FY 2016-17 BUDGET SUBMISSION MANUAL

MIAMI-DADE COUNTY

Prepared by the Office of Management and Budget

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Using this Manual

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

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

Warning
Common errors and/or problems

Important
Key notes and essential points

Important Dates:

February 8, 2016:	**Budget submissions and final Business Plans due**
February 8, 2016:	**IT Business Cases submitted to Investment Review Committee (IRC)**

Introduction

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

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

Most importantly, the County's Proposed Budget is the document that, on an annual basis, conveys the services to be delivered to the community and the resources required to provide those services. As in prior years, your Operating and Capital budgets will continue to be evaluated as one cohesive plan.

The FY 2016-17 Budget Submission Manual explains how to develop your department's operating and capital budgets as well as the necessary assumptions to be used.

Operating Budget

In developing your FY 2016-17 Proposed Budget and Multi-Year Capital Plan, as in FY 2015-16, departments will continue to use the Budgeting Analysis Tool (BAT) to input your departmental information. We continue to work on improving BAT, its capabilities and new enhanced features, as it has transformed virtually every aspect of our organization's budgeting activities.

BAT is a budget planning and development application that serves as an all-in-one solution for forecasting, preparing, monitoring, and reporting on departmental budgets. BAT consolidates information from all County human resources and financial utilities—including FAMIS, PeopleSoft.

OMB has scheduled BAT training sessions for the identified departmental "new users" (page 6) along with refresher training for users that have experience with the system. BAT manuals will be provided at the time of training and users can also find them online at http://www.miamidade.gov/budget/library/budget-analysis-tool.pdf. In addition, a BAT page is posted on OMB's departmental website, under Budget, that will provide those using the BAT system with as much support information as possible such as Frequently Asked Questions, training dates, manuals, correspondence, as well as the BAT incident support form, and contact information for assistance. http://www.miamidade.gov/budget/bat.asp

Resourcing for Results On-line (RFRO)

The County will continue to use RFRO, a web-based system, to develop the proposed and adopted budget documents. These documents include departmental narratives, functional tables of organizations, performance measure information, departmental highlights, capital budget highlights, and unmet needs.

As such, you will be required to enter this information manually again.

Capital Budget

As the BAT system continues to expand, we are excited about the future of the Capital Budgeting Analysis Tool (CBAT). Similar to the BAT system in identifying user needs, OMB has implemented more user friendly enhancements to the CBAT. The CBAT is and will continue to be an all-encompassing tool which will allow departments to communicate and convey their capital project priorities, timelines, funding sources, expenditures, and associated operating budget impacts.

A step by step resource guide on using the new CBAT application system is available online on the Office of Management and Budget's website: http://www.miamidade.gov/budget/bat.asp

During December and January, OMB will be holding comprehensive CBAT training sessions on using the system as well as planning and developing your departmental FY 2016-17 Proposed Budget and Multi-Year Capital Plan (page 7). **Understanding how to use and enter information in CBAT is extremely important if you are tasked with developing your department's FY 2016-17 Proposed Budget and Multi-Year Capital Plan.**

Budget Submission

All budget submissions are due on Monday, February 8, 2016. Each department should confirm the completion of its FY 2016-17 budget submission, meaning information has been complied in BAT, CABT, and RFRO, by **e-mail** to the Budget Director and your OMB Budget Analyst. Departments should attach, or deliver, their functional and staffing table of organizations at the time of submission. Directions on expectations of functional and staffing table of organizations can be found on pages 18-20 of this manual.

BAT Grams and Alerts

OMB will continue to utilize BAT*grams* and BAT*alerts* to inform you of information/updates that may impact the budget develop process. It is important that you pay attention to these types of e-mail notifications when you receive them as they may contain deadlines to which we must adhere.

Access to BAT, CBAT, and RFRO

To obtain access the systems, contact your department's OMB Budget Analyst. Please provide your OMB Budget Analyst with the names those individuals you wish to grant access along with their user and computer ID and desired password.

Important:

Departments must update information in all the systems as changes occur throughout the budget development process.

Budget Training

OMB will be providing new user and refresher training for both Budgeting Analysis Tool (BAT) and the Capital Budgeting Analysis Tool (CBAT). Classes for the two budget development systems are offered free of charge and are recommended for employees involved in the development or monitoring of departmental budgets. To register for any of the classes listed below, please contact Amelia Moya at 305-375-5143 and provide the trainee name, position title, and department. Seating is limited and classes will be filled on a first come, first serve basis.

BAT Training

This training will provide a basic understanding of how to enter, change, delete, and retrieve data into/from BAT and provide information to departments on the new features implemented in BAT for the preparation of the FY 2016-17 Proposed Budget and Multi-Year Capital Plan. Topics include: reconciling personnel counts, entering vacant positions, changing payroll data for exempt positions, entering service adjustments (reductions) and enhancements (increases), entering revenues and expenditures, and using BAT reports. As an added feature to this year's training, OMB is scheduling both 'BAT New User' and 'BAT Refresher' trainings in order to provide familiarization to all levels of users for departments as well as a 'Question and Answer Session' at the end of all scheduled trainings as a means to accommodate departments with answers and/or concerns they may have with any of the budgeting systems.

The BAT Users' Manual can be found online at:

http://www.miamidade.gov/budget/bat.asp

All training sessions noted will run from 9 a.m. to 5 p.m.

BAT New User Training sessions (2 day) at the Stephen P. Clark Center:

- December 7-8, 2015 for BAT New User Training – 17th Floor
- December 9-10, 2015 for BAT New User Training – 17th Floor
- January 4-5, 2016 for BAT New User Training – 18th Floor
- January 6-7, 2016 for BAT New User Training – 18th Floor

BAT Refresher Training sessions (1 day) at the Stephen P. Clark Center

- December 7, 2015 for BAT Refresher Training – 18th Floor
- December 8, 2015 for BAT Refresher Training – 18th Floor
- December 9, 2015 for BAT Refresher Training – 18th Floor
- December 10, 2015 for BAT Refresher Training – 18th Floor
- December 14, 2015 for BAT Refresher Training – 17th Floor
- December 15, 2015 for BAT Refresher Training – 17th Floor
- December 16, 2015 for BAT Refresher Training – 17th Floor
- December 17, 2015 for BAT Refresher Training – 17th Floor

BAT New User Training sessions (2 day) at the Overtown Transit Village (OTV) 3rd Floor Training Room

- December 14-15, 2015 for BAT New User Training – 3rd Floor
- December 16-17, 2015 for BAT New User Training – 3rd Floor

BAT Refresher Training sessions (1 day) at the Overtown Transit Village (OTV) 3rd Floor Training Room

- January 4, 2016 for BAT Refresher Training – 3rd Floor
- January 5, 2016 for BAT Refresher Training – 3rd Floor
- January 6, 2016 for BAT Refresher Training – 3rd Floor
- January 7, 2016 for BAT Refresher Training – 3rd Floor

CBAT Training and Capital Projects Budget Submission Module

The FY 2016-17 Proposed Capital Budget will continue to be created within the Capital Projects Budget module in CBAT. This training will provide a step-by-step explanation of how to enter, change, delete, and retrieve data into/from the module. Topics include: the importance of each report, inputting and updating funded projects (including COR requests), inputting and updating unfunded projects, and prioritizing unfunded projects. Training manuals will be distributed in class and can also be found online on the OMB website:

http://www.miamidade.gov/budget/bat.asp

Similar to the BAT training being held at the Stephen P. Clark Center and the Overtown Transit Village 3rd Floor Training Room, each two day session will be running from 9 a.m. to 5 p.m.

CBAT training sessions (2 day) at the Overtown Transit Village 3rd Floor Training Room

- December 7-8, 2015 – 3rd Floor
- December 9-10, 2015 – 3rd Floor

CBAT training sessions (2 day) at the Stephen P. Clark Center 18th Floor Training Room

- December 14-15, 2015
- December 16-17, 2015

CBAT training sessions (2 day) at the Stephen P. Clark Center 17th Floor Training Room

- January 4-5, 2016
- January 6-7, 2016

Smart View Training

As part of our continuous effort to improve user experience with the BAT system, the BAT team will once again offer a Smart View training course for the development of the FY 2016-17 Proposed Budget and Multi-Year Capital Plan. This training will focus on functionalities available in the Microsoft Excel add-on tool Smart View. Smart View provides a common Microsoft Office interface designed specifically for the BAT system. By utilizing Smart View users can view, import, manipulate, distribute and share BAT data in Microsoft Excel. Prior to receiving Smart View training, users must have worked in the BAT system last year or received new user training BAT training this year.

To accommodate users, trainings will be held at the Stephen P. Clark Center and the Overtown Transit Village 3rd Floor Training Room as follows with one day sessions running from 9 a.m. to 5 p.m.

Smart View training sessions held at the Stephen P. Clark Center 18th Floor Training Room

- December 11, 2015
- January 8, 2016

Smart View training sessions held at the Stephen P. Clark Center 17th Floor Training

- December 11, 2015
- December 18, 2015

Smart View training sessions held at the Overtown Transit Village 3rd Floor Training Room

- December 18, 2015
- January 8, 2016

BAT and CBAT Question and Answer (Q & A) Sessions

These sessions are available to users from either 9 a.m. to 12 p.m. **or** from 2 p.m. to 5 p.m. on the listed days and will be held at the Stephen P. Clark Center as follows:

- January 11, 2016: BAT Q & A – 18th Floor
- January 12, 2016: BAT Q & A – 18th Floor
- January 13, 2016: BAT Q & A – 18th Floor
- January 14, 2016: BAT Q & A – 18th Floor
- January 11, 2016: CBAT Q & A – 17th Floor
- January 12, 2016: CBAT Q & A – 17th Floor
- January 13, 2016: CBAT Q & A – 17th Floor
- January 14, 2016: CBAT Q & A – 17th Floor

The Budget Development Calendar

The business plan and budget cycle occurs annually and in concert with the County's fiscal year. Detailed below is an outline of the annual cycle. It includes deadlines specific to the FY 2015-16 and FY 2016-17 department business plan and FY 2016-17 County budget development process.

October

- Departments start development of FY 2015-16 and FY 2016-17 business plans; complete business plan instructions are available online at:

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

- October 30– Deadline for all departments to update their ASE measures and initiatives to reflect the FY 2015-16 Adopted Budget

November / December

- FY 2016-17 budget development process begins as budget submission manual is released
- BAT and CBAT budget development training begins
- Refinement of departmental FY 2015-16 and FY 2016-17 Business Plan
- Development of departmental FY 2016-17 operating and capital budgets

January

- BAT and CBAT budget development training continues
- Refinement of departmental FY 2016-17 operating and capital budgets

February

- February 8 - FY 2015-16 and FY 2016-17 final approved Business Plans due
- February 8 - Operating and Capital Budget submissions due
- February 8 – IT Business Cases submitted to the Investment Review Committee (IRC)
- Departmental budget meetings and preparation

March / April / May

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

June | July

- June 1 – Preliminary tax roll released
- June 1 – IT Executive Steering Committee recommends IT Business Cases
- July 1 – Final tax roll released
- Mayor's FY 2016-17 Proposed Budget and Multi-Year Capital Plan presented
- July 19 – BCC Committee of the Whole/Public Hearing/setting of tentative millage rates

August

- BCC Budget Meetings
- Notices of FY 2016-17 tentative tax rates mailed
- Town Hall meetings held throughout the County

September

- BCC Budget Meetings
- Public Budget Hearings

October

- FY 2016-17 Adopted Budget and Multi-Year Capital Plan becomes effective; start of new fiscal year

Budget Development Process - Operating

Budget's "BIG" Six

When developing your FY 2016-17 departmental budgets, there are **six areas of importance** that a department **must be sure to address** prior to submitting your FY 2016-17 proposed budget and multi-year capital plan: end-of-year projections; operating base budget preparations; proposed operating enhancements; proposed operating reductions; personnel information; and capital budget plan.

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

1) Operating/Capital End-of-Year Projections

Calculating a department's end-of-year projections for both operating and capital is critical for both the department and OMB so that we may track the County's end-of-year financial condition when making decisions for the upcoming fiscal year. The department's end-of-year projections, together with the budget submission and proposed property tax rates, are the major components from which OMB balances the County's FY 2016-17 Proposed Budget and Multi-Year Capital Plan. It is important that the department provide as realistic an end-of-year projection as possible when formulating its FY 2016-17 budget submission. Accurate projections allow the department and County to better manage revenues and expenditures appropriately when making decisions on attaining strategic goals.

When formulating your end-of-year projections it is important that it take into account actual revenue and expenditure experience, not just your department's authorized operating/capital budgets. Your projections should be updated as changes occur throughout the year. Throughout this Manual, brief guidelines are provided regarding where departments should enter their end-of-year projections while entering their FY 2016-17 base budget submissions in the County's budget development systems (BAT and CBAT).

2) Operating Base Budget Preparation

A base budget is a budget that forecasts cost to provide the same level of service in FY 2016-17 as in FY 2015-16. When formulating the FY 2016-17 base budget, it is important for departments to focus not only on the operating side, but also the capital side as well as both are equally important. Departments **must** submit an operating budget that forecasts the costs needed to provide the same level of services in FY 2016-17 as in FY 2015-16. Another way to think of the base budget is to consider it a **status quo** operating budget. Base estimates should not be an incremental exercise which assumes that all resources currently in the base are still required into the next fiscal year. The department should carefully analyze both the current level of service and operating/capital resources, and information derived from end-of-year projections

to assess the possibility of efficiencies that may allow the department to deliver the same services with fewer resources in the coming fiscal year.

3) Operating Enhancements

A budget enhancement is when a department requests additional funding for the upcoming fiscal year to provide new services or enhance/improve an existing service not currently provided in their current budget. The County's budget development systems provide the means for departments to enter all costs needed to implement the desired additional amounts of current services, new services, and/or enhanced/improved services. When proposing operating enhancements, it is important that department's take into account reasonable lead times that may affect the implementation of any new program or activity such as hiring processing time, procurement delays, etc. When requesting service enhancements, the department should have readily available, the projected performance impact to the department, as a result. Service enhancements **will not be** incorporated into the department's FY 2016-17 Proposed Budget and Multi-Year Capital Plan until it has been reviewed and approved by the County Mayor.

Important:

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

4) Operating Reductions

The County's budget development systems provide the means for departments to enter all personnel and other operating savings associated with deliberate reductions in the provision of services. As with enhancements, the department should have readily available the projected performance impact of the proposed service reductions, as a result. Reductions will not be incorporated into the department's FY 2016-17 Proposed Budget and Multi-Year Capital Plan until reviewed and approved by the County Mayor.

Important:

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

5) Personnel Information

Staffing is typically the largest segment of an organization's budget. So it is important when preparing the department's FY 2016-17 Proposed Budget and Multi-Year Capital Plan to ensure that your proposed budget covers all your personnel assumptions. Incorrect personnel assumptions can severely impact a department's budget.

Important:

Be sure to work with your OMB Budget Analyst on any personnel issues you may have to ensure the FY 2016-17 Proposed Budget and Multi-Year Capital Plan is developed as accurately as possible.

6) Capital Budget Planning

When developing your FY 2016-17 Proposed Budget and Multi-Year Capital Plan consider the feasibility of any capital expenditures such as new construction, major renovations and/or new equipment. It is very important that a department determine if there is a projected operational impact and whether the department can sustain the cost in future years when preparing your FY 2016-17 capital budget plan. Should there be an operating impact, it is important that the capital division work collaboratively with the operating division to assess the fiscal impact to the department's operating budget.

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

Important:

If you are submitting any IT capital projects that are over $50,000, it is IMPORTANT that those IT business cases be submitted through the IT Governance process. Please note that any IT projects over $50,000 that have not been submitted through the IT Governance process WILL NOT be considered for funding through the capital budget plan process. (Refer to the ITLC Business Case Preparation Manual for more detailed information)

Operating/Capital End-of-Year Projections

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

Below are several good reasons why projections are important:

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

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

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

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

   Did you account for everything you needed to?
3. Underestimate or overestimate project timelines

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

   It is important to obtain feedback from your various divisions (to include operating and capital) to ensure that you have all the information required for an accurate projection.

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

Budgeting Analysis Tool (BAT)

BAT is a budget planning and development application that serves as an all-in-one solution for forecasting, preparing, monitoring, and reporting on departmental budgets. The information captured in BAT during the budget development process is used to produce the Proposed and Adopted Budget and Multi-Year Capital Plan, therefore the information captured and entered in the system must be accurate.

Enhancements have been made to the BAT system that will help the user throughout the budget development process. For the FY 2016-17 budget preparation cycle the following enhancements have been created in BAT:

- Human Capital Planning
  - Defaulted Hazard Duty pay exceptions for all Public Safety positions
  - Added HR attributes that will allow BAT reports to:
    - Separate vacant FTE by Full-Time and Part-Time positions
    - Group positions by Occupational Codes/Job Codes
    - Op Plan
  - Updated Forecast Form to include 'rolling forecast' and added end of year projection column for department data entry

We feel confident that these new features implemented in BAT for the FY 2016-17 budget preparation cycle will allow for a more user-friendly experience for users.

Detailed instructions on how to enter data into the BAT system can be found on line at:
http://www.miamidade.gov/budget/library/budget-analysis-tool.pdf

Operating Base Budget Preparations

The most important part of budgeting is the analysis of your operations and the associated costs. As part of the budget development process, departments should ensure that the budget aligns with the business plan and provides for base level service needs. In addition, as part of this process, departments should identify process improvements to generate efficiencies that may result in either reductions or enhancements to existing levels of service. The County and numerous departments already have in place formal programs to collect process improvement and efficiency suggestions; these improvements, to the extent they include dollar savings, should be reflected in the submitted budget. Departments may also implement other processes to identify easy to implement improvements and efficiencies. Initiatives or goals identified in your department's business plan may also provide areas where efficiencies and service improvements may be identified.

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

Tip:

To ensure that easy fixes and efficiencies are continuously identified and implemented, the department should promote staff input, this input should occur annually during a specific time of the year, the process should remain simple to administer, and administrative staff should ensure that dollar efficiencies are reflected in the department's FY 2016-17 budget submission.

Departments should always be evaluating processes comparing actual performances to projected performances. By reviewing these processes from time to time, it allows the department the ability to make ambitious changes in how they provide services to the public, or at what cost they provide those services. The following below are a few things to keep in mind when deciding on or beginning a process review of an activity.

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

Tip:

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

Rates for Other Operating Costs for FY 2016-17

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

Important:

Review this section very carefully to identify which services are used by your department and allocate the appropriate dollars in your FY 2016-17 Proposed Budget and Multi-year Capital Plan submission.

Appendix A – Personnel Assumptions and Rates

- Salary and Fringe Rates

Appendix B - Information Technology Department

- Technology Services
- Telecommunication Services

Appendix C - Finance and Office of Management and Budget

- Indirect Service Costs for Certain Federal Grants

Appendix D - Internal Services Department

- Fleet Operating and Vehicle Replacement Charges
- Real Estate Services
- Service Tickets/Work Orders/Capital Projects
- Miscellaneous Office Supplies and Services
- Rates of "Commonly Purchased" Equipment

Appendix E - Regulatory and Economic Resources

- Economic Planning Assumptions

Appendix F - Public Works and Waste Management

- Countywide Professional Services Agreements Management Fees

Appendix G - Communications

- Advertising Subobject Codes
- Other Communication Services

Operating Enhancements

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

Operating Expense Analysis

Operating expenses are those expenditures that a department incurs as a result of performing normal business operations. These expenses may include but are not limited to utilities, fuel, office supplies, insurance, materials, professional services, equipment etc. When analyzing operating expenses **DO NOT** reduce for the sake of reducing, look at the **"BIG"** picture such as:

- Did cost for utilities drop?
- Do we need to order less office supplies as a result of decreasing staff or services?
- Can we do more things internally rather than hiring an outside consultant?

- Is there a real definable need to purchase new equipment or is it economically feasible to lease or repair it instead?
- If you have decreased your services or if you're a providing service more efficiently, do you still need to purchase the same amount of materials?

These are just a few general questions you need to ask when preparing your department FY 2016-17 Proposed Budget and Multi-Capital Plan submission. By examining the "BIG" picture more closely, you may find areas where you have been incurring unnecessary expenses or where cuts have caused other issues. In addition look at historical trends for spending patterns. When looking at ways to adjust your departmental budget, do not use the slash here and there approach as there is no formal thinking other than just cross cutting reductions. This approach may be a short-term solution but lead to long-term disastrous results because short-term solutions may be unsustainable in the long run. Clearly, good strategies are critical to making sound budgetary decisions.

Personnel Information

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

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

Preparing Personnel Charts

There are **two** types of organizational charts required as part of your FY 2016-17 departmental proposed budget submission:

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

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

Functional Table of Organization

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

TABLE OF ORGANIZATION

***OFFICE OF THE DIRECTOR**

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

FY 07-08	FY 08-09
4	3

***ADMINISTRATION**

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

FY 07-08	FY 08-09
38	25

INFORMATION AND PERMIT SUPPORT

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

FY 07-08	FY 08-09
84	54

PERMITTING

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

FY 07-08	FY 08-09
182	128

UNSAFE STRUCTURES/ENFORCEMENT

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

FY 07-08	FY 08-09
36	24

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

Important:

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

Division Staffing Chart

The objective of the Division Staffing Chart is to show a more detailed position synopsis of the department within the individual divisions. The staffing chart should be prepared by using the PeopleSoft Position Management system with the report "**MDC_POSITION_MGMT_BU**", which provides a listing of all the positions with the "report to" structure. PeopleSoft Position Management will allow you to put the report into excel in order to format it for future use.

For the purpose of your department's FY 2016-17 proposed budget submission, the Staffing TO should contain the following information:

- Clearly defined divisional titles
- FY 2015-16 full-time, part-time, and in-stationed adopted position counts for each division
- FY 2016-17 full-time, part-time, and in-stationed proposed base position counts for each division
- Total overall departmental position count for the FY 2015-16 Adopted and the FY 2016-17 Proposed Budget

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

Please note how Division Directors/Managers and above are highlighted

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

Director's Office
Fund 030

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

Bond Administration
Fund 030

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

Cash Management
Fund 050

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

Full Time Position Count - Summary
FY09 Budget - FY10 Base

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

Controller
Fund 030

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

Tax Collector
Fund 030

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

Please note how out-stationed employees are accounted for

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

Important:

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

Budget Submission Checklist

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

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

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

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

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

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

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

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

- Did the department submit a capital budget plan? If no, why not? Is it realistic? Are there operating expenses associated with the project? Is it noted? Does its current spending pattern reflect what is budgeted and its true needs? Did the department submit any new capital requests? Does the revenue source match its budgetary allotment? What is different from FY 2015-16 compared to FY 2016-17?

- Did the department budget accordingly as per the FY 2016-17 budget manual?

- Did the department include fee increases as part of its FY 2016-17 budget submission?

- Did the department review its unmet needs from FY 2015-16? If so, were they addressed with the budget submission?

Budget Development Process - Capital

This year your capital budgets will be developed using both the PeopleSoft and CBAT (Capital Budgeting Analysis Tool) application systems. The PeopleSoft and CBAT applications are separate capital systems that complement each other. The PeopleSoft application is where departments create, archive, delete, and update capital projects/project sites. PeopleSoft is where all descriptive information regarding a capital project/project site is entered/captured. This includes but not limited to project titles, project descriptions, project updates, commission districts, etc. The data stored in the PeopleSoft application is then rolled over into the CBAT application, three times a day during the budget development process. At the start of the budget development "Go Live" process, OMB will send out a CBAT *gram* advising departments when those rollover times will occur.

CBAT is a capital budget planning and development application that serves as an all-in-one solution for forecasting, monitoring, and reporting on all departmental capital project budgets. CBAT consolidates information from taken PeopleSoft and FAMIS. CBAT is where the financial information of a project/site is entered/captured. This includes revenue sources and expenditure categories and multi-year cash flow information.

Important

Please keep in mind that the Capital Improvements Information System (CIIS) application system is no longer being used to develop your departmental capital budgets.

OMB has made a number of improvements to both the PeopleSoft and CBAT applications which will be implemented in the FY 2016-17 capital budget development process. We hope these improvements will make your capital budgeting experience easier. They include, but are not limited to the following:

- The ability to map your project index codes to your capital project sites
- The downloading of financials from FAMIS into CBAT for those project sites with mapped index codes
- Real time aggregation when updating projects (as soon as you enter information it will be automatically calculated and reflected in the various CBAT reports)
- The ability to print and review reports in the CBAT application when the system is locked down
- The addition of a new report – the Financial Summary Report

Important

If you have not been registered to be trained on PeopleSoft and/or the CBAT application, please refer to the training section of this manual for training dates. Understanding how to use and enter information in CBAT is extremely important, if you are tasked with developing your department's FY 2016-17 Proposed Budget and Multi-Year Capital Plan.

An updated step-by-step resource guide on using the both PeopleSoft and CBAT applications will be available online on the Office of Management and Budget's website after December 21, 2015: http://www.miamidade.gov/budget/bat.asp

Starting your Capital Budget Development Process

Capital budgets look to the future and support long-term outlays for fixed assets and equipment. A capital budget differs from an operating budget in that it is inclusive of multiple years – the multi-year capital plan – whereby an operating budget generally covers a span of 12 months. Note that purchases of office furniture, equipment and technology that are incidental to a department's operations are captured in the Operating Budget.

When formulating your FY 2016-17 Proposed Budget and Multi-Year Capital Plan you need to:

- Define your departmental capital needs
- Develop a departmental evaluation criterion for assessing your capital priorities
- Develop an accurate assessment of your capital expenditure needs
- Identify your revenue sources
- Prioritize your capital projects
- Work in tandem with your departmental budget division
- Identify "unfunded" departmental capital needs
- Ensure that technology projects over $50,000 go through the IT Governance process

Defining your departmental "Capital Needs"

"Capital Needs" are defined as large investments of money to improve and/or enhance infrastructure, cosmetic appearance, and/or the purchase major equipment. Some examples from previous years include:

- Building a new Animal Shelter
- Improvements to roads and bridges
- Purchasing fleet vehicles
- Pump Station improvements
- Refurbishment to facilities i.e. bathrooms, walkways, roofs, call centers, parking lots, showers, libraries, courtrooms etc.
- Construction of shelters, public housing units etc.
- Purchasing major equipment i.e. cherry pickers, video, communication, parking meters, kitchen, and playground equipment
- The installation of HVAC systems

In assessing your departmental capital needs, it is important that this discussion be inclusive reach out to your departmental budget division as they are the eyes and ears of the department, engage in conversations with the various divisions within your department, and lastly, read your departmental business plan.

Developing a departmental evaluation criterion for accessing your capital priorities

Many departments struggle to balance a growing list of new and pending capital projects. Deciding how to prioritize and separate high priority projects from lower priority projects can be a daunting task. When making these kinds of decisions, a structured and objective approach can be helpful in achieving consensus toward balancing the needs of the department, constituents, and/or stakeholders at hand. Your approach can be as simple as creating a matrix for rating projects, funding availability, project costs, grant awards, immediate need, as well as, simply determining whether the future benefit is large enough to justify the investment etc.

Tip:

For example, a need may be measured by the current condition or use of a facility or equipment; consideration for a project might be based on health and public safety issues, or overall benefit to the community - whatever the determining factor, you need to work with your department in setting and aligning your capital priorities with your departmental needs

Developing an accurate assessment of your capital expenditure needs

After a project has been selected, it is essential that the department present an accurate assessment of the project's expenditure cash flow need. In many cases, these will be "high level" estimates of project expenses and timelines until a formal estimate is completed. OMB understands that estimates change over time. Nonetheless, departments should use all available information (including recent bidding experience, other departments' experiences, trade publications, and institutional knowledge) to arrive at reasonably accurate estimates for capital projects. Providing an accurate assessment is crucial for two reasons – 1) it provides a planning mechanism in determining the timing of a project's funding need thus allowing the County to plan more effectively in securing funds and 2) it allows the department to maximize its efforts in planning for the uses of its available funding sources.

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

The Capital Improvements Element (CIE) of the Comprehensive Development Master Plan will be updated with information from the FY 2016-17 CIP.

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

Identifying your revenue sources

As with any capital development process, it is also equally important to identify revenue sources that are available to your department to fund those capital projects to be included in your FY 2016-17 Proposed Budget and Multi-Year Capital Plan.

To start the process departments should:

- Identify any unspent carryover revenue that can be used to support the project
- Identify any new or existing revenue the department may have
- Actively seek out state and/or federal grants that can assist in offsetting the County's contribution

Anticipated project cash carryover should be realistic and based on a review of actual prior year expenditure and carryover levels. Such a review should help reveal any unrealistic forecasting. Please be prepared to substantiate estimates of cash carryover into FY 2016-17 as well as anticipated FY 2015-16 and FY 2016-17 project expenditure levels.

Important:

If there is no funding source identified for a project, use the Capital Outlay Reserve (COR) as the funding source. Please refer to the section on "Requesting Funding from the Capital Outlay Reserve (COR)".

***Tip*:**

Programming Revenue

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

"Pay As You Use" revenues are typically:

- **Bonds**
- **Grants**
- **Federal Reimbursements**
- **State Funds**

"Pay As You Go" revenues are typically:

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

Important:

During the budget process, departments will be advised of those capital projects approved using COR as a funding source either via your OMB Business Analyst or OMB Capital Coordinator.

Important:

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

Tip:

Once the user has entered both the projected revenue and expenditure estimates in the CBAT application, the system will readily advise the user of any shortfall and/or surplus in the project entered.

Prioritizing your capital projects

When prioritizing your capital projects, make sure that they are in alignment with the vision of your Department, your Departmental Business Plan, and the County's Strategic Plan.

Working in tandem with your departmental budget division

When developing your FY 2016-17 Proposed Budget and Multi-Year Capital Plan is important that you work closely with your departmental budget division for two reasons - 1) to inquire as to the potential operational impact a project could have to your departmental operations should it become adopted and 2) to alert the budget division of completed projects that are coming online that have an operational impact - allowing the department to plan accordingly.

Identifying "unfunded" departmental capital needs

"Unfunded" capital needs are just as essential as funded capital projects and so it is important for departments to identify those "unfunded" capital needs. There may not be enough money to fund every capital project on your departmental wish list – and so those "unfunded" projects, if significant enough, should be moved to your unfunded list.

Tip:

Identifying "unfunded" capital projects assists the County in a variety of ways – it provides a quick assessment of potential future funding needs and it provides a "snap-shot" in time of things to come.

Ensure that technology projects over $50,000 go thru the IT Governance process

Departments should be working in tandem with their ITD IT personnel to identify any technological needs. Requirements necessary for services provided through a Service Level Agreement must be requested by the user Department, **NOT ITD**. It is important that departments with IT projects, including new IT software programs (not applicable to software updates), over $50,000 go through the IT Governance Committee in order to be considered for approval to move forward and/or receive funding. For more information on submitting projects to the IT Governance Committee, please refer to page 31.

General Capital Budget Preparation Information

Important

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

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

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

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

  http://intra.miamidade.gov/managementandbudget/procedures.asp#4

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

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

Requesting Funding from the Capital Outlay Reserve (COR)

Departments are encouraged to submit requests for funding from the COR. If the department's opinion is that a project warrants COR funding, and the project will be initiated during FY 2016-17, it should be included in the funded portion of the departmental capital budget submission. OMB will review each request and to the extent funding is available, priority projects will be included in the FY 2016-17 Proposed Budget and Multi-year Capital Plan.

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

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

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

Important

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

- Putting a project on the list of unfunded capital projects **does not** request funding from COR
- Sending an email to an OMB Budget Analyst **does not** request funding from COR
- Mentioning the project in your departmental issues **does not** request funding from COR

Tip

The highest consideration will be given to projects that:

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

Tip

Please include as much information as possible in the "Comments" section in the PeopleSoft application.

Submission Timeline

Important

Departmental Capital Improvement Plan (CIP) submissions must be completed and entered in CBAT by close of business, Monday, February 8, 2016

It is essential to the resource allocation plan process that departments adhere to the submission schedule when submitting their FY 2016-17 Proposed Budget and Multi-Year Capital Plan. If an unforeseen circumstance arises and your department is not able to complete its capital submission as required, please advise your OMB Budget Analyst as soon as possible.

Once your departmental CIP has been completed and is ready for submission, please contact your OMB Budget Analyst and the OMB Capital Coordinator accordingly so that they can begin their initial review process.

Important

Your departmental CIP will be reviewed in relation to the department's operating submission and business plan and discussed at your scheduled Departmental Resource Allocation meeting.

Important

Departments will be kept up-to-date, by their OMB Budget Analyst, as final decisions are made.

Important

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

Tip

Departments should contact their OMB Budget Analyst with any questions regarding the process, the system, or style concerns.

Key Dates

Monday, December 14, 2015:	**CBAT opens for departments**
Monday, February 8, 2016:	**Departmental Budget submissions are due**
Monday, February 8, 2016:	**IT Business Case due to Investment Review Committee (IRC)**

Resiliency Category Definitions

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

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

Information Technology (IT) Governance Process

New information technology capital requests – regardless of funding source – must be vetted and approved through the Information Technology Leadership Council's Investment Review Committee (IRC). All departments with IT capital projects will be tasked with preparing a detailed Business Case, which includes a narrative description as well as a cost benefits spreadsheet. This year the IRC will be providing four workshops regarding how to develop Business Cases for IRC review. It is important that these workshops be attended by departmental business, technical, and budget staff. The Workshops will be held on the 2nd Floor Training Room of the Overtown North Tower (OTVN), 701 NW 1st Court on the following dates and times below:

December 7, 2015	4pm – 5pm
December 8, 2015	4pm – 5pm
December 9, 2015	4pm – 5pm

Departments are encouraged to contact their OMB Budget Analyst or ITLC representative for further information. All submissions are due February 8, 2016.

Tip

When submitting a project for review, it is important that you also send a copy to your OMB Budget Analyst and the Capital Coordinator as well too.

Contact: Christa Erml-Martinez, ITLC IRC Chair
305-372-6960

For a copy of the IT Business Case Preparation Manual refer to page

Key Dates

December 2015- January 7, 2016:	Attend ITIRC Business Case Workshops/Determine if Business Case is required
December 2015 - February 8, 2016:	Prepare Business Case
February 8, 2016:	Complete Business Cases are submitted to IRC
February 8 – February 15, 2016:	ITIRC conducts preliminary review of submissions
February 15 – April 1, 2016:	ITIRC reviews Business Cases and hears oral presentations
May 16, 2016:	IRC forwards recommendation to the IT Executive Steering Committee
June 1, 2016:	IT Executive Steering Committee provides funding recommendations to OMB

Appendix A – Personnel Assumptions and Rates

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

- COLA for FY 2016-17
  - COLA reflects a one (1) percent increase from FY 2015-16 to FY 2016-17

- Merit for FY 2016-17
  - Merit will be calculated at 4.3 percent based on effective date of each collective bargaining agreement (if applicable)

- Longevity for FY 2016-17
  - Longevity will be calculated based on effective date of each collective bargaining agreement (if applicable)

- Flex and Premium Pay Benefits will be included for planning purposes for FY 2016-17. The values are:
  - Flex Dollars $1,100
  - Premium Pay Benefits $1,300

Salary-Related Rates:

Executive Benefits Program (subobject: 00120)

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

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

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

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

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

Important:

For those departments not under the Mayor's purview you will need to add the executive benefit category under the "Additional Earnings" tab in the "Maintain Employee by Position" page in the Human Capital Section of the BAT System.

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

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

Longevity Bonus Rates (subobject: 00125)

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

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

Important

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

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

Sick Leave Reimbursement (subobject: 00154)

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

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

Fringe-Related Rates:

Social Security Rate (subobject: 01010)

6.20% FICA rate on salary up to $118,500 (subject to change)

Medicare Rate (subobject: 01113)

1.45% MICA on total salary

Retirement Rates (subobject: 01011)

Regular Employees	7.26%
Senior Management Employees	22.50%
Special Risk Employees	24.24%
Drop Employees	12.85%

Deferred Retirement Option Program (DROP)
Employees that select to participate in the DROP program maintain their regular employee status code.

Group Health Insurance (subobject: 01110) **CURRENTLY IN THE PROCESS OF DEVELOPING THIS RATE – THE RATE WILL BE AUTOMATICALLY BE LOADED IN BAT**

$ TBD per person per year

New hires are not eligible for group health insurance until they have completed 60 days of service. Part-time employees who consistently work at least 60 hours per pay period are eligible for health insurance after 60 days of service. Part-timers must consistently work at least 60 hours per pay period to remain eligible for benefits. As a result of the Affordable Care Act, eligibility for benefits will depend on the average hours paid in the previous year's "measurement" period (October 2015-September 2016). Employees who are paid an average of 30 hours per week in the measurement period will be eligible for benefits for calendar year 2017.

Dental (subobject: 01114) **CURRENTLY IN THE PROCESS OF DEVELOPING THIS RATE – THE RATE WILL BE AUTOMATICALLY BE LOADED IN BAT**

$TBD per person

Group Life Insurance (subobject: 01111)

Adjusted annual salary x 0.00234

Unemployment Insurance (subobject: 01116)

Departments should use FY 2014-15 expenditures as a guide for budgeting FY 2016-17 amounts. If you have any questions, please contact your departmental OMB budget analyst.

Departure Incentive Program (subobjects: 03010-03199)

The Departure Incentive Program (DIP) lump sum payouts were completed in FY 1995-96 and FY 1996-97. Only recurring DIP costs such as health insurance should be included in the base budget submission for FY 2016-17.

Tip:

If your department incurred any expenses in FY 2014-15 in any of the following range of subobject codes: 03010 – 03199, contact Helena Denham-Carter. Division Director, HR Compensation & Benefits (HCARTER@miamidade.gov) or your department's OMB Budget Analyst to estimate FY 2016-17 DIP expenditures.

Deferred Retirement Option Program

Proprietary fund departments will need to enter the correct Florida Retirement System code for those entering DROP. General Fund departments will not need to budget DROP leave payments. Employee DROP information is available from Cognos. Access to Cognos can be provided by contacting the Information Technology Department (ITD) Help Desk at 305-596-HELP. Contact your department's OMB Budget Analyst to estimate FY 2016-17 DROP expenditures.

Appendix B - Information Technology Department

Consolidated Departments

Departments that have an active master Memorandum Of Understanding (MOU) should contact Mariaelena Salazar (305) 596-8704 msal@miamidade.gov regarding cost and charges for FY 16-17 services.

- Animal Services
- Aviation
- Correction and Rehabilitation
- Internal services
- Library
- Parks, Recreation and Open Spaces
- Police
- Port of Miami
- Public Housing and Community Development
- Public Works and Waste Management
- Regulatory and Economis Resources
- Transit

Application Service Rates

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

The rates for FY 2016-17 are below. These rates are for work performed by County employees. Rates for contractors will be quoted at time of engagement.

SLA Annual Rates Subobject: 26110			
Position	**Annual Rate**	**Semi-Annual Rate**	**¼ Annual Rate**
Junior Programmer Analyst	$150,000	$75,000	$37,500
Intermediate Programmer Analyst	$160,000	$80,000	$40,000
Senior Programmer Analyst	$170,000	$85,000	$42,500
IT Project Manager	$165,000	$82,500	$41,250
Systems Programmer	$190,000	$95,000	$47,500

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

Enterprise Solutions

Enterprise Solutions consists of enabling technologies that cross County business lines to provide solutions and access to readily available information across departments. The division offers a full range of services in the areas of Geographic Information Systems (GIS), Enterprise Content and Document Management (ECM) and Enterprise Asset Management (EAM). Enterprise solutions are designed to help departments create efficiencies by improving operations and to enhance access to government services.

Services that are charged include:

- Map creation and GIS layer development
- Data analysis, report and chart generation
- Integration and consulting
- Customized routing solutions
- Solution development and maintenance of department-specific systems
- Maintenance of departmental specific systems such as custom forms and workflows
- Asset Management and Content / Document Management configuration
- Departmental infrastructure costs and mobile devices
- Asset Management Advanced Reporting (EAM Cognos Licensing)

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

Autodesk – Access to AutoCAD Software licenses

Autodesk, software licenses are shared and renewed annually ensuring the latest releases are made available to subscribers.

The schedule of license costs below includes estimated FY 2016-17 costs based on the inventory registered. Additional licenses may be purchased at the prevailing rates for the product.

Department	FY 2016-17 Estimated Renewal Cost Subobject 24520
Aviation	$34,553
Community Action and Human Services	$3,097
Community Information and Outreach	$194
Corrections and Rehabilitation	$867
Cultural Affairs	$1,105
ITD	$6,180
ISD	$41,036
Miami-Dade Transit	$9,724
Parks, Recreation and Open Spaces	$16,044
RER (formerly DERM)	$2,347
RER (formerly DP&Z)	$674
RER (formerly Building)	$2,933
RER (formerly PW)	$3,557
Port of Miami	$15,628
PWWM (formerly Public Works & SWM)	$51,283
WASD	$54,185
Viscaya	$587

Enterprise Resource Planning (ERP)

PeopleSoft / Hyperion

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

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

The following services are not included in the IT Funding Model; therefore, departments anticipating using these services in FY 2016-17 should budget for them separately:

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

Business Intelligence

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

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

Enterprise Security Office

The Enterprise Office provides 24/7 operational maintenance and support for countywide data security infrastructure (firewalls, load balancers, remote access, vulnerability management, security event and information management, content filtering, anti-virus). It also provides security consulting services for new or updated applications and systems, assists in investigations, coordinates cyber incident response activities, develops policies, monitors compliance and remediation efforts and provides ongoing user security awareness training.

Services include, but are not limited to:

- Network and Application Security Architecture Review and Consulting Services
- Network/Application Load Balancing Services
- Connectivity Services, Remote VPN Access, Wireless Mobility, NetMotion
- Security Infrastructure Management, Utilization and Availability Reporting
- Domain Name Registration
- IP Address Management
- Compliance management
- Mainframe Security -- Resource Access Control Facility (RACF)
- Firewall Management
- Antivirus Protection
- Internet Content Filtering
- Security Event monitoring, investigation and response
- Cyber Incident Response Coordination
- Cyber Security Awareness Training
- Web Services Secure Socket Layer (SSL) Certificate Management

Security Consulting and Architecture Services

The ITD Enterprise Security Office provides security consulting and implementation services for departmental specific projects including security review and recommendations to facilitate compliance with County security standards and policies.

ITD Enterprise Security Office Consulting Services Hourly Labor Rates Subobject: 26110	
Service	**Rate**
Security Design, Engineering, and Consulting Services	$125

Netmotion Client Charges

Netmotion provides field (mobile users) with the ability to securely and seamlessly roam on the cellular network avoiding disruptions and re-authentication of end user devices to Miami Dade County systems. Netmotion software also provides necessary data encryption capabilities meeting multiple security standards.

Monthly Charge per Device		
Service	**Rate**	**Object**
NETMOTION Infrastructure Charge	$20.00	310

Internet Proxy Logs Reporting

The Enterprise Network Access unit manages the web proxy systems that provide content filtering for web traffic as well as logging Internet traffic and usage on a per user basis. The unit collects these logs and archives them for up to two years. The charge for obtaining a copy of a user's Internet traffic logs are as follows:

Internet Proxy Logs Reporting	
Service	**Rate**
Internet usage reports requested for the current month	No Charge
Internet usage reports for data prior to current month*	$125/hour

** There is no charge for reports requested for usage within the current month. For data prior to current month, costs depend on the whether the data must be recovered from disk or tape as well as the number total users for which logs are requested. Cost estimates will be provided on request.*

Data Center Services

The Data Center Division staff provides 24/7 operational support and hosting services for Mainframe and Distributed systems on various Operating System and virtualization platforms (Windows, AIX, Sun, Linux, Z/OS, Z/VM, and Z/Linux, XenServer, VMWare). They support Enterprise Infrastructure Change Control, and Mainframe Change Control to effectively manage the County's enterprise system resources and process Scheduling Services through Workload Scheduler on all platforms. Other services are as follows:

Enterprise Operations services across multiple operating platforms and include, but are not limited to, completion of nightly production schedules; off-hours help desk; print, post-processing and distribution services and network and systems performance monitoring for the IBM Mainframe, SUN, Wintel, Unix, AS/400 and Power Eclipse (AIX) platforms. Mainframe Technical support staff provides off-site disaster recovery services for the County's legacy mainframe applications.

Enterprise Cloud Services provides Storage, Wintel Server, and VMWare Server Virtualization services including backup, offsite vaulting, SAN, NAS provisioning, tape backup and recovery services, Wintel/AMD server provisioning, support and recapitalization service, and Co-Location or hosting services. All services provided are fully supported 24/7 with onsite and on call staff.

The Desktop Virtualization team provides provisioning, support and disaster recovery services for CITRIX Virtual Desktops and CITRIX XenApp applications virtualization.

Mainframe Printing

Mainframe printing to Network Attached "Remote" Printers is provided at no cost to customers. However, inactive accounts may be deactivated after 90 days.

Mainframe Online Report Viewing (On Demand)

This service is provided at no cost to customers. However, inactive accounts may be deactivated after 90 days.

Mainframe Terminal Emulation

Using Personal Communicator (PComm) or Host-On-Demand (HOD), this service is provided at no cost to customers. However, inactive accounts may be deactivated after 90 days.

Data Center Co-Location / Hosting

Enterprise Cloud Services provides data center space allocation service at both the Regional Data Processing Communications Center (RDPCC) and the Integrated Command Facility Building (ICFB also known as "Lightspeed"). Both data centers are CJIS certified facilities and provide co-location, hosting and support services.

- Co-Location service allows customers to utilize ITD's secure data center facilities to deploy their own server and storage hardware.
- Hosting service allow customers to utilize ITD's server, networking and storage infrastructures instead of purchasing hardware.
- Customers have the option of using ITD's server support staff to provide server management and support services.

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

Enterprise Cloud Services backup service use Symantec's NetBackup product which provides an enterprise class backup and recovery solution for Microsoft Windows, Solaris, AIX and Redhat Linux operating systems. Enterprise class tape hardware devices, disk based de-dupe backup appliances and SAN connected disks servers as the repository for storing backup data. Off-site data vaulting is accomplished electronically utilizing the County's wide-area fiber optic network.

Benefits of using ECS Backup Services:

- Ability to backup data from any server connected to the County's IP network.
- Ability to create off-site tapes by utilizing ITD's automated electronic vaulting service
- Reduces staff required to maintain backup infrastructure
- Enable timely recovery of data via totally interconnected sites within the County Network
- Provides the option to generate multiple copies and store at multiple secure off-site locations.

Back-up and Vaulting Rates	
Service	**Rate**
NetBackup backup services (per GB)*	$0.40
NetBackup backup services for electronic tape vaulting at the NAP of the A mericas (per GB).*	$0.40
NetBackup backup services minimum charge per year per server.	$600.00

** Backup transactional gigabyte charge. Example: 500GB of data backed up each month. 500 x $0.40 = $200 x 12 months = $2,400*

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

Enterprise Cloud Services manages and supports SAN (Storage Area Network) storage arrays and File Storage located at three County facilities and at the NAP of the Americas. Sites are connected by a high-speed fiber optic network enabling capabilities such as remote data replication and a number of other advanced storage features. ITD offers three different classes of SAN connected storage, Tier 1, Tier 2 and Tier 3. NAS file storage is only offered in Tier 3. The deployment of storage arrays and amount of storage capacity deployed varies from site to site. The largest install base is located at the RDPCC facility. Tier 1 and Tier 3 SAN connected storage are only available at RDPCC and ICFB. Storage is priced in three tiers:

- **Tier 1** – availability 99.999% of the time and is predominately associated with AIX applications. All AIX data is stored on Tier 1. Tier 1 is also available to Windows and Linux applications
- **Tier 2** – availability 99.99% of the time and is predominately associated with Windows and Linux and Solaris applications
- **Tier 3** (SAN/NAS) – availability 99.99% of the time. Lower duty cycle/lower performance storage is appropriate for archival or less frequently accessed data and file shares

Disk/SAN/NAS (Storage Area Networks and Network Attached Storage) Rates Subobject: 26110	
Service	**Pricing**
SAN connected disk storage Tier 1	$0.50 /GB/Month
SAN connected disk storage Tier 2	$0.30 /GB/Month
SAN connected disk storage Tier 3	$0.20 /GB/Month
File Storage - Tier 3 (No backup)	$0.15 /GB/Month
*File Storage (Protected) - Tier 3 **Note**: One-time per Gigabyte(GB) fee Backup Capacity License \\miamidade\nasX file storage	$2.85 /GB
File Storage (Protected) - Tier 3 (Backup included – Predefined backup policy with **six month maximum data retention period)	$0.40/GB/Month

** One-time per Gigabyte fee Backup Capacity License. Example: 1TB or 1,000GB of \\miamidade\nasX File Storage purchased. 1,000GB x $2.85 per GB = $2,850*

*** Predefined back-up policy billed at a flat rate of $0.25/GB/Month ($0.25/GB/Month flat rate backup is only available with \\miamidade\nasX File Storage)*

Storage cost includes the provisioning and management of the storage as well as all maintenance and hardware recapitalization expenses. Note: With the exception of Protected File Storage, data backup charge is not included in the monthly cost per gigabyte charge for storage.

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

Enterprise Cloud Services provides provisioning, management and support services for INTEL and AMD servers running Windows or Linux Operating Systems. Operating Systems (OS) support is only provided for Windows Server OS. Support for the LINUX operating system is provided by the Midrange Hosting Support team. The support and management of all server classes do not include application support.

Physical Servers - Discrete servers are stand-alone units that are normally rack mounted and require their own power and network connections. Blade servers are more cost effective and plug into an enclosure with shared network and power connections. These servers are less expensive per unit, have economics of scale associated with their operation, and are less costly to maintain.

Virtual Servers (VMware) - VMware Virtual Servers (VM) are available in six different classes. Class 2, Class 4, Class 8, Class 16, Class 24 and Class 32. Class 6 is no longer available for new deployments, currently provisioned Class 6 VM's can remain as Class 6. The underlying VMware ESXI clustered hardware is configured with redundant network and fiber channel connections as well as automatic server failover (High Availability).

Server Management and Support with Hardware Recapitalization - Management of discrete and blade servers are billed on an annual basis and include all costs associated with network connections, power, cooling, rack space, monitoring, operating systems support and maintenance, patching and hardware firmware updates, hardware maintenance and server recapitalization.

- *Data backup service is not included in the annual Server Management charge.*
- *Data backup service is available and is billed separately.*

Managed Server Co-Location Services - ECS also offers managed co-location services for customer-owned servers. With this service, ITD provides rack space and environmental support (such as power, network connections and temperature control). The customer is responsible for providing the machine hardware and all software licenses and software media. ECS will install, manage, and maintain the server with the exception of recapitalization and vendor hardware maintenance contract. Should a failure occur, ITD will respond and manage the incident to resolution. Cost of this service for a standard server (2U) (one "U" is approximately 1 7/8 inches) is $500 one-time installation cost ($250 per U) and an annual recurring cost of $1,980. See table below for costs. All other types of servers/support options are quoted on a case-by-case basis. Should the customer require server hosting without the managed services, a rack with power and network connectivity can be provided, with secure, customer only card key access. ECS will not assume responsibility for downtime associated with server hardware failure, troubleshooting or repairs. It is recommended that customers obtain hardware maintenance contract to cover hardware failures and repairs. For more details on this service see the Data Center Co-location / Hosting Section of this document.

- *Data backup service is not included in the annual Managed Server Co-Location Services charge*.
- *Data backup service is available and is billed separately.*

Intel/AMD Server Provisioning/Management Rates		
Service	**Cost**	**Subobje**
Class 2 Virtual – 2GB RAM 1-2 v CPU 60GB System Drive	$ 65 / month	26110
Class 4 Virtual – 4GB RAM 1-2 v CPU 60GB System Drive	$125 / month	26110
Class 6 Virtual – 6GB RAM 1-2 v CPU 60GB System Drive *	$190 / month	26110
Class 8 Virtual – 8GB RAM 1-2 v CPU 60GB System Drive	$255 / month	26110
Class 16 Virtual – 16GB RAM 1-4 v CPU 60GB System Drive	$504 / month	26110
Class 24 Virtual – 24GB RAM 1-4 v CPU 60GB System Drive	$744 / month	26110
Class 32 Virtual – 32GB RAM 1-4 v CPU 60GB System Drive	$984 / month	26110
Discrete Server and Blade Server Provisioning	Available upon request	26110
Server Support-(Off-Site support for Discrete servers only)	$1,600 / year	26110
Discrete Server Management and Recapitalization	$3,800 / year	26110

Intel/AMD Server Provisioning/Management Rates		
Service	**Cost**	**Subobject**
Annual Recurring Blade Server Management and Recapitalization – BL460 6-core Procs, 32GB memory, (2) 300GB 10K Drives	$2,900 / year	26110
Annual Recurring Blade Server Management and Recapitalization – BL460 Dual 8-core Procs, 256GB memory, (2) 300GB 10K Drives	$3,500 / year	26110
Blade Server lease option	Available upon request	26110
Blade Server enclosure slot fee (fee for new servers)	$2,500	26110
Blade Server Installation – Server installation and network setup	$1,500	26110
Co-Location Installation Charge - Intel Server one time installation charge $250 per "U" (1.78 inches), includes power, portion of rack, KVM switch, network patch panel access.	Based on the size of the server	26110
Co-Location – (managed)	$1,980 / year	26110
Co-Location (non-managed)	$1000 / year	26110
Server Support Hourly rate for non-contract customers	$125 / hour	26110

** No new Class 6 Virtual Servers will be provisioned. Class 6 Virtual Servers already provisioned can remain as Class 6 at the listed price*

Note: Microsoft Operating System minimum requirement for Windows Server 2008 is 2 GB RAM. Microsoft discontinued support for Windows 2003 on 7/8/15. ITD will not install Windows 2003 Operating System on any new servers; all existing Windows 2003 system will have to be upgraded.

Midrange Hardware and Hosting

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

If hardware resources are available, provisioning of Logical Partition AIX Servers (LPARs) will typically occur within ten business days after the request has been approved by the Distributed Systems Manager (plus additional network and storage cabling time for VIO (Virtual Input Output)) servers network zones outside of your purview. If hardware resources are not available, the cost will depend on the prevailing vendor rates at the time of purchase, and deployment will depend on the time required for procurement and product availability from the vendor.

Following are the representative classes of servers supported on the p-Series Power infrastructure. These configurations can be modified to meet specific customer needs. When dealing with a software vendor, the Distributed Systems team will convert requirements in the Relative Performance (Rperf) on AIX based servers Contact the Midrange Hardware and Hosting Manager for custom configuration quotation.

There are four classes of servers supported on the Enterprise p-Series Power 7 complexes:

Class 1 - Virtual Client Cluster Servers with Shared Resources - two redundant LPARs for light I/O workloads with high availability with one processor and 4GB of memory each, sharing of network connectivity and storage connectivity through an existing enterprise I/O server (VIO), AIX Operating System (AIX7 or higher) PowerHA software for automatic failover and licenses (based on one processor) for failover within the same physical, initial cluster configuration and setup, GPFS software and licenses (based on one processor), C compiler software and licenses (based on one user), 8GB paging space (based on 4GB of memory).

Class 2 Stand-alone Shared Resource Server - one LPAR for light I/O workloads with one processor and 4GB of memory, sharing of network and storage connectivity through an existing enterprise I/O server (VIO), GPFS software and licenses (based on one processor), C compiler software and licenses (based on one user), 10GB paging space (based on 4GB of memory). Live Partition Mobility configuration is available, to possibly move this LPAR to another frame within the same physical building without an outage in case of maintenance.

Class 3 Basic LPAR Server - one LPAR for light I/O workloads with 0.1 processor and 2GB of memory, sharing of network and storage connectivity through an existing enterprise I/O server (VIO), installed with AIX Operating System on p-Series Operating System. Live Partition Mobility configuration is available, to possibly move this LPAR to another frame in the same physical building without an outage in case of maintenance.

Class 4 Basic LINUX LPAR Server - one LPAR for light I/O workloads with 0.1 processor and 2GB of memory, sharing of network and storage connectivity through an existing enterprise I/O server (VIO), installed with Red Hat Linux on p-Series Operating System.

All server (LPAR) configurations include operating system installation (latest AIX and/or Linux versions), configuration of O/S according to ITD standards, O/S backups, on-line storage of the last O/S image, basic monitoring of the server, AIX system activity report performance collection, redundant network connectivity, redundant storage connectivity, SAN booting, ability to participate in processor pooling, basic paging space, operating system licenses, operating system maintenance, basic system administration Live Partition Mobility (LPM) tasks performed by a system administrator and O/S software. Processor speeds are presently 4.25 GHz on the Power 7 processor.

If a custom solution is required, please contact the Midrange Manager for configuration quotation. All costs indicated are for Power 7 hardware. If a platform change occurs during FY 2016-17, all new solutions will be considered custom configurations and will have to be quoted. If the workload requires the provisioning of new network zones, this will add to the costs quoted below.

P-Series Replication Services - The implementation of the p-Series at ICFB provides Miami-Dade County the ability to replicate data to an alternate facility, mitigating disaster recovery and continuity of operations risks for ITD and the County. In the event of an extended outage at either the RDPCC or ICFB facility, County data resources will be available from the other site with minimal data loss and impact to County services. These replication and recovery services will be designed to the specific requirements of the customer. All workload and recovery procedures will be exercised semi-annually. Setup of this service will require customized design, advanced planning and testing to verify all functionality is operating properly. Pricing for this service will be based on the design agreed upon.

CITRIX Desktop and Application Virtualization Provisioning & Support

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

Advantages of VDs:

- VDs are less expensive to purchase and operate than traditional desktops
- VDs are 90% more energy-efficient than traditional desktops and will result in less landfill waste at end-of-life
- One enterprise server can replace approximately 80 traditional desktops
- VDs simplify upgrade and patching processes where changes are made to one shared server
- Thin client workstations are expected to last eight to ten years, and the annual fee includes funding for the repair or replacement of the Thin Client
- VD users can access their VDs (including all applications and data files) directly from any computer including laptops, tablets, MAC and iPad devices
- A VD session can follow the user from office to home computer (including Mac), to laptop to iPad with no interruption in processing

Customers with a “full-service” Desktop Support SLA through ITD’s Field Services area may be entitled to Desktop Virtualization Services for their employees at no addition cost as long as the SLA

remains in effect. Please consult with John Concepcion (305-596-8368) or Adrienne DiPrima (305-596-8492) to determine if your agency or location is eligible for this support.

CITRIX Virtual Desktop Services	
Service	**Cost**
Standard Thin Client Account - includes one user ID, Thin Client device, keyboard and mouse, 4GB of memory, 15GB of SAN storage with backup and recovery service. Free replacement of any nonfunctioning thin client device is included	$275 per USERID per year
Wireless Thin Client Account - includes one user ID, Thin Client device, keyboard and mouse, 4GB of memory, 15GB of SAN storage with backup and recovery service. Free replacement of any nonfunctioning thin client device is included. Requires a one-time $50 device upgrade	$275 per USERID per year
Standard Virtual Desktop Account - includes one user ID, 4GB of memory, 15GB of SAN storage with backup and recovery service. This Virtual Desktop can be accessed from a standard PC, laptop or iPad	$250 per USERID per year
Shared Virtual Desktop Account - includes one user ID, 15GB of SAN storage with backup and recovery service. This type of account provides access from assigned devices only and requires at least one Standard Thin Client Service.	$25 per USERID per year
Additional memory for the Thin Client Hosted VDs. above the standard 4 GB per device	$50 per GB per device per year
Thin Client Hosted VD for MDPD - includes one user ID, Thin Client device, keyboard and mouse, 4GB of memory, 15GB of SAN storage with backup and recovery service. Free replacement of any nonfunctioning thin client device is included	$275 per USERID per year
Shared Virtual Desktop Account for MDPD - includes one user ID, 4GB of memory, 15GB of SAN storage with backup and recovery service. This type of account provides access from assigned devices only and requires at least one Standard Thin Client Service.	$25 per USERID per year

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

CITRIX Application Virtualization Services and Remote Desktop Access	
Service	**Cost**
Annual fee for Application Virtualization service for non-GIS departmental applications without application hosting or server allocation. Storage and Backup fees and database support services are not included. Installation, configuration and application customization is free of charge up to 40 hours. Up to forty (40) hours of application upgrades and other systems programming services are provided annually. Additional support and configuration services will be billed at the standard Senior Systems Programmer hourly rate.	$250 per User ID per year
Annual fee for Application Virtualization and Hosting Service for non-GIS departmental applications includes Application Virtualization user ID and server hardware allocation. Storage and Backup fees and database support services are not included. Installation, configuration and application customization is free of charge up to 40 hours. Up to forty (40) hours of application upgrades and other systems programming services are provided annually. Additional support and configuration services will be billed at the standard Senior Systems Programmer hourly rate.	$394 per User ID per year
Annual fee for GIS Application Virtualization and Hosting Services is based on concurrent users and includes server hardware allocation. Storage and Backup fees and database support services are not included. Installation, configuration and application customization is free of charge up to 40 hours. Up to forty (40) hours of application upgrades and other systems programming services are provided annually. Additional support and configuration services will be billed at the standard Senior Systems Programmer hourly rate.	$494 per Concurrent User per year
Virtual Remote Desktop Access (vRDP) - allows a user to access a standard desktop remotely from any internet-enabled computer through cloud.miamidade.gov using the Remote Desktop Protocol (RDP). *(Note that similar service is available through standard VPN internet access at no charge.)*	$150 per user ID per year
TOAD Application Access - allows a user to execute the application TOAD from any internet-enabled computer through cloud.miamidade.gov. Note that the TOAD software is licensed separately by Database Administration.	$150 per user ID per year

CITRIX Charges and Licensing – Note that CITRIX charges are cumulative; i.e. customers using CITRIX Application Virtualization and a CITRIX Thin Client VD will be charged for both services. All software provided on the VD must be fully licensed software including any specialized software. Proof of license for Windows and Microsoft Office Suite for each Virtual Desktop must be provided or purchased at the time of installation. Each Virtual Desktop request will be reviewed before installation to ensure that a VD is the most appropriate solution to meet your desktop needs.

Enterprise Architecture Services

Enterprise Delivery Channels

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

- The County's Internet portal applications, miamidade.gov and enet.miamidade.gov, including ability for customers to perform on-line functions, including on-line payments and pervasive device technical support
- IBM WebSphere software suite including guaranteed messaging (Message Broker) and interactive voice response (IVR) infrastructures hosting Java applications
- Avaya Aura Platform for IVR applications
- Enterprise IIS 7.5 web server infrastructures hosting Microsoft DotNet application
- Microsoft SharePoint
- Microsoft Team Foundation Server
- Enterprise distributed FTP (file transfer protocol) and secure FTP infrastructures Web services administration including web services monitoring and support for legacy web services development
- Enterprise SAP Crystal Reports infrastructure
- Enterprise Microsoft SQL Reporting Services infrastructure
- Enterprise Active Directory Services
- Enterprise Domain Name System/Name Resolution Services
- Enterprise Messaging
- Email Archiving and Discovery
- Mobile Device Management

The standard countywide enterprise infrastructure cost of these services is included in the enterprise IT Funding Model. For departmental or project specific implementation of any of these services, charges will be determined by the required scope of work. Departments should budget and fund all costs for any department-specific need, including but not limited to:

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

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

Database Administration

ITD provides basic support for existing databases on countywide database infrastructure platforms. Basic support includes restructures, vendor recommended upgrades and patches, problem resolution, back-up and recovery, capacity planning, database monitoring and tuning, and systems documentation.

Departments must budget for and fund costs related to any new databases including project management costs, disk storage, database support staff, installation costs, and any associated infrastructure hardware and software license costs. Where new databases result in separate (non-countywide) platforms, recurring hardware and software license costs as well as database support staff costs should be budgeted. These costs will vary based on the size of the database and nature of the support required. On average, the charge for a new Oracle database set is $3,000; the charge for a new SQL or UDB database set is $1,000. A database set includes the following databases used to support a given production database: one each sandbox/development, test, staging, production. Additional databases will incur additional fees. Additional services such as replication, disaster recovery, standby, database mirroring, will incur additional database costs as well as related hardware and software license costs. Departments with databases running on independent infrastructures must budget for recurring licensing and database support staff costs billed on a yearly or monthly basis, either on a Service Level Agreement (SLA) or on a Time and Materials basis.

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

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

Other Architecture Services

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

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

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

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

Pass-through License Rates

Oracle, SQL, Exceed, and TOAD License Costs

Oracle, SQL Server, and Exceed software licenses are renewed yearly based on countywide co-terminus renewal dates. The schedule of license costs below includes estimated FY 2016-17 costs based on the inventory registered. Please advise ITD immediately of any anticipated changes in the number of licenses required. Additional licenses may be purchased at the prevailing rates for that product. Contact ITD for the cost of a new license for Tool for Oracle Application Development (TOAD).

SQL SERVER LICENSES	
Department	**FY 2016-17 Rate**
Elections Voters Registration	$48,000
Clerk of Court (Odyssey)	$34,000
ITD	$217,000
RER – Cogsdale	$10,000
MDPD	$62,000

Department	Oracle	Exceed**
Subobject	**24520**	**24520**
Aviation	$70,122	
Communications (formerly CIAO)	$54,239	
Corrections and Rehabilitation	$5,580	
Clerk of Courts	$44,900	
Fire	$61,623	
ITD	$1,066,962	$5,544
ITD-ASP-AFORM	$5,260	
ITD-ASP-EAMS	$18,191	
ITD-ASP- ECM (formerly EDMS)	$36,045	
ITD-ASP-ERP & I3	$199,830	
ITD-ASP-HYPERION	$22,642	
ITD-ASP-KABA	$8,769	
ITD-ASP-Finance DW	$36,303	
ITD-ASP-GIS	$190,491	
ITD-ASP-PIN	$30,353	
ITD-ASP-Remedy	$26,862	
ISD	$76,136	
Miami-Dade Transit	$299,301	
Police	$171,763	
Port of Miami	$46,069	
Property Appraiser	$32,315	
PWWM (formerly Public Works & SWM)	$492	$330
WASD	$806,297	$132

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

Microsoft License Costs

The Enterprise License Agreement (ELA) with Microsoft offers full desktop software bundle with software assurance that provides the latest versions available. All server and application products enrolled under the Microsoft ELA also include software assurance for the term of the agreement. The Microsoft ELA Entitlement Benefits include:

1. Software Assurance - free software upgrade to the latest version of software
   a. Operating System
   b. Office Professional Plus
   c. All Server products enrolled
   d. All Visual Studio product enrolled
   e. Skype for Business

2. Miami-Dade County is currently transitioning to Microsoft Office 365. Microsoft Office is no longer available for purchase part of the Microsoft Home Use Program by using the Program Code 335884F828. Microsoft Office 365 Pro Plus can be downloaded by employees with the Home Use rights at no additional charge. The county employees that have been assigned an Office 365 Pro Plus license will have rights to install up to 15 copies of the latest version of Office 365 Pro Plus (5 computers, 5 tablets, and 5 mobile devices).

3. Microsoft E-Learning available at no cost at Microsoft.com. Access Codes for courses E-Learning Applications (Word, Excel, Project) IWO518FCEF
   E-Learning Systems (Windows XP, Windows Vista) CLO3DD4456
   E-Learning Server (Windows Server, Exchange, SQL) SRODA80C8C

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

5. Microsoft SA TechNet Benefits - Technical staffs are eligible to access 24/7 Problem Resolution Support Web & Phone access technical support, news group and online concierge.

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

If Miami-Dade proceeds with renewing with a Perpetual Renewal

Microsoft Enterprise Annual License Costs per Unit – Subobject: 24571	
Product Description	**Annual Rate**
Microsoft Desktop Professional & Core CAL	$167.00
Microsoft Desktop Professional & Ent CAL (MDPD)	$224.00
Microsoft Desktop Professional & Ent CAL (MDAD)	$224.00
Microsoft Desktop Standard & Core CAL (COC)	$144.00
Microsoft Windows Only (COC)	$45.00
Microsoft Core CAL Only (MDCR)	$45.00
Microsoft Professional Virtual Desktop (WASD)	$221.00
Project Professional	$188.02
Project Server User CAL	$37.86
Project Server	$978.48
Visio Standard	$49.93
Visio Professional	$96.51
True Up on Licenses during Agreement	Contact Us

If Miami-Dade proceeds with renewing Office 365 ProPlus with a Renewal Payment

Microsoft Enterprise Annual License Costs per Unit – Subobject: 24571	
Product Description	**Annual Rate**
Microsoft Desktop Professional & Core CAL	$172.00
Microsoft Desktop Professional & Ent CAL (MDPD)	$229.00
Microsoft Desktop Professional & Ent CAL (MDAD)	$229.00
Microsoft Desktop Standard & Core CAL (COC)	$144.00
Microsoft Windows Only (COC)	$45.00
Microsoft Core CAL Only (MDCR)	$45.00
Microsoft Professional Virtual Desktop (WASD)	$226.00
Project Professional	$226.52
Project Server User CAL	$37.86
Project Server	$978.48
Visio Standard	$49.93
Visio Professional	$117.82
True Up on Licenses during Agreement	Contact Us

Microsoft Office 365

The current Microsoft ELA ends on April 30, 2016. Miami-Dade is considering the Office 365 offerings. At this time, there are several offerings that would be available if Miami-Dade and Microsoft agree to include Office 365 in the new agreement. The Office 365 products provide different options at different prices.

The first option, G3 is the bundle that is closest to what most Miami-Dade users have today, but with additional capacity. The G3 option provides each user with a 50 GB email mailbox, Skype for Business (Lync), SharePoint, Microsoft Office products (Word, Excel, PowerPoint, and OneNote)

accessible via a web browser, Microsoft Office products installed on up to 15 devices (5 desktops, 5 tablets, and 5 mobile devices) per user, and 1 Terabyte of OneDrive space per user for the storage of files. The OneDrive product syncs the user's files on all of the user's devices.

The second option, G1, is more limited than the G3 option. The G1 bundle includes all of the items and capacity listed in the G3 except the user has no ability to install the Microsoft Office products on their computer. Microsoft Office products are only available online using a web browser. Please note that the online versions of Microsoft Office are basic and do not include advanced features such as mail merge, macros, etc.

The third option, K1 is more limited than the G1 option. The K1 bundle only provides a 2 GB mailbox for the user and access to SharePoint sites. Microsoft Office products and Skype for Business are not available in this option.

The final option, "MetroNet Access Only" contains no email or Office products. This option is meant for users that simply need to connect to the network to access resources such as, but not limited to, business line applications, file shares, and printers.

In addition to the user's G3, G1, K1, or "MetroNet Access Only" license, each computer that is running a Windows operating system requires a device license.

If Miami-Dade proceeds with Office 365 choose the following:

1) Choose the correct number of G3, G1, K1, and "MetroNet Access Only" quantities for each of your users.
2) Choose the correct number of Windows OS per Device licenses. One for each computer you have running a Windows operating system.
3) Choose optional Project and Visio licenses for your users that require Project and/or Visio.

Microsoft Enterprise Annual License Costs per Unit – Subobject: 24571	
Product Description	**Annual Rate**
Office 365 G3 per User	$190.56
Office 365 G1 per User	$90.84
Office 365 K1 per User	$47.68
MetroNet Access Only per User	$21.91
Windows OS per Device	$55.00
Project Professional per User	$226.52
Visio Standard per User	$49.93
Visio Professional per User	$117.82
True Up on Licenses during Agreement	Contact Us

Additional Microsoft Licenses you may need for your computers or users.

Microsoft Enterprise Annual License Costs per Unit – Subobject: 24571	
Product Description	**Annual Rate**
Windows Server Datacenter 2 Processors	$1063.32
Windows Server Standard 2 Processors	$152.34
Windows Server External Connector	$348.71
Exchange Server Enterprise	$699.59
SharePoint Server	$1174.20
Skype for Business Server	$629.65
SQL Server Enterprise 2 Cores	$2374.59
SQL Server Enterprise 1 Core	$1483.89
SQL Server Standard 2 Cores	$619.25
SQL Server Device CAL	$36.06
Systems Center Datacenter 2 Processors	$415.32
Systems Center Standard 2 Processors	$152.34
VDA Subscription	$76.80
Visual Studio Professional with MSDN	$324.32
Visual Studio Ultimate with MSDN	$905.97
Windows Remote Desktop Services Device CAL	$17.45
Windows Remote Desktop Services User CAL	$22.72
Skype for Business Plus User CAL	$19.25
True Up on Licenses during Agreement	Contact Us

Field Services

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

The hourly rates for FY 2016-17 are shown below. These rates are for work performed by County employees. Rates for contractors may be higher and will be quoted at time of engagement.

ITD Infrastructure Services Hourly Labor Rates Subobject: 26110	
Service	**Rate**
Network Design Services	$125
IT Engineering Services	$130
Telecommunications Technicians	$ 100
Communication Service Representatives (billed in 30-minute increments)	$ 80
Equipment and Parts Multiplier for Engineering and Design Project Services*	10%
Contractor Multiplier for Engineering and Design Project Services*	15%

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

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

Engineering and Design Services

ITD provides telecommunication consulting and installation services that include but are not limited to the following: engineering and design of new facilities, Local Area Network (LAN) solutions, IP voice Solutions, video solutions, computer telephony integration applications, interactive voice response (IVR) solutions, call center solutions and design, traffic study, communication system infrastructure grounding/bonding, cable TV distribution system, low voltage communication system infrastructure wiring, and outside plant fiber optic communication infrastructure design. Customers will be billed on a time (hourly) and material basis associated with activities related to service requests or projects and will include associated overtime costs. The above stated services are priced on request (POR) and specialized telephony applications such as call centers and IVR will require monthly recurring maintenance and circuit cost. The customer is responsible for the monthly cost.

Computer and Telecommunications Services

ITD provides administration, installation, and maintenance services for the County's computer and telecommunications equipment infrastructure, encompassing telephone systems, telephone devices, personal computing devices, wireless devices, print devices, mainframe terminals, and auxiliary peripheral devices. This includes on-call emergency maintenance services 24/7/365 days-a-year.

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

Provisioning of PC Desktops

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

PC Desktop Provisioning and Set-up Rate*	
Service	**Rate**
Desktop set-up charge per device. Includes delivery, installation, configuration (mapping to network drives and peripherals) as required backup/transfer all locally stored files and removal of old device.	$100

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

CISCO WebEx Video Conferencing Services

CISCO WebEx Video Conferencing Services include the ability to host interactive video conferencing and web collaboration sessions from your office computer, laptop, tablet or any remote location using your internet connection. This service can be used to hold on-line meetings, share presentations, conduct online training sessions, and collaborate on documents. Each named user (host license) is registered using Miami-Dade County email address and this service also includes unlimited Toll audio conferencing for all WebEx attendees attending sessions hosted by one of the named users.

Annual Licensing Charge per Registered Named User Subobject: 26110	
Service	**Rate**
CISCO WebEx Video Conferencing	$96

Cable Television with Digital Content

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

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

Maintenances and Support of CATV Infrastructure Monthly Charge per Port Subobject: 31018	
Service	**Rate**
CATV Standard Definition Maintenance	$7
CATV High Definition Maintenance	$15

Expansion of existing CATV in Facility – Cost for CATV cable installation outlet to the nearest distribution point is dependent on the required cable length and generally costs between $200.00 and $325.00. Rates do not include concrete penetration, installation of conduit pathway, concrete coring, structural analysis, amplification or signal hardware and permitting. These items will need to be determined at an additional cost. The above cost reflects pricing if ports are available on the CATV infrastructure. ITD will provide price estimate for all labor and equipment at time of system design.

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

Interactive Voice Response (IVR) Services

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

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

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

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

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

Telecommunication Rates

Services include local telephone service, long distance, wireless aircard charges, directory listing, mobile/cell charges, and data circuits. The service rates are listed in this section. See the section called Estimated Radio and Telecommunication Expenses for the estimated FY 2016-17 charges for each department based on historical consumption.

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

Local Telephone Services Monthly Charge per Device Subobject: 31010	
Service	**Rate**
Telephone Maintenance	$9.30
IP Telephone Maintenance	$8.30
Soft Phone Maintenance	$6.30
IP Fax Maintenance	$5.30
Local Service Charge* (per line)	$16.00

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

Wireless (Voice & Data) Services - Monthly Charge per Device		
Service	**Rate**	**Subobject**
Wireless Device Administration Fee (Per Blackberry, Cellular, Satellite Phone and Push-to-Talk device Smartphone, iPad)	$ 5.00	31015
Wireless Device Administration Fee for AIRCARDS	$ 5.00	31009
Zero Access Plan	$ 0.04/min	31015
Voice Unlimited	$49.99	31015
AIRCARD Limited (up to 3GB data transfer monthly)	$26.25	31009
AIRCARD Unlimited	$34.99	31009
TSS – machine to machine	$17.00	31009
Unlimited Texting within AT&T network (text, MMS, and pictures)	$ 5.00	31015
Tablet/iPad Limited – 3GB plan	$26.25	31009
Tablet/iPad Unlimited	$34.99	31009
Additional Rate Plan Prices	Available upon request	31015
Mobile to Mobile	$5.99	31015
Unlimited Data (Add-on) to any Smartphone	$30	31015
Nation – Voice Services Per Device		
Nation 450 Voice Service	$29.99	31015
Nation 900 Voice Service	$44.99	31015
Nation 1350 Voice Service	$59.99	31015
Voice Services Per Device		
Unlimited Voice	$49.99	31015
Gov't Voice & Data (Blackberry, PDA or iPhone) with unlimited text messaging	$79.99	31015
Unlimited Voice, Messaging, 5GB of Pooled Data with Tethering	$49.99	31015
Unlimited Voice, Messaging & Tethering	$59.99	31015

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

Data Circuit and Port Charges

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

- All Ethernet ports will provide one Gigabit per second connectivity (Gb/s), allowing for increased network performance
- Quality of service will be enabled on all ports, allowing for the prioritization of critical network traffic

- Security will be improved by enabling certain features available on the new state-of-the- art edge switch equipment
- Network Access Control will be enabled on all managed ports, ensuring that only Miami-Dade County approved users and peripherals are provided access to Metronet
- Power Over Ethernet will be available which will allow certain peripherals, i.e., Voice over IP phone handsets, to draw power from their network connection as opposed to a traditional power outlet
- An overall architecture improvement for the edge switch infrastructure

The upgrade of the edge switch infrastructure is occurring in phases; departments will be charged as their infrastructures are upgraded. ITD is planning for upgrades and will be contacting departments that will be impacted to conduct a port inventory, and provide port counts and estimated charges for FY 2016-17. For departments that have already been upgraded, the port count and estimated expense are listed in the section, "Estimated Radio and Telecommunication Expenses".

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

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

High Speed Wireless Services

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

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

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

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

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

High Speed Wireless Services - Monthly Charge per Point-to-Point Subobject: 26110	
Service	**Rate**
100 Mb/s Full Duplex Point-to-Point Microwave	$1,400
100 Mb/s Full Duplex Point-to-Multipoint Microwave	Available upon request
Greater than 100 Mb/s Full Duplex Point-to-Point or Point to Multipoint Microwave	Available upon request
Fixed/Mobile Broadband Data Gateway and Wi-Fi / WiMAX	Available upon request

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

Radio Communication Services

The Radio Communications Services Division administers and manages the 700/800 MHz radio infrastructure that provides voice and data communications throughout Miami-Dade County. There is 24/7 maintenance and support of the County's radio systems. Additional services the Division provides are radio sales, training, maintenance, and repairs; along with vehicle installation of radios, laptops, emergency lighting and specialized technical equipment. Also, engineering services are available for radio projects to include enhancement of radio coverage, interference mitigation, and other specialized project. As part of managing the system, the unit coordinates interoperability plans for the Southeast Florida region.

RF (Radio Frequency) Communication Services – ITD provides planning/ design, engineering, project management, installation maintenance and consulting services for the implementation and support of radio communications systems. Studies and engineering analysis required for new, expanded, or enhanced systems will be billed at the engineering rate (see Radio Service Rates table below).

Mobile/Portable Radio Maintenance and Installation –The ITD Radio Shop provides full two-way radio service including sales, service and installation of portable and mobile radio equipment and associated emergency lighting equipment such as light bars and sirens for emergency vehicles and police cruisers. Customized installation work is available for specialized vehicles such as command

buses, motorcycles, undercover vehicles, boats, and Fire/Rescue apparatus, etc. The Radio Shop maintains two pools of radios, one for emergency and disaster response use and a rental pool for special events. Services are charged on a time and materials basis (see Radio Rates table below).

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

Radio Service Rates		
Service	**Rate**	**Subobject**
Universal Radio Rate (per 800 MHz Handheld/Mobile Device)	$23.50 per unit per month	26130
Installer Rate	$85 / hour	24630
Telecommunications Technicians	$100 / hour	24630
Radio Engineering / Design	$125 / hour	24630
Equipment and Parts Multiplier	10%	N/A
Contractor Multiplier	15%	N/A

Universal Radio Rate

Departments that use the 800 MHZ radio system are typically charged a monthly Infrastructure Rate" per active radio. An active radio is defined as any radio with an active ID in the system.

The monthly infrastructure charge covers all routine repair and maintenance for active radios. This Universal Radio Rate (URR) covers parts and labor for routine portable, mobile and desktop radio repairs, thus eliminating the time and material charges for covered repairs for customers paying the URR. Municipalities and other entities that do not pay a Radio Infrastructure fee may enter into a separate agreement with ITD, typically a Memorandum of Understanding, to provide radio repair services.

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

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

The URR applies to radios already paying the URR rate. Customers not paying the URR are subject to time and material rates. To activate a radio in non-working condition, it must first be repaired to be eligible for the URR. Note that municipalities and non-county agencies not participating in the URR will be charged time and material for radio repairs or they can opt to join the URR in the beginning of the fiscal year for radio repairs at a rate of $6.34 monthly per radio.

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

Communication Services Estimated Charges

Charges: The table below describes the estimated charges based on actual charges incurred over the last 12- month period for accounts managed by ITD. For departments that pay their mobile/cellular invoices independently, the amounts in the table below reflect only the costs associated with loaner units provided by ITD. Departments that recently experienced significant changes in personnel counts, or usage are encouraged to contact their Communications Service Representative for assistance in developing estimates of FY 2016-17 telecommunications charges or for any billing-related questions.

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

Tip:

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

ITD FY 2016-17 Communications Services Estimated Charges	Universal Radio Rate (URR) Charges **		Telephone Line Charges		Wireless Aircard Charges*	Mobile Cellular Charges*	Long Distance Charges*	Circuit Charges*	MetroNet Port Charges	
SubObject Charged:	26130		31010		31009	31015	31011	31018	26110	
Departments	*Units*	*$23.50*	*Units*	*$16.00*	*$*	*$*	*$*	*$*	*Units*	*$10.00*
ADMINISTRATIVE OFFICE OF THE COURTS	32	$ 9,024	2,295	$ 440,640			$ 49,668	$ 26,440	1,255	$ 150,600
ANIMAL SERVICES DEPARTMENT	36	$ 10,152	135	$ 25,920	$ 11,235	$ 28,961	$ 160	$ 14,275	127	$ 15,240
AUDIT AND MANAGEMENT			107	$ 20,544	$ 120	$ 2,421	$ 192	$ 3,485		$ -
AVIATION	1,153	$ 325,146	-			$ 432				$ -
CITIZEN'S INDEPENDENT TRANSPORTATION TRUST			27	$ 5,184			$ 189		16	$ 1,920
CLERK OF COURT	11	$ 3,102	1,392	$ 267,264	$ 3,615	$ 66,974	$ 29,109	$ 15,216	641	$ 76,920
COMMISSION ON ETHICS AND PUBLIC TRUST			10	$ 1,920			$ 1,873	$ 2,111	26	$ 3,120
COMMUNITY ACTION AND HUMAN SERVICES	64	$ 18,048	1,417	$ 272,064	$ 2,487	$ 52,104	$ 9,559	$ 87,590	791	$ 94,920
COMMUNITY INFORMATION AND OUTREACH	7	$ 1,974	177	$ 33,984	$ 120	$ 8,098	$ 2,000	$ 69	479	$ 57,480
CORRECTIONS & REHABILITATION	3,275	$ 923,550	1,932	$ 370,944			$ 8,094	$ 114,481	1,600	$ 192,000
COUNTY ATTORNEY			311	$ 59,712	$ 1,535	$ 57,256	$ 2,631	$ -	181	$ 21,720
COUNTY COMMISSION			330	$ 63,360	$ 2,030	$ 79,339	$ 5,598	$ 1,105	485	$ 58,200
CULTURAL AFFAIRS			198	$ 38,016		$ 1,126	$ 2,269	$ 4,337	138	$ 16,560
ELECTIONS DEPARTMENT			1,288	$ 247,296	$ 63,195	$ 51,544	$ 1,208	$ 16,683	589	$ 70,680
FINANCE DEPARTMENT			493	$ 94,656	$ 2,699	$ 13,158	$ 4,969	$ 10,016	695	$ 83,400
FIRE RESCUE	1072	$ 302,304	98	$ 18,768	$ 309,316		$ 944	$ 5,138	49	$ 5,880
HOMELESS TRUST			30	$ 5,760		$ 2,475	$ 293		15	$ 1,800
HOUSING FINANCE AUTHORITY	10	$ 2,820	5	$ 960						$ -
HUMAN RESOURCES DEPARTMENT			499	$ 95,808	$ 60	$ 3,211	$ 3,164		255	$ 30,600
INFORMATION TECHNOLOGY DEPARTMENT	183	$ 51,606	1,480	$ 284,160	$ 191,311	$ 270,011	$ 32,743	$ 198,640	1,418	$ 170,160
INTERNAL SERVICES DEPARTMENT	390	$ 109,980	1,825	$ 350,400	$ 7,505	$ 102,110	$ 20,796	$ 150,634	3,149	$ 377,880
JUVENILE ASSESSMENT CENTER			211	$ 40,512	$ 1,407	$ 16,223	$ 3,836	$ 6,362	284	$ 34,080
LIBRARIES	30	$ 8,460	707	$ 135,744	$ 5,261	$ 13,907	$ 5,695	$ 19,431		$ -
MEDICAL EXAMINER	20	$ 5,640	130	$ 24,960	$ 2,285	$ 2,383	$ 1,512	$ 5,796	315	$ 37,800
METROPOLITAN PLANNING ORGANIZATION			27	$ 5,184		$ 2,058	$ 255		27	$ 3,240
MIAMI-DADE ECONOMIC ADVOCACY TRUST			27	$ 5,184		$ 1,205			19	$ 2,280
MIAMI-DADE POLICE DEPARTMENT	7,521	$ 2,120,922	6,091	$ 1,169,472	$ 954,389	$ 9,233	$ 32,685	$ 1,112,258	2,071	$ 248,520
MIAMI-DADE TRANSIT AGENCY	2,710	$ 764,220	3,396	$ 652,032	$ 13,350	$ 191,744	$ 14,129	$ 472,514	891	$ 106,920
OFFICE OF INSPECTOR GENERAL	6	$ 1,692	10	$ 1,920	$ 1,659	$ 2,531	$ 187		51	$ 6,120
OFFICE OF MANAGEMENT AND BUDGET			147	$ 28,224	$ 984		$ 1,920		123	$ 14,760
OFFICE OF THE MAYOR			70	$ 13,440	$ 3,011	$ 27,362	$ 1,512	$ 5,796	143	$ 17,160
PROPERTY APPRAISER			382	$ 73,344	$ 870	$ 7,796	$ 3,769	$ 2,493	767	$ 92,040
PARKS, RECREATION AND OPEN SPACES	701	$ 197,682	1,370	$ 263,040	$ 16,382	$ 55,302	$ 19,596	$ 149,296	917	$ 110,040
PUBLIC DEFENDER			1,457	$ 279,744	$ 60	$ 10,273	$ 16,139	$ 33,601	750	$ 90,000
PUBLIC HOUSING AND COMMUNITY DEVELOPMENT			950	$ 182,400	$ 1,970	$ 82,700	$ 10,124	$ 8,602	450	$ 54,000
PUBLIC WORKS AND WASTE MGMT	1,290	$ 363,780	1,129	$ 216,768	$ 589,518	$ 81,421	$ 20,965	$ 1,203,310	862	$ 103,440
REGULATORY AND ECONOMIC RESOURCES	68	$ 19,176	2,204	$ 423,168	$ 111,100	$ 96,326	$ 8,043	$ 7,912	2,048	$ 245,760
SEAPORT	366	$ 103,212	547	$ 105,024	$ 930	$ 68,590	$ 4,025	$ 21,421	4,510	$ 541,200
STATE ATTORNEY 'S OFFICE	52	$ 14,664	2,825	$ 542,400	$ 12,054	$ 31,420	$ 16,080	$ 51,227	790	$ 94,800
VIZCAYA	52	$ 14,664	72	$ 13,824		$ 4,823	$ 1,223	$ 14,436	89	$ 10,680
WATER AND SEWER	1656	$ 466,992	274	$ 52,608		$ 351	$ 4,165	$ 1,518	42	$ 5,040
TOTALS	**20,705**	**$ 5,838,810**	**36,075**	**$ 6,926,352**	**$ 2,310,456**	**$ 1,444,867**	**$ 341,322**	**$ 3,766,191**	**27,058**	**$ 3,246,960**

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

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

IT Funding Model Charges

Funding Model Charges for enterprise IT services for FY 2016-17 are currently under development and will be provided to departments by OMB in a separate document.

Appendix C – Indirect Costs for Certain Federal Grants

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

http://www.miamidade.gov/finance/library/cost-allocation-2013.pdf

To find out if your department will pay an indirect service fee from certain federal grants received in FY 2016-17 please contact your department's OMB Budget Analyst.

Appendix D – Internal Services Department Rates

ISD Insurance Rates

ISD Insurance Rates and Allocations (several subobjects)

Operating insurance coverage, including workers' compensation (01115), general liability (23210), auto liability (26065) and police professional (23230) are provided through the Internal Services Department (ISD). Departments that purchase insurance or participate in self-insurance programs will receive individual estimated costs for FY 216-17.

The total allocation charges are based upon historical claims activities, operational exposures and anticipated future liabilities. In the FY 2016-17 budget, allocations to specific departments/agencies will be based on an established underwriting methodology. This underwriting methodology is exposure-based, and uses a weighted system set on solid underwriting principles. The allocation underwriting based exposures are as follows:

Workers compensation based on payroll, and Long Term Liability Fund Reserve[1]

General liability based on BCC approved FY 2015-16 operating budget[2]

Auto liability based on vehicle count, modified by type of equipment[3]

1 Due to recommendations of the County's external auditors and actuaries retained by the County and also actuaries retained by the auditor, the County will be establishing a special fund reserve to reduce the workers' compensation long term debt.

2 Water and Sewer, Transit, Public Housing and Urban Development, and Aviation Departments will be charged on Actual Prior Year cost plus administrative charge of 1.5 percent for liability exposures. Please Note: The Worker's Compensation allocations will be based on the Countywide underwriting formula.

3 Vehicles are defined as equipment that traverse roadways and are subject to registration (tag) with the Florida Department of Transportation.

For budget preparation, departments/agencies may wish to internally distribute the allocations for Workers' Compensation and General Liability on a budgeted position basis and the Auto Liability on a per vehicle basis. The ISD, Risk Management Division, in conjunction with the Office of Management and Budget (OMB) can, at the department's request, conduct informational meetings to explain the underwriting methodology in use.

The allocation for Police Professional Liability for FY 2016-17, will be as follows:

Professional Liability Insurance Rates			
SubObject	**Service**	**Rate**	**Department**
23230	Police Professional Liability	$2,208,100	Miami-Dade Police Department
23230	Police Professional Liability	$1,691,900	Miami-Dade Corrections and Rehabilitation

Rental vehicles: The County has a countywide vehicle rental program available to all departments/agencies. Departments/agencies need to budget for rental vehicle insurance costs based on monthly anticipated usage at a rate of $71.26/month/vehicle. Please note that this rate is subject to change.

Any questions or concerns related to departmental allocations for the above stated projects should be directed to Baunie J. McConnell, Division Director of Risk Management, ISD 305-375-4281.

	DEPARTMENT	Workers' Compensation FY 2016-17	General Liability FY 2016-17	Auto Liability FY 2016-17
1	ADMINISTRATIVE OFFICE OF THE CLERK	363,179	11,942	2,661
2	ANIMAL SERVICES	303,180	16,502	25,278
3	AUDIT AND MANAGEMENT SERVICES	87,654	2,424	-
4	AVIATION	3,230,185	-	-
5	BOARD OF COUNTY COMMISSIONERS	324,763	10,538	19,402
6	CITIZENS' INDEPENDENT TRANSPORTION TRUST	26,735	1,908	-
7	CLERK OF COURTS	1,462,863	73,560	13,304
8	COMMISSION ON ETHICS & PUBLIC TRUST	38,201	1,159	665
9	COMMUNITY ACTION & HUMAN SERVICES	1,032,065	116,982	97,088
10	COMMUNITY INFORMATION AND OUTREACH	383,922	16,005	3,326
11	CORRECTIONS & REHABILITATION	8,356,677	439,982	226,305
12	COUNTY ATTORNEY	473,335	12,391	-
13	CULTURAL AFFAIRS	198,556	26,162	3,991
14	ELECTIONS	555,444	38,232	7,983
15	FINANCE	615,451	32,514	-
16	FIRE RESCUE	9,695,497	469,382	525,252
17	HOMELESS TRUST	36,299	46,574	-
18	HUMAN RESOURCES	208,311	5,903	-
19	INFORMATION TECHNOLOGY	2,001,997	124,381	49,957
20	INSPECTOR GENERAL	116,988	4,899	-
21	INTERNAL SERVICES	1,986,214	306,523	377,974
22	JUVENILE SERVICES	173,713	7,491	1,996
23	LAW LIBRARY	9,939	682	-
24	LEGAL AID	65,097	2,765	-
25	LIBRARY	676,342	48,164	25,145
26	MEDICAL EXAMINER	183,478	9,547	4,656
27	METROPOLITAN PLANNING ORGANIZATION	-	-	665
28	MIAMI-DADE ECONOMIC ADVOCACY TRUST	34,772	6,595	-
29	MIAMI-DADE POLICE	14,234,962	686,434	3,619,178
30	MIAMI-DADE TRANSIT	7,656,696	-	-
31	OFFICE OF MANAGEMENT & BUDGET	175,790	18,620	-
32	OFFICE OF THE MAYOR	97,762	2,576	665
33	PARKS, RECREATION & OPEN SPACES	1,900,454	226,486	539,177
34	PORT OF MIAMI	664,520	118,778	75,103
35	PROPERTY APPRAISAL	694,211	28,798	14,746
36	PUBLIC DEFENDER	-	2,019	-
37	PUBLIC HOUSING & COMM. DEV.	978,907	-	-
38	PUBLIC WORKS & SOLID WASTE MGT	3,465,750	509,559	1,079,906
39	REGULATORY AND ECONOMIC RESOURCES	1,750,448	69,663	285,576
40	CAREER SOURCE S.FLA - (formally SFWIB)	4,756	-	-
41	STATE ATTORNEY'S OFFICE	22,396	3,859	-
42	WATER AND SEWER	5,712,491	-	-
	Total:	$70,000,000	$3,500,000	$7,000,000

Fleet Operating and Vehicle Replacement Charges

Fleet Operational Charges (several sub-objects)

Fleet operations charges are broken down between heavy (trucks and one-ton pickups) and light (cars, vans, and up to ¾ ton pickups) equipment. Departments can access their monthly Fleet charges summarized by expense category through the On-Demand internet client program at http://s0141183.miamidade.gov/logon.htm

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

Important

Please note that operational rates are determined during the budget development cycle. Final rates for FY 2016-17 will be published on the ISD Fleet Management website, once the FY 2016-17 budget is adopted.

FY 2015-16 Fleet Operational Rates		
Item	**Heavy Equipment**	**Light Equipment**
Labor	$ 71.00/hour	$ 73.00/hour
Commercial Repairs	Cost + 20% markup over invoice	Cost + 17% markup over invoice
Parts	Cost + 20% markup over invoice	Cost + 25% markup over invoice
Fuel	Cost + $ 0.15 surcharge per gallon	
Misc. Charges	Overdue PM fees for light equipment: 0–499 miles past due: No penalty fee 500-750 miles past due: $ 50 penalty 750+ miles past due: $ 100 penalty Vehicle storage fee: $10 per day will be charged if vehicles are not picked up ONE WEEK after the posted ready date	
Loaner Vehicles	$0.47 per mile (inclusive of repairs and fuel)	
Pool Vehicles	Sedan / Pickup / Cargo Van	$ 0.47 / mile + $1.75 / hour
	Passenger Van (7 & 15)	$ 0.47 / mile + $ 2.75 / hour
	Executive Car	$ 0.47 / mile + $ 2.00 / hour
	Hybrid Sedan	$ 0.47 / mile + $ 3.00 / hour
	Wheelchair Equipped Pass. Van	$ 0.47 / mile + $ 4.50 / hour

		Preparation Charges Charges	Disposal
Vehicle	General Fleet Vehicle	***$919.75***	***$134.50***
Preparation & Disposal	General Fire Vehicle	***$839.35***	***$181.40***
Charges	Marked Police Cruiser	***$938.95***	***$196.00***
	Marked Corrections Cruiser	***$938.95***	***$181.40***
	Marked Police Motorcycle	***$841.85***	***$149.10***

Important

Please note that vehicle preparation and disposal charges are determined during the budget development cycle. Final rates for FY 2016-17 will be published on the ISD Fleet Management website once the FY 2016-17 budget is adopted.

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

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

Important

The following chart details actual operational fleet charges for FY 2014-15 and are being provided only as a guide.

FY 2014-15 ACTUAL OPERATIONAL FLEET CHARGES

Department Name	Light Fuel 26060	Heavy Fuel 26070	Pool Vehicle Mileage 26062	Light Repairs 1	Heavy Repairs 1	AC/AB/MOD 26068	Total
AD ANIMAL SERVICES DEPARTMENT	114,738	1,043	3,343	153,403	20,007	11,722	304,255
AT COUNTY ATTORNEY	1,196	1,373	1,232	110	-	-	3,910
AVIATION DEPARTMENT	455,054	208,496	57	35,393	6,544	188	705,732
BU MANAGEMENT AND BUDGET	-	-	4,595	-	-	-	4,595
CC COUNTY COMMISSION	36,145	2,114	3,583	24,158	5,159	7,373	78,532
CD HOUSING AND COMMUNITY DEVELOPMENT	236,321	10,743	43,134	372,554	58,345	17,030	738,127
CL CLERK OF COURT	14,054	-	5,354	18,260	7,231	16,711	61,611
CO COMMUNITY ACTION & HUMAN SERVICES	69,125	123,650	85,244	100,342	291,322	65,647	735,329
CR CORRECTIONS & REHABILITATION	302,363	63,792	40,039	580,942	254,638	81,614	1,323,388
CU CULTURAL AFFAIRS	4,741	-	7,568	8,650	-	70	21,029
EC COMMISSION ON ETHICS AND PUBLIC TRUST	680	-	-	400	-	-	1,080
EL ELECTIONS	25,630	2,338	19,711	13,038	10,251	448	71,416
ET INFORMATION TECHNOLOGY DEPARTMENT	101,829	1,834	45,559	107,717	555	14,905	272,398
FN FINANCE DEPARTMENT	-	-	50,524	-	-	467	50,991
FR FIRE DEPARTMENT	333,865	522,360	1,016	588,174	562,758	7,549	2,015,722
GI COMMUNITY INFORMATION AND OUTREACH	1,709	-	358	354	-	4,965	7,386
HR HUMAN RESOURCES	-	-	618	155	-	-	773
HT HOMELESS TRUST	-	-	877	-	-	-	877
ID INTERNAL SERVICES DEPARTMENT	138,789	9,310	50,020	179,187	30,108	21,702	429,116
IG MIAMI-DADE C0 INSPECTOR GENERAL	1,456	-	-	-	-	-	1,456
JU JUVENILE ASSESSMENT CENTER (JAC)	845	-	23,699	1,229	-	-	25,772
LB LIBRARIES	29,045	44,486	8,470	29,217	95,342	2,787	209,348
MA OFFICE OF THE MAYOR	268	-	1,661	-	-	37	1,965
ME MEDICAL EXAMINER	15,125	-	-	14,288	-	123	29,536
MM MIAMI-DADE ECONOMIC ADVOCACY TRUST	-	-	3,319	73	-	37	3,428
MP METROPOLITAN PLANNING ORGANIZATION	224	-	1,170	1,477	-	-	2,871
MT METRO-DADE TRANSIT AGENCY	13,236	946	234,520	405,097	355,461	70,225	1,079,485
OC ADMINISTRATIVE OFFICE OF THE COURTS	6,087	-	3,317	6,984	-	-	16,388
PA PROPERTY APPRAISER	14,437	1,892	15,683	21,760	-	1,822	55,594
PD METRO-DADE POLICE DEPARTMENT	7,187,774	46,473	1,017	7,225,726	249,387	703,494	15,413,871
PE REGULATORY & ECONOMIC RESOURCES	271,846	1,309	31,415	508,199	539	44,844	858,151
PR PARKS, RECREATION AND OPEN SPACES	956,388	149,674	117,926	811,933	394,615	225,777	2,656,313
PU PUBLIC DEFENDER	605	-	35	881	-	-	1,521
PW PUBLIC WORKS AND WASTE MANAGEMENT DEPT	629,973	7,281,787	79,735	861,849	28,575,030	770,751	38,199,124
SA STATE ATTORNEY OFFICE	66,052	621	250	87,488	8,705	10,106	173,222
SP SEAPORT	146,209	22,283	17,594	171,402	148,808	27,609	533,905
TT OFFICE OF THE CITT	-	-	54	-	-	-	54
VZ VIZCAYA	1,677	2,266	-	2,280	12,676	-	18,899
WATER AND SEWER DEPARTMENT	1,049,298	1,889,631	4,223	1,493,245	39,846	8,375	4,484,618
TOTAL	**12,226,784**	**10,388,420**	**906,921**	**13,825,964**	**31,127,328**	**2,116,374**	**70,591,790**

1 Repair values include total charges for parts, labor, and outsourced work for the following sub-object codes: 26063, 26064, 26066, 26072, 26074.

Fuel Costs

Below is a table showing actual fuel use by department in FY 2014-15. The average fuel price per gallon charged to departments in FY 2014-15 is also shown below and is being provided as a guide.

Rates: Unleaded (E10): $2.42 per gallon

Diesel (B5): $2.64 per gallon

FUEL USE IN GALLONS FY 2014-15

DEPARTMENT	UNLEADED	DIESEL
ADMIN OFC OF COURTS	2,546	-
ANIMAL SERVICES	45,996	1,959
AVIATION DEPARTMENT	202,174	67,907
CAHSD	34,179	41,853
CLERK OF COURTS	5,843	-
COMM INFO&OUTREACH	711	-
COMM ON ETHICS	281	-
CORRECTIONS AND REHA	113,127	35,475
COUNTY ATTORNEY OFFC	1,053	-
COUNTY COMMISSION	15,087	777
DEPT CULTURAL AFFRS	2,006	-
ELECTIONS DEPARTMENT	4,054	5,629
FIRE RESCUE	129,995	204,954
FM POOL/LOANER VEHS	122,074	3,414
INSPECTOR GENERAL	606	-
INTERNAL SERVICES	57,906	3,234
ISD FLEET	8,401	26,579
ITD	42,900	138
JUVENILE SERVCES DPT	354	-
LIBRARIES	12,066	17,007
MEDICAL EXAMINER	6,343	-
METR. PLANNING ORG.	90	-
MIAMI DADE POLICE	2,977,817	28,401
OFFICE OF THE MAYOR	113	-
PHCD	100,298	2,175
PROPERTY APPRAISER	6,677	-
PROS	318,604	114,914
PWWM COLLECTION	94,397	1,718,680
PWWM DISPOSAL	44,753	828,136
PWWM PUBLIC WORKS	129,528	216,970
RER	114,025	-
SEAPORT	60,707	6,227
TRANSIT AGENCY	5,456	345
VIZCAYA MUSEUM GARDN	1,447	180
WATER AND SEWER	565,075	600,069
Total	**5,226,688**	**3,925,022**

Fleet Vehicle Replacement Charges

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

Rates:

Vehicle replacement charges vary according to the department's fleet composition. A table showing actual vehicle replacement charges for FY 2014-15 and projections by department for FY 2016-17 will be provided at the beginning of the budget development cycle for use as a guide. For additional information concerning vehicle replacement charges, contact Rey Llerena at 305-375-2818.

Current rates for vehicle preparation and disposal services are shown in the FY 2014-15 Fleet Operational Rates Table on page 77.

Important

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

Real Estate Services

Lease Management Services (subobject 25511)

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

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

Real Property Disposal Services

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

Rate: Fee for services is ten (10) percent of the sale price. If a property is sold for less than $5,000, the full amount of the sale will serve as the service fee. If the property is sold/conveyed for nominal value or sold through a land exchange, departments will be charged for staff time spent on processing the land sale/conveyance, plus any out-of-pocket expenses. Real property transferred from ISD to other County agencies will be charged a processing fee equal to ten (10) percent of the property's assessed market value as determined by the Property Appraiser, capped at $5,000, but, not less than $1,000.

Real Property Acquisition Services

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

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

Real Estate Development

The development of real property for County departments includes identifying and analyzing potential County and non-County sites, conducting site planning activities, securing necessary surveys, negotiating and preparing contracts, and other legal obligations required.

Rate: County departments will be charged for staff time, plus any out-of-pocket expenses for work performed on development projects. Fifty percent of any real estate commissions paid to a licensed real estate broker for any transaction will be kept by ISD and deducted from the amount owed to ISD from the Department.

Other Real Estate Services

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

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

Note- All Real Estate staff time includes a 2.6 multiplier to cover operating and administrative expenses

ISD Service Tickets/Work Orders/Capital Projects

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

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

Departments are encouraged to determine their needs or request assistance from ISD with estimating costs for projects that will be initiated during the next fiscal year. All initial Service Requests may be made online through the Intranet at http://intra.miamidade.gov and click on ISD Work-Order/Service Ticket link, or http://intra3.miamidade.gov/isd/dcswoonline.

Billing for all work occurs on a monthly basis.

Service Tickets (subobject: 26028) - up to $20,000

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

Work Orders (subobject 26040)

A work order is initiated when it is determined that the scope of work being requested is for major repairs or renovations of plumbing, roof replacement, air conditioning, and office relocations or redesigns are expected to cost more than $20,000. Projects are normally larger, in scope and budget, and may require OMB approval. Departments are expected to secure adequate funding before work begins. Charges are billed to the requestor's index code on a monthly basis.

Capital Projects

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

ISD Business Supplies and Miscellaneous Services

Mail Services (subobject 26051)

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

Rate: U.S. Mail - $0.49 per normal First Class piece, assess monthly*

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

Graphics and Copy Service (subobject 26050)

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

Rates: Graphic design projects are individually priced
Quick Copy Charges - $0.032 per impression (black and white)
Greater than 5,000 impressions - $0.029 per impression (black and white)

Business Supplies (subobject 47011)

Stability in general merchandise pricing is expected to continue.

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

Moving Crew

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

Rates: $110.00 per hour

Asset Management Fee

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

Rate: $3.00 per asset in Fixed Assets System

Auction Services

ISD provides auction services of disposition of surplus assets on behalf of County departments and various municipalities. Twenty percent of the final sale price of auctioned items is retained by ISD for management and oversight of our auctions. Eighty percent of the final sale price is returned to the originating department or municipality upon completion of the auction.

Monthly Parking (subobject 31320)

All County vehicles that park in County facilities will be charged a monthly fee.

Rate: $45.00 per County vehicle per month. Departments may use the following formula for budgeting expenditures: Number of County vehicles x $60.00 x 12 months

Monthly parking rates for non-County vehicles and additional parking-related information may be found at www.miamidade.gov/internalservices/downtown-parking.asp

Daily Parking

Daily parking includes County vehicles and/or downtown business visits with personal vehicles.

Parking validation will be available to customers in the form of eNet validation and validation stickers depending on which parking facility the customer uses. Departments will be able to purchase eNet validation credits or stickers by having an authorized representative provide a purchase request via memo, with the index code or check to the ISD Parking Manager.

Rate: $7.00 per validation (sold in increments of 100)

eNet Validation System

In FY 2015-16, ISD Parking Operations will be implementing a new eNet Validation System that will provide County departments the ability to establish usage accounts. Usage accounts will give departments the ability to monitor and validate parking online. The System can be used for the following automated locations:

- Overtown Village Garage
- Garage # 5 (Hickman)
- West Lot Garage
- Cultural Center Garage

Details of the new eNet Validation System will be available at online at the following link once the system is implemented: www.miamidade.gov/internalservices/downtown-parking.asp

Tip:

Failure to properly process the eNet web based validation will require payment of the full ticket parking rate at the payment station

Validation Stickers

Departments may purchase parking validation stickers for the following non-automated parking locations:

Mahi Shrine Lot
Civic Center Jury Lot
Kristi House Lot
140 West Flagler Garage

Stickers should be attached to the parking ticket and given to cashier.

Tip:

Failure to submit a validation sticker to the cashier when payment is due will require payment of the full parking ticket rate

Facility After-Hours Charges

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

Rates: Varies according to building

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

Rent Roll

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

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

Additional or Miscellaneous Services

These are services requested by tenants that are not included in customary building management services, such as additional cleaning, additional security, moving of items within the building, labor for special event setups, and other miscellaneous request.

County Labor Rates: Regular hours at $50.00 and $75.00 per hour on overtime.
Other Outside Contracted Services: Will bill at the contractor's rate plus 10% fee.

Renovation Services Section

Space may be available at the ISD Trade Shops located at 3501 NW 46 Street, Miami, FL 33142. The cost per square foot is listed on the table below. Hours of operation and final rate will be based on the terms and conditions set forth in an executed agreement between ISD and customer

Leasing Rates for ISD Trade Shops Building	
Office Space	$22 per rentable square foot
Warehouse Space (non-air conditioned)	$15 per rentable square foot

Electrical Energy

Each department can retrieve its electrical cost projections for the fiscal year through the EnergyCAP interface at http://ecapprd.miamidade.gov/energycap/. Contact Dan Coogan at 305-375-1814 or dcoogan@miamidade.gov for access to the system, or to review FPL rate change projections. Departments will need to adjust both budgeted and projected costs based on planned expansions and contractions to their electrical usage. The table below reflects charges to each department for the management of the EnergyCAP system, an automated billing and account management system for utilities, and is based on the number of FPL accounts per department and associated costs such as personnel, software, vendor support, and IT costs.

Department	**Total**
ASD	$237.00
Aviation	$14,242.00
CAHSD	$11,251.00
Corrections	$760.00
CUA	$380.00
Fire	$4,320.00
General Govt Offices	$2,374.00
ITD	$475.00
ISD	$3,466.00
Library	$2,943.00
PROS	$ 26,538.00
MDPD	$1,804.00
PHCD	$31,630.00
PWWM	$52,270.00
RER	$332.00
Seaport	$3,228.00
MDTA	$5,032.00
WASAD	$61,717.00

Energy Performance Contracting

The County's Energy Performance Contracting Program provides departments with qualifying projects a cost-effective means by which to implement large-scale energy efficiency upgrades and/or improvements to their operations, e.g. lighting, heating and air conditioning, energy control systems, renewable energy systems, and other related or similar projects. Projects are competed amongst pre-qualified energy services companies in the program's vendor pool, and performed in a manner similar to design-build projects governed by Florida Statutes. Rather than using traditional funding sources such as bond financing or other capital allocations, financing typically takes the form of lease-purchase agreements paid out of the operating budget from the savings created in electricity, water and other operating expenses. (In fact, energy performance contracts contain guarantees that the lease-purchase payments must be less than the savings produced by the project.) The program is administered by and receives engineering oversight from ISD Facilities and Utilities Management Division. An administrative fee of no more than 1% is applied to implemented projects. Departments unable to pay the one (1) percent due to restricted funding sources will be billed at $95.00 per hour. Contact Ray Abrahante, EPC Program Manager, at RABRA@miamidade.gov or 305-375-5242 for more information.

Elevator Maintenance Management and Services

The Office of Elevator Safety (OES) will render services to include writing and managing maintenance contracts for elevators, escalators, moving walks, and conveyors, and related equipment. Funding for the management of the maintenance contracts is provided by departments in direct proportion with their pro-rata use of the countywide elevator maintenance contract with the ISD, Procurement Management Services Division and will be charged as follows:

DEPARTMENT	FY 2016-17 BUDGETED COST
Aviation	$ 80497.00
Community Action and Human Services	80.00
Corrections	6274.00
Fire Rescue	159.00
Housing	5019.00
Internal Services	18552.00
Library	238.00
Transit	35725.00
Parks, Recreation and Open Spaces	1001.00
Police	365.00
Port of Miami	9070.00
Public Works and Waste Management	63.00
Vizcaya Museum	96.00
Water and Sewer	1700.00

OES provides compliance inspections, consultations, and equipment testing.

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

Personnel Description	**Hourly Rate**
Elevator Inspector, standard rate:	$ 95.00
Elevator Inspector, standard overtime rate:	140.00
Elevator Inspector, holiday overtime rate:	175.00
Elevator Section Support Staff:	95.00
Deputy Chief Elevator Inspector:	105.00
Manager, Office of Elevator Safety:	115.00

Elevator Regulatory Fees, Permit Fees, Inspection Fees and other costs:

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

Security Services

Security services include calls for maintenance repairs on security systems, alarm security systems, installation of security systems, security alarm monitoring, elevator entrapment monitoring, security surveys and consultations, investigations and administration of the security guard contracts.

Rates: Varies according to service

Security Service Charges	
Service	**Charge**
Administration of service calls for maintenance and repair on alarms, closed circuit television, and other security equipment systems installations. Project Management for services above if requested by customer	Charges are based on current security contract rates with 20 percent added for administration of services $95.00 per hour
Installation of new security system and equipment	Call for estimate
Security Alarm System Monitoring – non-key response: ISD notifies facility contact person and/or police upon alarm activation	$36.00 per month for each numbered account
Security Alarm System Monitoring – key response: ISD dispatches a Security Supervisor to the alarm and notifies facility contact person and/or police upon alarm activation (Standard connection via phone line). Radio Security Alarm System Monitoring – key response: same staffing response as above; however, this service includes a radio transmitter installed at the location to provide back-up communication. *Note: Departments requiring service must provide a set of keys or access card to ISD.*	$100.00 per month for each numbered account $118.00 per month for each numbered account False Alarm fees apply: • 1st – 5th: $50.00 • 5th: Technician Inspection • 6th: $75.00 • 7th: $100.00 • 8th: $150.00 • 9th: $200.00 • 10th and above: $250.00 each
Facility security systems monitoring, e.g. cameras, panic buttons, access cards, etc.	Call for estimates on specific sites
Administration of security guard contracts and on-site supervision.	Eight percent added to invoices Six percent added to Aviation Department invoices. Charges apply to all security guard services as listed below
Vehicle (patrol car or motorized cart) for security officer. *Note: charges based on current vendor contracts, and are subject to change*.	Charges are based on current security contract rates. Call for estimates on specific sites.
Security Guards, armed or unarmed with radios and uniforms/blazers Level 1: Watchman-type guard, unarmed Level 2: Intermediate guard, armed or unarmed Level 3: Specially trained, armed security guard Screener: Trained operator of electronic screening equipment Field Supervisors (site checks and emergency responses)	Charges are based on current security contract rates. Call for estimates on specific sites
Additional Services, i.e. security surveys, investigations, consultations, surveillance planning, forensic video recordings	$75.00 per hour regular time $112.50 per hour for over time
Elevator Telephone Monitoring Services, ISD notifies the facility contact person, the elevator service contractor and fire rescue upon receiving the request for assistance	$20.00 per month, per elevator

Pest Management (subobject: 22340)

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

Rates: Varies among departments utilizing service

DEPARTMENT	FY 2016-17 BUDGETED COST
Aviation	$ 55,388
Community Action and Human Services	5,539
Corrections	11,078
Fire Rescue	6,203
Internal Services	21,269
Library	3,212
Parks, Recreation and Open Spaces	9,084
Police	2,504
Port of Miami	2,216
Public Works and Waste Management	5,583
Regulatory and Economic Resources	206
Transit	35,448
Vizcaya Museum	160
Water and Sewer	6,647

Backup or Emergency Generator Support

On-site electric power generators provide auxiliary prime and back-up power to County-owned facilities. Scheduled preventive maintenance is provided in accordance with a Service Level Agreement (SLA) for each unit, for a fixed monthly fee. Agreements are available on a weekly, bi-weekly, or monthly basis. Emergency and other unscheduled repairs are charged based on time and materials to include the cost of parts, supplies, vendor cost and other materials to cover administrative, procurement, and delivery costs.

Generators serviced by the ISD/FUMD Generator Section are billed based on the service level requested by each department. The standard plan provides for monthly generator PM service, the Gold Plan provides bi-weekly PM service, and the Platinum Plan provides for weekly generator PM service. The table below reflects service level agreements established by department. Equipment added by individual departments during the fiscal year will be billed at the prevailing rate and will add to the total noted in the table below.

Department	Weekly	Bi-Weekly	Monthly	Total
Corrections	15	0	0	$116,064.00
ITD	4	0	16	$59,520.00
CAHSD	0	4	0	$15,475.20
Library	0	1	0	$3,869.00
Transit	4	5	0	$50,294.00
AOC	0	1	0	$3,869.00
Police	1	0	14	$32,736.00
Parks	0	0	10	$17,856.00
PWWM	0	17	0	$61,901.00
PHCD	0	25	0	$96,720.00

Rates: Not covered in SLA

ISD service technician (Regular time):	$ 75/hour
ISD service technician (Overtime):	$ 112.50/hour
Outside contractors (Regular time):	$ Invoice amount plus 10%
Outside contractors (Overtime):	$ Invoice amount plus 10%

Important:

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

Sign Language Interpreters (subobject 11502)

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

Rates: **Varies depending on hours/day of service**

Rates per Hour (with a 2 hour minimum) for a National Certified Sign Language Interpreter	
General 8:00 a.m. – 5:00 p.m. (excluding weekends and national holidays)	$62 Per Hour
Evening 5:01 p.m. – 12:00 p.m.	$64 Per Hour
Night 12:01 a.m. – 7:59 a.m.	$69 Per Hour
Weekend (Friday 12:00 p.m. – Monday 7:59 a.m.)	$64 Per Hour
National Holidays (24 hours midnight to midnight)	$64 Per Hour

Appendix E – Regulatory and Economic Resources – Planning Assumptions

Consumer Price Index (CPI)

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

Inflation Data Source: Florida Economic Estimating Conference, National Economy, February 2015.

YEAR	ANNUAL RATE OF CHANGE IN CPI
2000-01	3.4%
2001-02	1.8%
2002-03	2.2%
2003-04	2.2%
2004-05	3.0%
2005-06	3.8%
2006-07	2.6%
2007-08	3.7%
2008-09	1.4%
2009-10	1.0%
2010-11	2.0%
2011-12	2.1%
2012-13	1.5%
2013-14	1.6%
2014-15	0.3%
2015-16	0.8%
2016-17*	2.7%
2017-18*	2.6%
2018-19*	2.6%
2019-20*	2.4%
2020-21*	2.5%
2021-22*	2.3%
2022-23*	2.2%
2023-24*	2.3%
2024-25*	2.3%

Notes: * Indicates forecast amount

Appendix F – Public Works and Waste Management Rates

Countywide Professional Services Agreements Management Fee (subobject: 26260)

The Public Works and Waste Management Department (PWWM) manages three Professional Services Agreement (PSA) contracts: The Soils Foundations and Geotechnical Testing Services agreement (E12-PWWM-02), the Materials Testing/Consulting and Training Services agreement (E12-PWWM-03), and the General Land and Engineering Surveying Services agreement (E12-PWWM-01). These service agreements are utilized by most County Departments that undertake capital projects or testing services on existing facilities or new developments.

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

Appendix G – Communications Department Rates

Communications Department

Advertising (various subobjects)

The subobject codes below should be used by departments to more clearly define the type of advertising budgeted or expended. This will help facilitate the tracking and reporting of countywide advertising activities. Departments need to use the subobject codes listed below for budgeting and recording advertising expenditures.

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

Note:

Pursuant to the Mayor's memorandum dated August 1, 2014, regarding his Communications, Customer Service and Outreach Strategy, the Communications Department (COM) and the Mayor's Office continue to work collaboratively with departments towards achieving a unified County message, better access to government information and reliable County services through the various channels administered by COM.

To this end, all media advertising negotiation and placement for County departments is to be coordinated through COM. Any media buys, with the exception of employment ads (subobjects 31403 and 31405) that your department is planning, should be approved and placed by COM.

Advertising (Continued)

In addition, Ordinance No. 12-25, which enacted Sections 2-2011 through 2-2023 of the Code of Miami-Dade County, requires that departments expend a portion of their advertising budget through the Community Periodical Advertising Program (CPP). Based on prior expenditures, the following departments are required to budget the amounts below for advertising through this program for FY 2016-17 under subobject code 31412. As with all other countywide advertising, CPP advertisements should be coordinated through the Communications Department.

DEPARTMENT	FY 2016-17
Animal Services Department	$ 30,000
Miami-Dade Aviation Department	$ 30,000
CITT	$ 45,000
Cultural Affairs	$ 15,000
Elections	$ 30,000
Finance (Tax Collector)	$ 15,000
Internal Services Department	$ 15,000
Parks, Recreation and Open Spaces	$ 30,000
Miami-Dade Police Department	$ 15,000
Public Works and Waste Management	$ 30,000
Regulatory and Economic Resources	$ 30,000
Seaport (Port Miami)	$ 30,000
Miami-Dade Transit	$ 30,000
Water and Sewer Department	$ 30,000

Communications Department Funding Model Charges (26260)

Funding model charges for all services provided by the Communications Department for FY 2016-17 are currently under development and will be provided to departments by OMB as an addendum.

Other Communication Services (Various subobjects)

The services and corresponding charges listed below will apply when the request to the Communications Department exceeds the base service level covered by the funding model.

AREA	SERVICE DESCRIPTION	COST*
ON-LINE SERVICES	Web Design and Publishing	$90.00 per hour (for services beyond the annual maintenance and update of departmental websites)
MDTV	Non-televised meeting in Chambers	Up to 4 Hrs. = $600 Up to 8 Hrs. = $1,500
	Televised meeting in Chambers	Up to 4 Hrs. = $3,000 Up to 8 Hrs. = $6,000
	High Definition Remote Production or feature video	$3,000 per finished minute
	Production of High Definition Commercial	Starting at $7,500
	Radio Commercial	30 Seconds = $300 60 Seconds = $500
	Professional Voice Over Services	Starting at $250
	Windows Media Conversion	<30 mins. = $100 >30 mins. = $200
	Duplication Services	$20.00 per DVD
	Other MDTV Services	$90 per hour
	Overtime MDTV Services	$135 per hour
CREATIVE AND BRANDING SERVICES	Translations	$.35 per word
	Interpretations	$120 per hour in Spanish $110 per hour in Haitian-Creole $135 per hour for Emergency Services
	Photography	$75 per hour
	Graphic Design**	$85 per hour
	Market Research/Analysis and Media Buy	$85 per hour
REVERSE 311	Automated call outs using a client database	$80 per hour of set-up
EGOV SOLUTIONS	Development and Integrations Services	$90 per hour

* Additional fees for “rush” projects may apply
**Additional costs for materials may apply

Miami-Dade County

IT Investment Review & Business Case Preparation Manual

FY 2016-17

Prepared by

The Information Technology Leadership Council

Miami-Dade County IT Investment Review &
Business Case Preparation Manual
FY 2016-17

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I. Introduction

Most county governments today are faced with growing demands for services while having to adjust to the effects of one of the deepest economic downturns in decades. It is times like these where the appropriate application of technical solutions can make a real difference in terms of cost savings, improved service delivery and increased operational efficiency. Quality information technology (IT) solutions, however, don't just happen. They have to be spawned from clear business needs, thoroughly planned in the context of enterprise IT standards and staff capabilities, and expertly executed.

The Mayor and his management team understand and appreciate the value that IT brings to county operational functions. They realize that more output, better quality, lower costs, increased revenue, more satisfied citizens and a more sustainable environment are outcomes that can be achieved through the proper application of IT investments. In short, they accept that IT is not the "problem," but rather is the "solution" to create more business value by reducing costs and increasing efficiency.

The Information Technology Leadership Council (ITLC) is the County body responsible for oversight of the IT Investment Review and Business Case development process. The IT Investment Review Committee (ITIRC) is the standing committee of the ITLC that is responsible for developing the specific methodology and templates departments use to document their proposed IT projects. The process has been consistently modified and improved. As in previous years, the ITIRC has elected to use essentially the same process and templates as last year with a few changes designed to make the process easier.

Once again the ITIRC is asking that a Business Case Narrative be developed that addresses the Gartner Five Perspectives of Value[1]: Strategic Alignment, Business Process Impact, Technical Architecture, Direct Payback and Aversion to Risk. In addition, the Business Case Spreadsheet will ask you to not only document and quantify project costs, but also project benefits. The intent of the Business Case Spreadsheet is to identify the total cost of ownership of a project (for at least 5 years) as well as any benefits, tangible and/or intangible, that are to be achieved.

Departments are encouraged to thoroughly document their business cases in the narrative, identify as many project costs over the life of the project as accurately as possible and dedicate time and effort to quantify both direct and indirect benefits. If departments do this, the ITIRC will have an unprecedented amount of information with which to render objective evaluations of projects that will be of value to not only the requesting departments but to the county as a whole.

[1] Apfel, Audrey L., Toolkit: Scoring projects by assessing five perspectives of value, Gartner for IT Leaders, ID: G00171776, 15 October 2009.

The ITIRC recognizes that quantifying project benefits can be a difficult task, but want to encourage departments to continue to try. As in previous years, the Office of Management and Budget has again committed to provide assistance this year and you are encouraged to contact your budget analyst early in the business case development cycle.

The same is true for the Information Technology Department (ITD). You are encouraged to contact ITD early in the process so that you can obtain accurate figures with respect to ITD costs for any services they might be providing, such as database hosting or backups.

The IT Investment Review and Business Case Preparation Manual has been designed to not only describe how to complete the forms, but also to provide guidance on the types of questions that should be asked when thinking about strategic alignment or managing risk, for example.

This year the ITIRC will be sponsoring three (3) IT Investment Review and Business Case Development Workshops to acquaint departmental representatives with the process for submitting business cases for capital IT projects:

- **December 7, 2015;**
- **December 8, 2015; and**
- **December 9, 2015.**

It is critical that this workshop be attended by departmental business, technical and budget staff; together with their Office of Management & Budget liaisons.

Departments will be required to enter all capital requests in the Capital Projects Budget Module in the County's new Capital Budget Analysis Tool (CBAT). Detailed instructions for CBAT input will be published by OMB in the FY2016-17 Capital Resource Allocation Plan Submission Manual. CBAT project information is at a more aggregated level than that required for the IT Business Cases.

Large construction projects that have IT sub-components will continue to be tracked using current CBAT systems and be independent of the non-construction IT funding requests that go through the ITLC business case/funding process described herein. However, if the technology proposed in such projects deviate from County standards, a review by ITD must be conducted.

It is important to remember that the procedures and methods described in this manual are designed for the sole purpose of helping insure that the IT investments made by the county are successful; that they address clear and important business needs; yield the anticipated benefits, leverage existing enterprise solutions where appropriate, and are delivered at a fully leveraged cost.

Remember, members of the ITLC and the ITIRC are your colleagues. They are all volunteers dedicated to creating value for county internal operations as well as the citizens we serve through the appropriate

application of IT solutions. They are available to help, so do not hesitate to reach out to them for advice if needed.
Respectfully,

Rosie Perez, ITLC Chair

Miami-Dade Transit Department

Christa Erml-Martinez , ITLC Vice-Chair

Miami-Dade Department of Regulatory and Economic Resources

II. IT Investment Review Process

The County's IT strategic plan states that "Business needs should drive the implementation of software after well-defined due diligence steps. Effective planning of IT investments identifies the application life-cycle. This cycle can be likewise noted in the County's budget planning process to ensure that replacement or refresh of technology is scheduled before the point of obsolescence. The processes required to put this into place mandate an institutional IT governance model."[2]

Thus, for this capital funding cycle the IT business case process will be to link the preparation of the IT business cases with the departmental Business Plan and budgeting process. We are calling for a close collaboration among departmental business leaders, departmental IT leaders, OMB budget analysts and ITD technology specialists.

The basic ITIRC Business Case process and timeline is shown in Figure 1 on page 9. The top portion of Figure 1 is the part of the process that takes place within departments.

1) The Business Case preparation process begins with the identification of a business need that can be addressed by an IT solution investment. This need should be documented in the department's Business Plan.

2) The next step is to determine if the request is for capital funding or whether it should become a part of the operational budget request process. **IMPORTANT NOTE! The following types of IT expense increases do not need to go through the ITIRC business case process:**
   a. Requests to increase operational expenses in order to expand support of current IT solutions.
   b. Requests to fund capital projects that transition to enterprise or other solutions already vetted and approved by the ITIRC.
   c. Requests to fund projects valued at less than $50,000.

   Such expense increases will still require justification and approval by OMB.

   All other IT solution investments will need to go through the ITIRC Business Case Review Process, regardless of funding source or availability.

3) Third step is to reach out to ITD to determine if the IT solution investment you are considering will likely meet County IT Architecture Standards. If not, the justification and cost for an exception must be incorporated into the business case and approved by ITD. Also, as indicated above, departments should also reach out to ITD to determine if there is an enterprise solution already available to meet

[2] Miami-Dade County Information Technology Strategic Plan, April 15, 2009, page 58.

the identified business needs. If so, a business case is not needed.

After the decision is made to submit a business case the department should begin preparation of the Business Case, which is comprise of:

1) Business Case Narrative, and
2) Business Case Spreadsheet.

IMPORTANT NOTE! Please note the following:

1) **The Notice of Intent to Submit a Business Case Form is no longer required.**
2) **Complete Business Cases must be submitted by February 8, 2016 to ITIRC Chair, Christa Erml-Martinez.**

Formal business cases, once signed off by the department's executive project sponsor are submitted to the ITIRC. The ITIRC will conduct a cursory review for completeness and then either allow the business case to move to the formal review process or reject it back to the department for revision and resubmission.

The bottom half of Figure 1 captures the steps in the formal review process of the ITIRC. Business cases will be read by all members of the ITIRC and if clarification is required, the submitter will be contacted. If the ITIRC deems that an oral presentation is needed the submitter will be contacted. Once the ITIRC has collected what it deems sufficient information about the request, the ITIRC will formally rank each request.

At all times during the review process the full ITLC will be able to observe the process by attending ITIRC deliberation meetings, attending oral presentations, and by reading all business cases and supplemental documents provided to the ITIRC. However, the ITIRC has been delegated the responsibility of ranking submitted projects and their rankings cannot be modified. Once ranked the ITIRC will prepare its recommendations and submit them to the IT Executive Steering Committee. Once the final determination of funding is made by the IT Executive Steering Committee and OMB, the ITLC will be provided the final report on funded capital IT projects.

The structure of the IT Executive Steering Committee is shown in the section 3.

Figure 1. IT Business Case Process Flow and Timeline

Departmental Business Case Development Process

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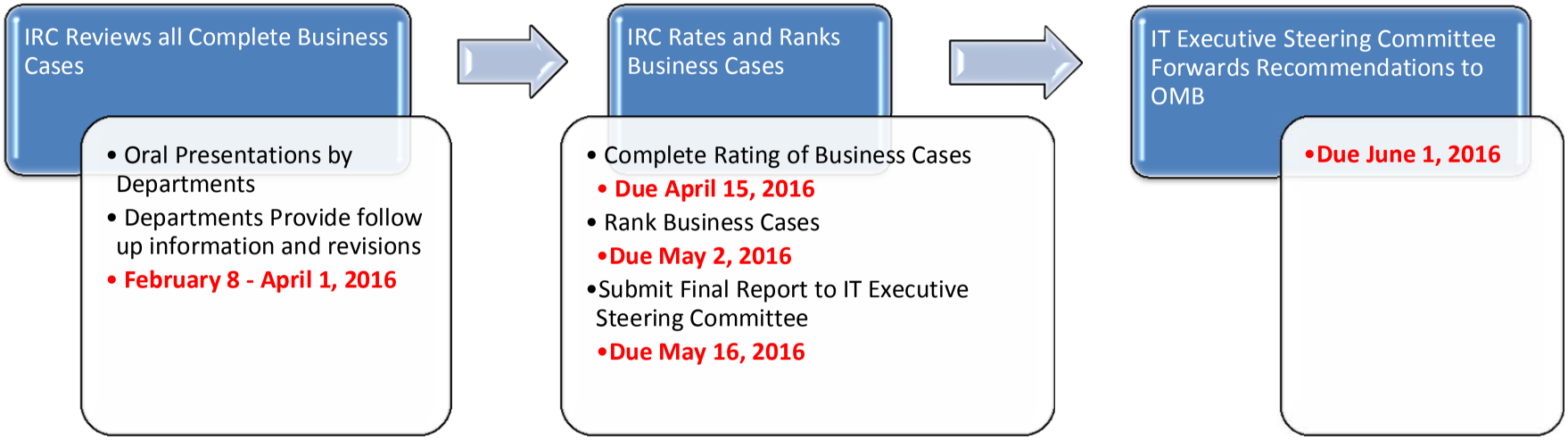
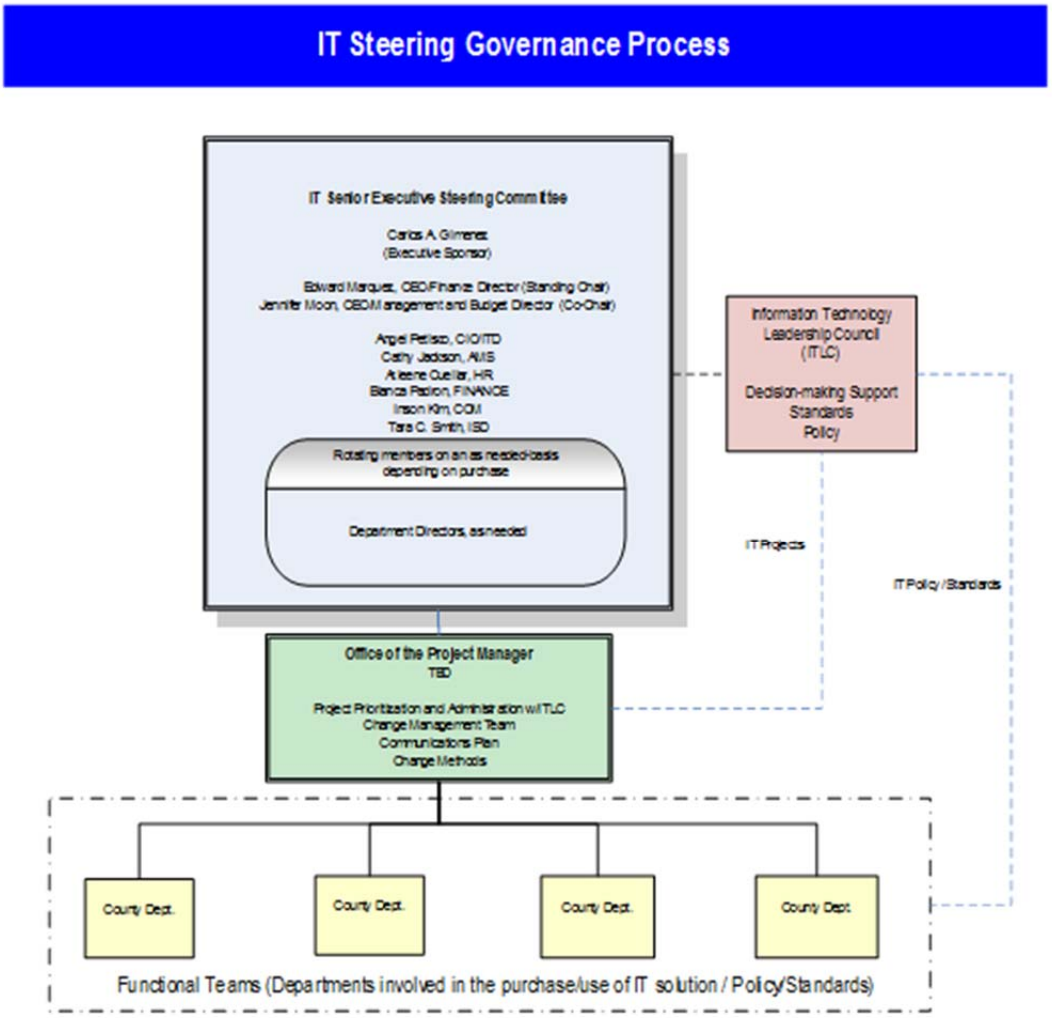
ITIRC Business Case Review and Rating Process



III. IT Executive Steering Committee



IV. Key Dates

Estimates of how long each phase of the capital request process are noted on Figure 1. OMB requires final recommendations to be provided no later than June 1, 2015. Based on that requirement, the following suggested key dates (critical due dates are in red) are provided for your guidance:

Milestone	Target Dates / Deadline	Actions
Determine if Business Case is Needed	**December 9, 2015**	Attend ITIRC Workshops, consult with ITD, as well as OMB analyst
Deadline for entering all capital funding requests into CBAT	**Feb 8, 2016**	If requesting capital funds, departments enter project and funding request into CBAT.
Prepare Business Case	**Dec, 2015 - Feb 8, 2016**	Department prepares business case narrative and cost benefit spreadsheet
Submit complete Business Case Narrative and Spreadsheet	**Feb 8, 2016**	Electronic versions of all business case documents are to be emailed to the IRC Chair by this date. (e134311@miamidade.gov)
ITIRC conducts preliminary review of submissions	**Feb 8 – 15, 2016**	ITIRC reviews submissions against completeness checklist.
ITIRC completes comprehensive review and evaluation process	**Feb 15 – April 1, 2016**	Committee members read all submissions, Hear Dept. oral presentations, and identify issues for follow up.
ITIRC conducts final scoring of all submissions and votes on final ranking of projects	**Apr 1- May 2, 2016**	Review Committee completes all project scoring and ranking activities.
ITIRC forwards project recommend-actions and final report to CIO	**May 16, 2016**	CIO forwards ITIRC report to the IT Executive Steering Committee
IT Executive Steering Committee forwards project funding recommendation to OMB Director	**June 1, 2016**	IT Executive Steering Committee reviews recommendations, makes changes if necessary and forwards funding directive to Director of OMB.
OMB forwards feedback to CIO, ITIRC, and ITLC Strategic Planning Standing Committee	**June/July 2016**	Strategic Planning Committee updates IT Strategic Plan with funded project portfolio information.

V. Preparing the Business Case Narrative

"Current economic realities and good business practice require IT to be viewed as a business investment. A diagnostic approach to projects must be carried out at the department, strategic area and enterprise levels within the County. A consistent methodology for determining: business need; business readiness for the technology; funding availability; return on investment (ROI); cost/benefit ratios; total cost of ownership (TCO); public value of the project; resource requirements and availability; and business sponsorship must be addressed. The priority placed on projects should be reflective of the diagnostic results and come as a result of a **well-defined business case review**."[3]

Business cases consist of a 1) Business Case Narrative, as well as a 2) Business Case Spreadsheet. The Business Case Narrative is organized into three major sections: Identifying Information, Business Case Components and Additional Descriptive Information. The Identifying Information section collects basic information regarding the project and the submitting department. The Business Case Components section is organized around the evaluation criteria, which are based on the Gartner Five Perspectives of Value: Strategic Alignment, Business Process Impact, Technical Architecture, Project Payback and Risk. Within each of these categories, submitters are asked to address specific and relevant project details. The last section of the template asks whether the project is a new or sustaining project and whether it was previously funded or not.

Each of the sections of the Business Case Narrative is further described below:

A. Project Identifying Information

Project Title – Enter the project title.

Project Type – Enter the project type, either Run, Grow or Transform where "run" refers to projects that aim to improve or maintain an existing process, "grow" refers to projects whose primary goals focus on revenue growth and enhanced services, ,and "transform" refers to projects that propose new business models and new products and/or services.

Prepared By (name, phone, email) – Enter contact information for the individual primarily responsible for preparing the business case.

Requesting Department – Identify the department submitting the request.

Departmental Priority – For departments submitting more than one project, provide this project's priority among those projects.

Project Sponsor – Identify the executive project sponsor and acknowledge that the proposed project is supported by the department director.

Departmental Technical Contact – Identify the department's technical contact information.

ITD Technical Lead – If the department has engaged ITD for assistance, please identify the primary ITD technical lead.

[3] Miami-Dade County Information Technology Strategic Plan, April 15, 2009, page 57.

Project FY 2016-17 Funding Request – Enter the total dollar amount of your FY 2016/17 capital budget request for this project.

Project 5-Year Total Cost – The total cost of the project over the full term of the project.

CBAT Project Number – This number is auto-generated when the project is entered into CBAT. If this number is not available at the time of the original submission of the Business Case to the ITIRC, it may be added later.

Date Submitted – Enter the date submitted to the ITLC

B. Strategic Alignment (20%)

General Guidance: Strategic alignment refers to the alignment of the IT investment strategy with the realization of business goals and objectives. In this section the narrative should address how this project came about, what problem it attempts to solve, its specific goals and objectives and their relationship to the mission of the department, and a description of the proposed solution. Was this project identified in the department's Business Plan or was it conceived mid-year due to new or emerging requirements? Can the investment be leveraged for other departments? Can the investment be leveraged to benefit the County as a whole? How well does this project align with the strategic goals and objectives outlined in the County IT Strategic Plan?

B1. Background

Provide any pertinent background information regarding your department and the operational realities that provide the backdrop for your business requirements and proposed IT solution.

B2. Problem Statement

This part of the business case should describe the reason you are deploying an IT solution. In other words, what business problem are you attempting to solve through the proposed project. Please provide a reference to your department's Business Plan here to be addressed by the proposed project.

B3. Project Goals/Objectives

State the specific goals/objectives for this project and how they relate to the overall mission of the department.

B4. Proposed Solution

Describe in detail the proposed technical solution. Indicate whether it is a commercial application that you intend to customize to meet your agency's need or a custom programming effort. Explain how the solution addresses the mission of the department and the specific goals and objectives.

C. Business Process Impact (20%)

General Guidance: What is the impact of the solution on operational processes in your organization? Is this impact limited to single departments, multiple departments, or the enterprise? Evaluate the capability of your organization to accommodate change. What business processes will be changed, added, eliminated or streamlined? Is functional staff aware of and support the anticipated business process changes? Describe the project's schedule, staffing requirements and any specific process impacts.

C1. Implementation Strategy

Your implementation strategy should be detailed in this section of the business plan. Please indicate how you are going to procure the proposed solution, how long that process might take, whether your project is to be completed in phases, whether it involves building out network, server or other infrastructure, acquisition of resources, on-going maintenance, etc.

C2. Project Schedule

Provide a project schedule and include pertinent milestones.

C3. Project Staffing Plan

The Staffing Plan should include:

(1) The level of staff, by position type, and when they are required in the project.
(2) Identify Project Governance structure; Steering Committee, project team, etc.
(3) Identify all required departmental staff to be assigned to the project.
(4) Identify all required ITD staff resources and the duration of their assignment to the project.
(5) Identify vendor or contractor resources that will be assigned to the project and the duration of their assignment.
(6) Identify training and/or knowledge transfer efforts required to maintain the solution post-deployment.

C4. Specific Process Impacts

Provide details on any specific business processes that will be impacted by the implementation of the proposed solution.

C5. Departmental Readiness and Impacts to Other Entities

Indicate the readiness of the department to begin the project in the fiscal year in which it is funded. Note any extended procurement activities that might prevent the department from beginning the project promptly. Please also note impacts to other entities: County departments; citizens; legislative liaisons or municipalities.

D. Technical Architecture (15%)

General Guidance: This refers to such things as the integration, scalability and resilience of the databases, operating systems, applications and networks the department plans to implement. Each business case sponsor must request a technical architecture review in order to determine the alignment, or lack thereof, with County Standards. ITD staff will use a scoring tool that will assist in deriving an analysis and recommend the score for this section. What, specifically, is the impact on the County infrastructure and ITD readiness to address any additions or upgrades? Please provide a schematic of the proposed system, a technical architecture diagram, which depicts how the holistic solution will operate. This diagram should include desired provisions for disaster recovery. It is expected that all new solutions will be hosted within the ITD enterprise infrastructure unless specifically exempted by the CIO.

D1. Description of proposed technology

Please provide a short narrative explaining how the solution will be used in your operations.

D2. Alignment with County and Departmental IT Standards

Please request an architectural review by contacting Carmen Suarez, Division Director, Enterprise Architecture, carmens@miamidade.gov .

D3. Impact on County Infrastructure

ITD will use their scoring tools to derive the impact on the County's infrastructure of implementing the proposed solution. If ITD needs to upgrade or acquire new infrastructure to accommodate your project, detail that information here. Include all infrastructure requirements such as LAN/WAN, telephones, data retention schedules, SAN storage, server platform, database platform, etc. Include any written assurances that ITD will be able to accommodate your requirements.

D4. ITD Readiness

If the proposed solution requires ITD to purchase or upgrade equipment or infrastructure please address what changes need to be made and a statement indicating that ITD can address the changes to accommodate this project.

D5. Technical Diagram

Please provide a schematic of the proposed system, a technical architecture diagram, which depicts how the holistic solution will operate. This diagram should include desired provisions for disaster recovery. ITD will review this diagram with departmental staff. If the solution is COTS then it may be desirable to have the vendor partner of the department participate in the architectural review. Any project or initiative for which the business case owner already knows which infrastructures can be leveraged is required to provide a proposed technical architecture diagram with their business case as a supporting document for the technical architecture section. If one does not feel they know enough to create this diagram then they can request an appointment, through Carmen Suarez at ITD, to get help producing this diagram. If solution providers, integrators or any other vendors are needed in order to assure an accurate technical architecture under-standing then they should be available during the requested appointment.

E. Project Payback (30%)

General Guidance: Describe the specific quantifiable benefits the project can deliver in terms of cost savings, cost avoidance, improved operational efficiency, software licensing reductions, hardware / software maintenance reductions, position reduction, revenue generation, etc. Make every attempt to indicate a dollar value for the benefits to be achieved and indicate the period of time over which these benefits will accrue. This data will be input into the sections 4 and 5 of the Cost Benefit Spreadsheet. Favorable scoring will correlate to the shortest payback period within the overall project timeline. See the following table for how payback will be scored:

Payback Period	SCORE
1-2 Years	10
2-3 Years	8
3-4 Years	6
4-5 Years	4
5+ Years	2
No benefits	0

Mandated projects will receive a score of 10.

E1. Direct Personnel Benefits

Personnel staffing levels associated with the IT project will be reduced. This should be completed only if your FTE costs are expected to be reduced.

E2. Direct Operational Benefits

Savings generated by not expending funds for the cost of running a government operation (paper, electricity, office rentals, etc.)

E3. Other Direct Benefits

Benefits (revenue and savings, etc.) not previously listed but which needs to be included to capture the benefits of an IT project

E4. Stakeholder Benefits (Indirect)

This includes the "hard cost" value of avoiding expenses ("hidden taxes") related to conducting business with your department. These expenses may be of a personal or business nature. They could be related to transportation, the time expended on or waiting for the manual processing of bureaucratic paperwork such as licenses or applications, taking time off work, mailing, or other similar expenses. As a "rule of thumb," use a value of $10.00 per hour for citizen time savings and $.325/mile for travel cost savings.

E5. Departmental Personnel FTE Cost Avoidance (Indirect)

This refers to an investment in future personnel associated with the IT project will not have to be made. In addition, if personnel can be directed to other departmental priority tasks they can be counted as a benefit.

E6. Social / Environmental Impact (Indirect)

Quantify the estimated annual value of the project to the citizens of Miami-Dade County for "hard cost" value of avoiding expenses ("hidden taxes") related to the lowering of the quality of life due to deteriorating social or ecological nature. Examples would be lowering crime, pollution, etc. As a general rule, these benefits must have solid basis in fact and be well documented.

E7. Other Indirect Benefits

Benefits (revenues, savings, etc.) not previously listed but which need to be included to capture the benefits of the project

F. Risk[4] (15%)

General Guidance: Every project will face challenges that could negatively impact implementation. This part of the Business Case is designed to help you identify the sorts of challenges that represent real risk to the successful completion of the project. Risk is the exposure of the proposed IT investment to failure or underachievement and there are many types of risk. In your narrative, please address those listed below if you believe they are real. Provide examples of how you intend to mitigate any identified risk. Since mandated projects must be done regardless of the level of risk

F1. Financial risks

Risk associated with cost overruns, budget constraints, or funding issues

[4] eGovernment Business Case Development Guide, City of Dayton, Ohio, 3/20/2001

F2. Resource constraints
Risks associated with the availability of people, skill limitations, or training requirements.

F3. Technical risks
The failure to meet performance requirements, or exposure due to new or untested technologies.

F4. Management risks
The impact of inexperienced project managers, project complexity, and the involvement of multiple agencies or many countywide project stakeholders.

F5. Operational risks
The failure to meet usability, trainability, and/or maintainability requirements.

F6. Political risks
The impact of loss of service to citizens, exposure to liability, security breaches, etc. Other impacts to consider are: legislative changes; regulatory compliance requirements.

F7. Organizational Risks
The impact resulting from the project's alignment (or lack thereof) with the overall business strategy, or business related problems that could cause the problem to fail.

F8. Timing risks
The lost opportunities due to schedule overruns, scope creep, obsolesce of existing technologies, processes.

F9. Facilities /Equipment
Please note if new facilities or equipment are required.

F10. Procurement Risk
Risk associated with the procurement process itself.

To help you consider the various types of risk to which your project might be exposed, please refer to ATTACHMENT A - Risk Assessment Questions. If you identify other types of risk not mentioned here, please feel free to address it in your Business Case.

VI. Preparing the Business Case Spreadsheet

Please review the Business Case Spreadsheet in detail prior to attempting to complete it. The Spreadsheet is designed to solicit specific cost and benefit information from the prepared based on a thorough analysis of the project. The purpose of the questions is to determine the total project costs over the life of the project and to determine the capital budget request for FY 2015-16. In addition, if direct and indirect benefits can be quantified and included in the Business Case Spreadsheet, then it is possible to compute the project's return on investment (ROI) and payback period.

ROI is a financial accounting tool for determining the value of a particular investment. It is simply a ratio of the net benefits to the total cost of an investment for the same specific period. The formula is ROI% = Net Benefit / Cost x 100 where the Net Benefit = Benefits – Cost. The key to generating a useful ROI value is the identification and quantification of all the benefits and all the costs associated with a particular IT investment.

This is why it is so critical that every attempt is made to capture all of the project's costs and to quantify its benefits.

Completing the Business Case Spreadsheet will automatically complete a hidden sheet that will be used to calculate the ROI and Payback Period for the project.

VII. Cost/Benefit Category Definitions

The following definitions correspond directly to the line items requested in the Business Case Spreadsheet shown Attachment C.

A. Costs (Direct)

These include real or anticipated expenditures necessary to implement an IT project such as:

a) Hardware Costs (Hardware / Equipment) - Non-recurring expenditure for computers, printers, etc. used in setting up an IT project.

b) Hardware Costs (Recurring) - Recurring expenditures for maintenance contracts for computers, printers, etc.

c) Software Costs (Application and System) - Non-recurring expenditure for software used in setting up an IT project.

d) Software Costs - Recurring expenditures for software license renewals, etc.

e) External Consultant Costs - Expenditure to engage a needed expert to complete an IT project.

f) Facilities Costs - Expenditure needed to engage place of work to complete an IT project.

g) Training Costs - Expenditure needed to train personnel who would use the completed IT project.

h) Travel Costs – Expenditure needed for project-related travel.

i) ITD Staff Costs - Expenditure needed for ITD technical services (programmers / analysts / system administrators / etc.).

j) ITD Hosting costs - All costs associated with hosting the application at ITD, including data base, virtual servers, data storage, data backup, telecommunications, network ports, etc.

k) Staff Costs – Departmental IT Staff costs that will be paid by capital funds.

l) Telecommunications costs – Expenditures related to new or modified phone systems to support the project.

m) Network costs – Expenditures related to new or modified local or wide area networks required to support the project.

n) Radio costs – Expenditures related to new or modified radio communications required to support the project.

o) Supplies - Expenditure needed for office supplies (paper, pens, tape, etc.) to complete an IT project.

p) New Project Staffing – Expenditures related to new positions that are hired to work on the project. Please include salary and fringe benefits.

q) Other Costs - Expenditures not previously listed and needs to be included to capture the costs of an IT project.

Please note that a comprehensive schedule of ITD operating cost rates can be found in the OMB Operating Budget Manual

B. Costs (Indirect)

This category of costs include costs that will be expended on the project but are already being incurred - "sunk costs."

1. Department Personnel/FTE Costs - Costs for the number of hours used by County employees, whether operational or technical working directly on an IT project.

2. Other Costs - Expenditures (not directly paid to an external entity) not previously listed and needs to be included to capture the costs of an IT project.

C. Revenue Sources

These are funds that are used to offset costs of the project.

1. Offsetting expenses already in operational budget.

2. Grant funding – indicate amount and granting agency.

3. Interagency or other outside funding

D. Benefits (Direct)

These are tangible dollar savings attributable to the project.

1. Personnel - Personnel staffing levels associated with the IT project will be reduced. This should be completed only if your FTE costs are expected to be reduced.

2. Operational Benefits - Savings generated by not expending funds for the cost of running a government operation (paper, electricity, office rentals, etc.)

3. Other Direct Benefits – Benefits not previously listed that can be quantified and included to capture the benefits of the project.

E. Benefits (Indirect)

These are intangible or strategic benefits that derive from the implementation of the IT projects. In some cases these can be assigned dollar values and submitters are encouraged to quantify where possible.

1. Customer/Stakeholder Benefits - Quantify the estimated annual value of the project to Miami-Dade citizens/customers. This includes the "hard cost" value of avoiding expenses ("hidden taxes") related to conducting business with your agency. These expenses may be of a personal or business nature. They could be related to transportation, the time expended on or waiting for the manual processing of governmental paperwork such as licenses or applications, taking time off work, mailing, or other similar expenses. As a "rule of thumb," use a value of $10 per hour for citizen time savings and $.325 per mile for travel cost savings.

2. Departmental (personnel) Cost Avoidance - An investment in future personnel associated with the IT project will not have to be made. This should be completed only if your operations costs are expected to be reduced.

3. Social/Environmental Impact Benefits - Quantify the estimated annual value of the project to citizens of Miami-Dade County for the "hard cost" value of avoiding expenses ("hidden taxes") related to the lowering of the quality of life due to social or ecological impact. Examples would be lowering of crime, reducing pollution, reducing travel time to obtain government services, etc. As a general rule, these benefits must have solid basis in fact and be well documented.

4. Other benefits - Benefits (revenues, savings, etc.) not previously listed and needs to be included to capture the benefits of an IT project.

VIII. County Technical Contacts

The following contact information is provided to assist agencies with development of their requests. Departments should work with their primary County (ITD) point of contact and be sure that the supporting IT areas are consulted as needed for a comprehensive view of project needs.

IT Project Portfolio Management	Margaret Brisbane
IT Fiscal Management	Dale Poster-Ellis
IT Enterprise Computing Arch. and Methodologies	Carmen Suarez
IT Enterprise Shared Services	Mariaelena Salazar
ITD Service Catalogue	Rosie Perez
IT Security and Compliance	Lars Schmekel
Database	Sue Camner
Servers, Microsoft (Discrete/Virtual)	Gary Lee
Servers, IBM Eclipse (AIX, SUN)	Peter Oelkers
Storage/Backup	Gary Lee
Data Center Operations (Mainframe)	Juan Garcia
Geographic Information Systems	Mary Fuentes
Enterprise Network Access	Jorge Mederos
Network and Wireless (Data Communications)	Erick Gomez
Telecommunications and Voice Comms	Juan Aguirre
Application Middleware and Web Services	Jorge Mederos
Technical Tools and BI Reporting	Margaret Brisbane
Applications	Margaret Brisbane
Enterprise Resource Planning (ERP)	Margaret Brisbane
Document Management	Chris Crowley
Desktop Virtualization	Adrienne DiPrima

Departments are ENCOURAGED to work with ITD in advance of preparing project requests to review feasibility in advance of final submission. This will prevent unnecessary work for departments in preparing budget submissions that are not likely to meet requirements. The Business Case should be used to ensure that all required information is addressed. It is REQUIRED that the Project Description be written so that if funded, it can be used in the narrative section of the IT Strategic Plan and the Budget.

ATTACHMENT A – Risk Assessment Questions

Financial Risk

1. Is all other project funding secured?
2. Are expected benefits verifiable?
3. Is there a detailed budget for the project?
4. Is there a contingency plan for budget overruns?
5. Has the cost and value of the project been discussed with the client and the users?
6. What could make the project go over budget?
7. What are the financial risks if the project fails?

Resource Risk

1. Are key personnel identified?
2. Are all project team members trained?
3. Are project team skill requirements clearly defined?
4. Are project team assignments based on resource skill requirements?
5. Does the project team possess the skills necessary to complete the project?
6. Does the project team understand their roles and responsibilities?
7. Is there sufficient manpower to complete the project?
8. Does the project team have the necessary technical resources available? (i.e. Technical staff, systems analyst, network engineers)
9. Are the vendors well established with a strong financial background and good track record?
10. Have managers and directors committed to providing the necessary staff at the right time?
11. Has staff ever implemented such a solution before or has anyone in the County done so?

Technical Risk

1. Have project limitations been discussed with the user?
2. Has the application architecture been developed and documented?
3. Will the project follow a formal methodology?
4. Does the project team understand the methodology?
5. Are all business and technical requirements verified and validated?
6. Is there a mechanism for the project team to provide input to proposed changes in the plan?
7. Is the technology new, unproven, or extremely complex?
8. Are the project team members knowledgeable on the proposed technology environment?
9. Are all the interfaces identified?
10. Will business functional requirements (scope) changes affect the project outcome?
11. Is the organization ready to support the new application?

Project Management Risk

1. Does upper management support the project effort?
2. Have all project stakeholders been identified?
3. Is the project manager experienced?
4. Do the people implementing the project understand project objectives?
5. Will business processes need to be re-engineered?
6. Do you have a plan to ensure that the parameters of the project do not change or expand significantly?

Operational Risk

1. Have potential users been contacted about the usefulness of the project?
2. How confident are you that you are producing a system to meet the end user's needs?
3. Is the user's business environment stable? Will their needs be consistent?
4. Have all technology options been thoroughly investigated and analyzed?
5. Does the project comply with the county's enterprise computing architecture?
6. Will the existing computing environment support the application?
7. Have networking and hardware considerations been addressed?

Political Risk

1. Is the project a response to a legislative mandate? Is it likely to change in the foreseeable future?
2. What is the impact of non-delivery of project objectives for the citizens of the County?
3. What is the potential exposure to news/media coverage for failure to deliver?
4. Calculate potential costs/risks in cases where security breaches cause loss of required privacy, loss of information integrity, or complete loss of data or use of systems.

Organizational Risk

1. Does the project align with the overall business strategy?
2. Does the project support your core businesses?
3. Are the expected outcomes clearly defined?
4. Have all project stakeholders been defined?
5. Does the organization have the commitment necessary to complete and support the project?
6. Has the impact of late delivery been analyzed?
7. Has the impact of cost overruns been analyzed?
8. What business related problems could make this project fail?

Timing

1. Will opportunities be lost if the schedule isn't met?
2. Will timing be affected and the projects lose value if there is change of project scope?
3. Is there an immediate demand due to the possibility of obsolescence of existing technologies, processes, or demands? When and what?

4. Are there legislative mandates that have to be met by a certain date? When and what? What happens if one misses a deadline?

Procurement Risk

Assuming ITLC and budget approval has been obtained.

1. Is there an existing county contract?
2. If the answer to #1 is yes, is the additional allocation/scope consistent with original contract including the terms and conditions?
3. If the answer to #1 and #2 is yes, is the contract department specific and allows for countywide access?
4. If the answer to #1, #2, and #3 is yes, is the requesting department included with an allocation?
5. If the answer to #4 is yes, is additional allocation and time required?
6. If the answer to #5 is yes, will the contract modification require ISD/Mayor/BCC approval?
7. If the answer is no to either #1, #2, or #3, then a contract vehicle will need to be established such as: Bid Waiver, Sole Source, EPP-RFP, RFP, ITB, access another agency's contract.
8. If a new contract is required, the following will need to be considered:

9) Project completion date versus sourcing methodology (see #7), and additional timeline considerations:
   a) Has scope been complete?
   b) Has ISD been engaged?
   c) Has market research been completed?
   d) Are Transit PTP funds involved? If so, then CITT Committee and Board required.

ATTACHMENT B – Business Case Narrative

A. Project Identifying Information	
Project Title:	
Project Type (Run, Grow, Transform):	
Prepared By (name, phone, email):	
Mandated (Y/N)	
Requesting Department:	
Departmental Priority:	
Project Sponsor:	
Departmental Technical Contact	
ITD Technical Lead (if applicable):	
Project FY 2015 Funding Request:	$
Project 5-Year Total Cost	$
Capital Budget Project Number:	
Date Submitted:	
Business Case Components	**Please refer to the IT Governance Process Manual for descriptions of the Business Case Components**
B. Strategic Alignment (20%) B1 – Background Information B2 – Problem Statement B3 – Project Goals/Objectives B4 – Proposed Solution	
C. Business Process Impact (20%) C1 – Implementation Strategy C2 – Project Schedule C3 – Project Staffing C4 – Specific Process Impacts C5 – Departmental Readiness	
D. Technical Architecture (15%) D1 – Description of proposed technology D2 – Alignment with County and Departmental IT standards D3 – Impact on County Infrastructure D4 – ITD Readiness (as appropriate) D5 – Technical Diagram (as appropriate)	
E. Project Payback (30%) E1 – Direct Personnel Benefits/Costs E2 – Direct Operational Benefits/Costs E3 – Other Direct Benefits/Cost Savings E4 – Stakeholder Benefits (Indirect) E5 – Departmental Personnel FTE Cost Avoidance (Indirect) E6 – Social/Environmental Impact (Indirect) E7 – Other Indirect Benefits/Costs E8 – Payback Period (calculated by worksheet)	

F. Risk Assessment (15%)
F1 – Financial Risk
F2 – Resource Risk
F3 – Technical Risk
F4 – Project Management Risk
F5 – Operational Risk
F6 – Political Risk
F7 – Organizational Risk
F8 – Timing Risk
F9 – Facilities/Equipment
F10 – Procurement Risk

Additional Descriptive Information		
1. Is this a Sustaining or New Request S/N)		
2. Was this request submitted last year and not funded? (Y/N)		
If 2 is Yes, what priority did it receive from the ITLC? (1,2,3 or NR)		
If 2 is Yes, describe any significant changes since last year.		

ATTACHMENT C – Business Case Spreadsheet

BUSINESS CASE SPREADSHEET						
Please answer the following questions regarding your proposed project. Departments are ENCOURAGED to work with ITD and your departmental budget liaison in advance of preparing project requests to review feasibility in advance of final submission. This will prevent unnecessary work for departments in preparing budget submissions that are not likely to meet requirements. The Business Case and this worksheet should be used to ensure that all required information is addressed. It is REQUIRED that the Project Description be written so that if funded, it can be used in the narrative section of the IT Strategic Plan and the Budget.						

Department Name:	
Project Title:	
Project Sponsor:	
Project Contact Person:	
Contact Person Phone:	
Contact Person Email Address:	
Department Budget Analyst:	
CBAT Project Number	

Section 1: DIRECT Cost Questions		FY16-17	FY17-18	FY18-19	FY19-20	FY20-21
a) Will hardware be purchased for this project? If Yes enter capital costs by year:						
b) Will there be any recurring costs for hardware? If Yes enter recurring costs by year:						
c) Will any software be purchased for this project? If Yes enter capital costs by year:						
d) Will there be any recurring costs for software? If yes enter recurring costs by year:						
e) Will the project require external consultants? If yes enter costs by year:						
f) Will the project require upgrades to/or the acquisition of new facilities? If yes enter costs by year:						
g) Will functional or technical training be required? If yes enter costs for training by year:						
h) Will there be any travel costs? If yes enter costs for travel:						
i) Will the department contract with ITD for technical support services (programmers/analysts/system admin)? If yes enter costs for ITD SLAs:						
j) Will the application be hosted at ITD? If yes enter costs for all associated costs, e.g. database, virtual servers, data storage, data backup, telecommunications, network ports, etc.:						
k) Will the department use any existing IT staff on this project AND pay them from capital funds? If yes enter internal staffing costs by year:						

Section 1: DIRECT Cost Questions (continued)		FY16-17	FY17-18	FY18-19	FY19-20	FY20-21
l) Will the project require any telecommunications equipment or services not provided by ITD? If yes enter costs by year:						
m) Will the project require any LAN or WAN network equipment or services? If yes enter costs by year:						
n) Will the project require any wireless or radio equipment or services? If yes enter costs by year:						
o) Will the project require any supplies? Is so enter costs by year:						
p) Will the project require any new positions? If so enter the annual costs of the new positions, including fringe benefits, by year:						
q) Will the project require any OTHER costs not listed above? If yes enter the costs by year:						
Section 2: INDIRECT Cost Questions		**FY16-17**	**FY17-18**	**FY18-19**	**FY19-20**	**FY20-21**
a) Will any departmental staff (IT or operational) being paid from existing operating budgets be assigned to this project? If yes enter salary and benefits by year:						
b) Will any other indirect costs be incurred by the project not listed above? If yes enter costs by year:						
Section 3: Revenue Sources		**FY16-17**	**FY17-18**	**FY18-19**	**FY19-20**	**FY20-21**
a) Will any funding from existing operating budgets be allocated to this project? If yes enter amounts by year:						
b) Has any grant funding been received for this project? If yes enter amounts by year:						
c) Will any interagency or outside agency funding be allocated to this project? If yes enter amounts by year:						

Section 4: Direct Benefits		FY16-17	FY17-18	FY18-19	FY19-20	FY20-21
a) Will the project reduce departmental headcount? If so enter estimate of salary and benefits to be eliminated:						
b) Will there be any direct operational benefits such as savings generated by reduced operational expenditures? If yes enter the amount estimated to be saved by year:						
c) Will there be any other direct benefits not listed above? If yes enter amount estimated to be saved by year:						
Section 5: Indirect Benefits		**FY16-17**	**FY17-18**	**FY18-19**	**FY19-20**	**FY20-21**
a) Will the project generate any customer/stakeholder benefits? If yes enter amount estimated to be saved by year:						
b) Will the project create opportunities for departmental personnel cost avoidance? If yes enter amount of costs avoided by year:						
c) Will the project result in any social or environmental benefits? If yes enter amount of benefit by year:						
d) Will the project result in any other indirect benefits not listed above? If so enter the amount of the benefits by year:						
Thank you. This completes the Business Case Spreadsheet						

CONTACTS LIST

Communications		
Advertising	Ana Chammas	305-375-3695
Online Services	Jaime Shycko	305-375-2538
MDTV	Shawn Hinchey	305-375-2431
Creative and Branding Services	Frank Guemes	305-375-2340
Reverse 311	R. Adam Mullins	305-375-5982
EGOV Solutions	Syed Abbas	305-375-2398

Human Resources (HR)		
	Contact	
Retirement Services	Daniel Gonzales	305-375-5633
Executive Benefits Program		305-375-4288
Deferred Compensation Retirement Option Program		
Employee Services (Benefits)		
Life Insurance/Death Claims	Barbara Lucky	305-375-4288
Group Life Insurance		
Administration and Training Services	Merrie Gonzalez	305-375-4288
Educational Workshops		
Bulletins, Newsletters, Benefits Communications		
Health and Wellness		
Longevity Bonus Rates	Joy Clodfelter	305-375-2583
Sick Leave Reimbursement		
Social Security Rate		
MICA Medicare Rate		
Payroll and Unemployment Services		
Supervisory Leadership Development Program	Andrew Mullings	305-375-2473
New Employee Orientation Program		
Expanded Employee Development Classes		
Testing and Validation Services	Darryl Stark	305-375-2696

Information Technology Department (ITD)		
Enterprise Applications and Solutions:	***Contact***	
(note: For Consolidated Departments contact your ITD MOU representative)		
Application Services, A-Form	Magaly Hernandez	305-596-8820
Enterprise GIS	Karen Grassi	305-596-8582
GIS Solutions/Integration	Patty Madrid	305-596-8993
Enterprise Content Management (ECM)	Chris Crowley	305-275-7990
Enterprise Asset Management System (EAMS)	Odilia Hernandez	305-596-8210
Enterprise Resource Planning Applications (ERP) Contact	Henry Flores	305-596-8926
Payroll / HR Applications	Osvaldo Navarrete	305-275-7845

CONTACTS LIST

Information Technology Department (ITD) cont'd		
Enterprise Applications and Solutions:	***Contact***	
e-Commerce and Social Services Applications	Maritza McClaskey	305-275-7744
Business Intelligence (BI)	Lourdes De La Nuez	305-471-1849
Enterprise Computing and Network Infrastructure	***Contact***	
Engineering and Design Services	Juan Aguirre	305-596-8941
Internet Proxy Logs Reporting	Gary Gray	305-275-7659
Data Center Services	***Contact***	
RDPCC Data Center Co-Location / Hosting	Juan Garcia	305-596-8419
Backup and Off-Site Vaulting Services Disk/SAN and NAS Intel/AMD Server Provisioning/ Mgmt Private Cloud Provisioning Services	Gary Lee	305-275-7858
Midrange Hardware and Hosting	Peter Oelkers	305-596-8498
Mainframe Online Report Archiving & Viewing	Tyrone Garces	305-596-8867
3270 Emulation with PersonalCommunicator or HostOnDemand	Tyrone Garces	305-596-8867
Mainframe Printing to Network Attached "Remote" Printers	Tyrone Garces	305-596-8867
Citrix Virtual Desktop/Applications	Rene Lopez	305-596-8411
Computer and Telecommunications Services	***Contact***	
Field Services SLA contact Provisioning of PC Desktops	John Concepcion	305-596-8368
Video Conferencing Services	Erick Gomez	305-596-8404
Cable Television with Digital Content	Juan Aguirre	305-596-8141
Interactive Voice Response (IVR) Engineering	Juan Aguirre	305-596-8141
Interactive Voice Response (IVR) Applications	Jorge Mederos	305-596-8862

CONTACTS LIST

Information Technology Department (ITD) cont'd		
Computer and Telecommunications Services	***Contact***	
Landline, Cellular, Blackberry, Aircards, Satellite Phone Services - New and Repair	Maria Garcia	305-596-8346
Data Circuit and Port Rates	Erick Gomez	305-596-8404
High Speed Wireless Services	Martha Oliva	305-596-8521
Telecommunications Billing	Yinka Majekodunmi	305-596-8041
Public Safety Radio Communication Services	***Contact***	
Radio Division contact	Cindy Cast	305-596-8607
Mobile/Portable Radio Repairs	David Martin	305-596-8055
New Radios, Training, Interoperability, Radio Infrastructure	Cindy Cast	305-596-8607
Radio Rebanding Charges	Anita Gibboney (OMB)	305-375-5414
Shared Services	***Contact***	
Shared Services Division Contact	Mariaelena Salazar	305-596-8704
ITD Relationship Management, MOU contact	Oscar Gamito	305-596-8265
Enterprise Middleware, Database and Web Services		***Contact***
Enterprise Architecture Division Contact	Carmen Suarez	305-596-8437
Enterprise Middleware and Web Services	Jorge Mederos	305-596-8862
Database Administration	Sue Camner	305-596-8322
Pass-Through License Rates and SSL Certificates		***Contact***
Oracle, SQL, Exceed, and TOAD License Costs	Sue Camner	305-596-8322
Autodesk Licenses	Karen Grassi	305-596-8582
Microsoft License Costs	Carmen Suarez	305-596-8437
Enterprise Secure Socket Layer (SSL) Certificates	Alice Alvarez	305-596-8325

CONTACTS LIST

Internal Services Department (ISD)		
		Contact
Business Supplies Moving Crew Asset Management Fee	Terrence Thompson	305-592-3752
Monthly Parking Daily Parking	Celia Hudson	305-375-4159
Facility After-Hours Charges Rent Roll	Juan Silva	305-375-3466
Electrical Energy	Daniel Coogan	305-375-1814
Elevator Maintenance Management and Services	Michael Chavez	305-375-3912
Security Services	Daniel Payne	305-375-4500
Pest Management	Jude Plummer	305-375-3730
Electric Generator Support	Milton Hernandez	305-375-1818
Sign Language Interpreters	Heidi Johnson-Wright	305-375-2012
Graphics and Copy Service	Lissie Allen	305-592-3016

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

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

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

MIAMI-DADE COUNTY
Office of Management and Budget

The Budget Style Guide

FY 2016-17 Published Edition

Table of Contents

How to Use This Manual Chapter 1

FY 2014-15 Changes

Narrative Standards Chapter 2

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Chapter 1

How to Use This Manual

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

Note

OMB narrative 'style' varies by section (see overview below). When in doubt, use this manual or the FY 2015-16 Adopted Budget Book as references. If you have any concerns regarding these guidelines, please discuss them with the OMB proofreaders.

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

Continuation into FY 2016-17

The FY 2015-16 Adopted Budget included expenditure categories both on the operating and non-operating components of the operating budget as listed below:

Operating Expenditures:

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

Non-Operating Expenditures:

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

Capital Highlights Section

When inputting information in this section for the FY 2016-17 Proposed Budget and Multi-Year Capital Plan it is important to properly capture operational impacts the completion of a capital project will have on the proposed budget and multi-year capital plan, therefore we are asking departments to closely examine and properly describe these impacts.

Chapter 2

Department Narratives

Narratives will be compiled using the Budgeting Analysis Tool (BAT) system, and a summary of the departmental capital budgets from the Capital Budgeting Analysis Tool (CBAT). Analysts and departments will work together to enter information directly into the system. The BAT system does not have spell check capability. Therefore, it is recommended that information be typed in Word and spell checked prior to copying and pasting into the system.

I. Commonly Used Words Standards

1) County (with a capital C) abbreviates 'Miami-Dade County Government'
2) FY 2016-17 Proposed Budget (**NOT** FY 2016-17 Budget!!)
3) Miami-Dade County or county (with a lowercase c) refers to the physical region
4) Board of County Commissioners (BCC), and then 'BCC' thereafter
5) Office of the Mayor, County Attorney's Office, Board of County Commissioners. Do not use the 'Mayor,' etc. unless you are referring to the specific job title
6) Community-based Organizations as a title; community-based organizations in the text
7) Fiscal years should be written as FY XXXX-YY (except in Table of Organizations where we use FY XX-YY)
8) Ensure that any acronyms noted in the narrative have their full description previously noted in the same section (i.e. Community Block Development Grant (CDBG)

II. How to refer to Other Departments

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

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

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

III. Numbers: Using Digits or Spelling Out?

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

IV. Other Important Standards

1) A, B, C, and D

2) A; B; C; and D

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

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

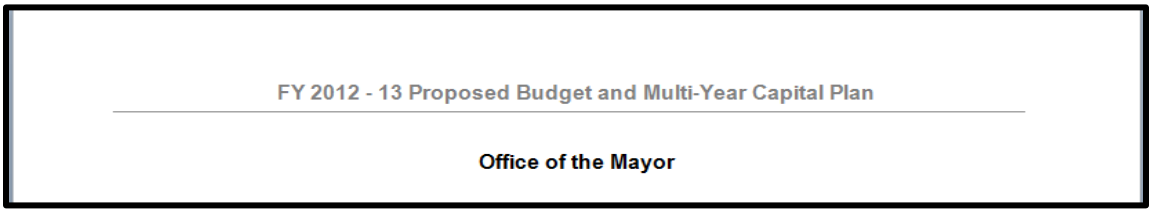
4) Seasons are not capitalized unless part of a proper name

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

Narrative Section Standards

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

Department Name/Header Picture



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

Departmental Summary

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

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

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

- Use normal prose grammar. The tone of this section should be 'just the facts', not flowery, and definitely not aggrandizing.
- The first paragraph should explain why the department exists in a very high-level summary.
- The department should be identified by its full and proper name in the first sentence, with the acronym or other abbreviated version in parenthesis. Thereafter, when referring to the department, use the abbreviated version or the word 'Department' (uppercase).

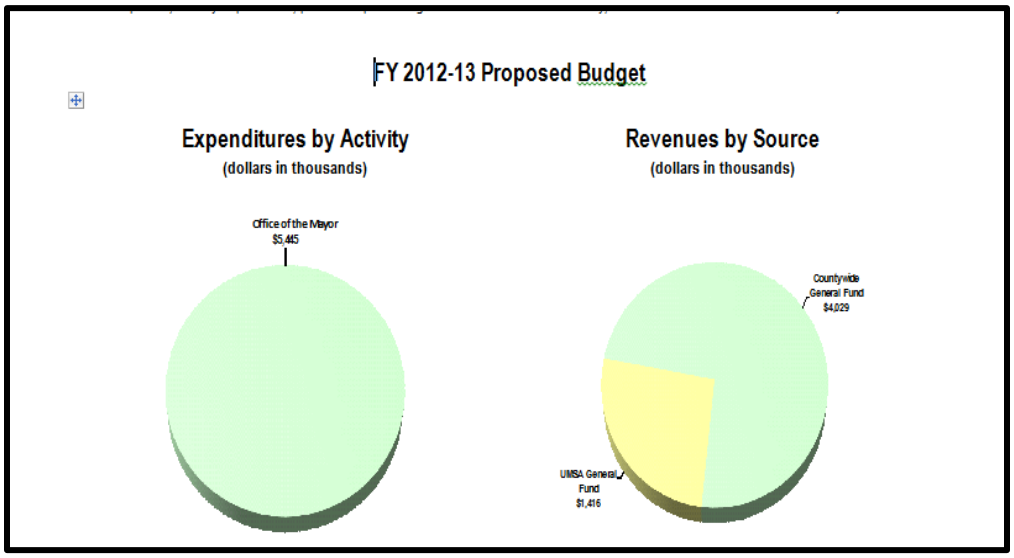
  Examples: the Elections Department (Elections); the Miami-Dade Police Department (MDPD)

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

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

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

Proposed Budget Charts



The information will be pulled directly from financial values in RFRO.

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

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

Table of Organization (T.O.)

TABLE OF ORGANIZATION

***OFFICE OF THE DIRECTOR**

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

FY 07-08	FY 08-09
4	3

***ADMINISTRATION**

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

FY 07-08	FY 08-09
38	25

INFORMATION AND PERMIT SUPPORT

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

FY 07-08	FY 08-09
84	54

PERMITTING

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

FY 07-08	FY 08-09
182	128

UNSAFE STRUCTURES/ENFORCEMENT

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

FY 07-08	FY 08-09
36	24

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

- Table of Organization bullets usually start with a verb in the singular present tense.
- Position counts in each division should match position counts in Financial Summary (see page 163).
- Fiscal years use the “FY XX-YY” format in the Table of Organization
- Comments (as shown above) are not needed in this section.

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

Financial Summary

FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 09-10	Actual FY 10-11	Budget FY 11-12	Proposed FY 12-13
Revenue Summary				
General Fund Countywide	5,339	4,624	4,268	4,029
General Fund UMSA	2,181	1,710	1,578	1,416
Total Revenues	7,520	6,334	5,846	5,445
Operating Expenditures Summary				
Salary	5,730	4,680	4,232	4,050
Fringe Benefits	1,329	1,297	976	792
Court Costs	0	0	0	0
Contractual Services	4	2	6	1
Other Operating	349	275	498	281
Charges for County Services	79	60	103	296
Grants to Outside Organizations	0	0	0	0
Capital	29	20	31	25
Total Operating Expenditures	7,520	6,334	5,846	5,445
Non-Operating Expenditures Summary				
Transfers	0	0	0	0
Distribution of Funds In Trust	0	0	0	0
Debt Service	0	0	0	0
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	0	0	0
Total Non-Operating Expenditures	0	0	0	0

(dollars in thousands) Expenditure By Program	Total Funding Budget FY 11-12	Total Funding Proposed FY 12-13	Total Positions Budget FY 11-12	Total Positions Proposed FY 12-13
Strategic Area: Policy Formulation				
Office of the Mayor	5,846	5,445	44	44
Total Operating Expenditures	5,846	5,445	44	44

This information is pulled directly from values placed RFRO.

Selected Item Highlights and Details

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands) Actual FY 09-10	Actual FY 10-11	Budget FY 11-12	Projection FY 11-12	Proposed FY 12-13
Advertising	-4	12	12	6	15
Fuel	8	4	2	0	0
Overtime	5	3	0	0	0
Rent	105	49	50	2	0
Security Services	0	0	0	0	0
Temporary Services	0	0	0	0	0
Travel and Registration	6	3	30	18	35
Utilities	148	98	139	93	72

Line Item Standards

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

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

Capital Budget Summary

CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FUTURE	TOTAL
Revenue									
BBC GOB Future Financing	0	2,313	7,197	10,072	11,933	50,891	49,092	0	131,498
BBC GOB Series 2005A	1,068	0	0	0	0	0	0	0	1,068
BBC GOB Series 2008B	730	0	0	0	0	0	0	0	730
BBC GOB Series 2008B-1	1,530	0	0	0	0	0	0	0	1,530
BBC GOB Series 2011A	2,174	0	0	0	0	0	0	0	2,174
Capital Asset Series 2007 Bond Proceeds	10,774	0	0	0	0	0	0	0	10,774
Future Financing	0	0	0	8,523	18,377	70,732	70,197	72,171	240,000
Capital Outlay Reserve	7,285	2,810	1,170	0	0	0	0	0	11,265
Total:	23,561	5,123	8,367	18,595	30,310	121,623	119,289	72,171	399,039
Expenditures									
Strategic Area: Public Safety									
Equipment Acquisition	659	500	400	0	0	0	0	0	1,559
Jail Facility Improvements	16,165	7,860	7,967	10,072	7,000	6,999	9,092	0	65,155
New Jail Facilities	1,175	0	0	8,523	23,310	114,624	110,197	72,171	330,000
Security Improvements	1,647	678	0	0	0	0	0	0	2,325
Total:	19,646	9,038	8,367	18,595	30,310	121,623	119,289	72,171	399,039

This information will be updated directly from the CBAT system.

Capital Highlights and Operational Impacts

CAPITAL HIGHLIGHTS AND OPERATIONAL IMPACTS

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

This is updated directly in RFRO.

Transfers and Reimbursement Standards

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

- Department Name (no acronym, no Miami-Dade in name) – Reason for transfer or reimbursement. Use title case throughout.

  Example: Police Department – Security Services
- Board of County Commissioners – Office of Commission Auditor
- Board of County Commissioners – Office of Intergovernmental Affairs
  - for legislative affairs
- County Attorney's Office – Legal Services

Proposed Fee Adjustments for Services

ADOPTED FEE ADJUSTMENTS FOR SERVICES

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

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

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

Unit Descriptions

DIVISION: ADMINISTRATIVE SERVICES DIVISION

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

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

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

- The first sentence describes the unit and includes similar information which was included in Table of Organization (see page 133).
- The unit description ends with a period and the bullets do not include any punctuation marks.

Strategic Planning Priorities and Unit Measures

Strategic Plan Outcome - Measures

- NU4-1: Resident and business voluntary compliance with county codes (priority outcome)

	Measures	FY 06-07		FY 07-08		FY 08-09
		Target	Actual	Target	Projection	Target
Receive and process construction permit applications and provide support to inspections and plans processing	Permits issued*	95,000	70,681	93,000	75,000	75,000
	Permits per FTE per day	1.0	0.7	1.4	1.2	1.2

*Reduction in permits issued due to contraction in building industry

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

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

- Measures are in present tense and do not include any periods
- Measures should include description of unit measure if numerical value is greater than one (1) million

Examples

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

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

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

Division Highlights and Budget Enhancements or Reductions

DIVISION HIGHLIGHTS AND BUDGET ENHANCEMENTS OR *REDUCTIONS*

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

- Statements should be notable programs or initiatives which support the achievement of a Strategic Plan Outcome

- Statements start with a verb and have no periods

DIVISION HIGHLIGHTS AND BUDGET ENHANCEMENTS OR *REDUCTIONS*

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

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

- During FY 2015-16, ISD published five books [if the department has completed it]
- During FY 2015-16, ISD will publish five books [if the department hasn't completed it]
- During FY 2015-16, ISD will publish seven books

Comments which are "Reductions" will be shown in italics

Other Word Standards

Chapter 3

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

311 Answer Center

3-1-1 (telephone number)

A

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

B

bikepath
bike trail
buck slips
busway
building code

C

community-based organization
countywide
Countywide General Fund

D

department-wide

E

e-mail

F

farmworker
Florida Building Code
full-time
for-hire

G

General Fund

H

home buyer
homeownership

I

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

L

landfill
long-range
long-term

M

Metrobus
Metromover
Metrorail
MHz (megahertz)
mid-year

N

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

O

on-board
ongoing
online (when speaking of technology)
on time
Opa-Locka
organization-wide

P

part-time
pass-through
p.m. (ex. 9p.m.; no space between number and pm)

R

right-of-way/rights-of-way

S

square feet (for nouns when more than one)
square foot (for adjectives and nouns when only one)
system-wide

T

tot lot
Tri-rail
Truth in Millage

W

wastewater
web portal