	0	5	0	8	0
Temporary Services	158	-16	0	0	0
Travel and Registration	10	4	12	7	7
Utilities	129	146	111	179	165

## FY 2014 - 15 Proposed Budget and Multi-Year Capital Plan

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### ADDITIONAL INFORMATION

- Pursuant to State Statutes, the Tax Collector's Office will continue to charge a collection fee for the collection of all special district and non-ad valorem assessment revenues collected on the tax bill and noticed on the Notice of Proposed Property Taxes (commonly referred to as TRIM); the collection fee is one percent of actual collection and covers notification and collection expenses incurred by the Tax Collector and the Property Appraiser; the following jurisdictions and/or special districts are charged an administrative collection fee: City of Miami, City of Opa-Locka, Village of Miami Shores, City of Miami Springs, City of North Miami, and Miami-Dade County (Public Works and Waste Management); City of Miami and City of Coral Gables (Fire Rescue); City of Miami Coconut Grove Business Improvement District; community development districts; Children's Trust; Florida Inland Navigation District; South Florida Water Management District; and Miami-Dade County Public School Board; administrative collection fee charges may be applied at the request of additional jurisdictions and/or special districts and agreed upon by the Tax Collector and the Property Appraiser
- In FY 2014-15, the Office will continue its Citizen Education and Public Outreach Program to educate the residents of Miami-Dade County regarding important property tax issues and exemption opportunities
- As part of the on-going re-organization process to better align services provided by the Office of the Property Appraiser, the FY 2014-15 Proposed Budget includes a new division, Field Services Division which is responsible for field inspections resulting from construction permits, requests by property owners, internal audits, and quality control of real estate parcel data; positions for this division were transferred from the Real Estate Residential and Commercial Divisions
- In the FY 2014-15 Proposed Budget, the Information Technology Department will fund ortho-photography services to help properly determine a property's assessment value in compliance with Section 193.114(2)(n) of the Florida Statutes
- *The FY 2014-15 Proposed Budget includes the elimination of seven vacant positions (\$687,000)*