

Memorandum



Date: March 11, 2008

B&F
Agenda Item No. 7(B)

To: Honorable Joe A. Martinez, Chairman
and Members, Budget and Finance Committee

From: George M. Burgess
County Manager

A handwritten signature in black ink, appearing to read "Burgess", written over the printed name of George M. Burgess.

Subject: Departmental Budget Presentations

The budget packages before you reflect the initial submission presented by departments for the FY 2008-09 proposed resource allocation plan. Please keep in mind, as you are reviewing the attached, that these documents are still evolving. As you are aware, the Office of Strategic Business Management (OSBM) is currently in the process of meeting with departments to discuss their proposed submissions and budgetary issues. As the departmental resource allocation meetings continue to take place a more in depth analysis is performed by the OSBM. We are prepared, at the committee's request, to provide updated information for the April committee cycle. In addition, department directors are ready to make a two minute presentation on the packages before you today.

Attachments

A handwritten signature in black ink, appearing to read "Jennifer Glazer-Moon", written over the printed name of Jennifer Glazer-Moon.

Jennifer Glazer-Moon, Director

cmo12008

Agenda Item No.

Departmental Budget Presentations

Budget and Finance Committee

Audit and Management

Department-wide Issues

- 1 Additional office space for new staff (\$48,000)

GENERAL DEPARTMENTAL FINANCIAL SUMMARY

Department: Audit and Management Services

(\$ in 000s)

A) OPERATING BUDGET - REVENUES AND EXPENDITURES

		FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
		Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
REVENUE									
CW	General Fund Countywide	\$1,307	\$2,192	\$2,179	\$2,599	\$2,598	\$3,687	\$3,685	\$3,949
UMSA	General Fund UMSA	\$704	\$1,181	\$1,026	\$1,114	\$1,223	\$1,656	\$1,656	\$1,774
INTERTRNF	Carryover	\$87	\$25	\$33	\$0	\$0	\$0	\$0	\$0
INTERTRNF	Fees for Services	\$2,000	\$1,008	\$1,210	\$1,210	\$1,458	\$1,558	\$1,558	\$1,558
TOTAL REVENUE		\$4,098	\$4,406	\$4,448	\$4,923	\$5,279	\$6,901	\$6,899	\$7,281
EXPENDITURES									
	Salary	\$3,133	\$3,264	\$3,418	\$3,498	\$3,780	\$4,870	\$4,870	\$5,129
	Overtime Salary	\$1	\$2	\$1	\$0	\$0	\$2	\$2	\$2
	Fringe	\$704	\$810	\$815	\$884	\$1,015	\$1,354	\$1,354	\$1,433
	Overtime Fringe	0	0	0	0	0	0	0	0
	Other Operating	\$196	\$260	\$183	\$497	\$455	\$628	\$626	\$670
	Capital	\$39	\$37	\$31	\$44	\$29	\$47	\$47	\$47
TOTAL OPERATING EXPENDITURES		\$4,073	\$4,373	\$4,448	\$4,923	\$5,279	\$6,901	\$6,899	\$7,281
	Debt Services	0	0	0	0	0	0	0	0
	Reserves	0	0	0	0	0	0	0	0
	Transfers	0	0	0	0	0	0	0	0
	Other Non-Operating	0	0	0	0	0	0	0	0
TOTAL NON OPERATING EXPENDITURES		\$0							
TOTAL EXPENDITURES		\$4,073	\$4,373	\$4,448	\$4,923	\$5,279	\$6,901	\$6,899	\$7,281
REVENUES LESS EXPENDITURES		\$25	\$33	\$0	\$0	\$0	\$0	\$0	\$0

B) POSITIONS

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	59	54	49	49	58	61	61	61
Full-Time Positions Filled =	52	47	45	46	51		61	
Part-time FTEs Budgeted =	0	0	0	0	0	0	0	0
Temporary FTEs Budgeted =	0	0	0	0	0	0	0	0

Activity: Administration

A) OPERATING BUDGET - REVENUES AND EXPENDITURES

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
REVENUE								
General Fund Countywide	\$175	\$244	\$272	\$209	\$212	\$352	\$355	\$359
General Fund UMSA	\$94	\$132	\$129	\$90	\$100	\$158	\$160	\$161
TOTAL REVENUE	\$269	\$376	\$401	\$299	\$312	\$510	\$515	\$520
EXPENDITURES								
Salary	\$219	\$302	\$313	\$234	\$239	\$386	\$391	\$391
Overtime Salary	\$1	\$2	\$1	\$0	\$0	\$2	\$2	\$2
Fringe	\$49	\$72	\$87	\$65	\$73	\$122	\$122	\$127
Overtime Fringe	0	0	0	0	0	0	0	0
Other Operating	0	0	0	0	0	0	0	0
Capital	0	0	0	0	0	0	0	0
TOTAL OPERATING EXPENDITURES	\$269	\$376	\$401	\$299	\$312	\$510	\$515	\$520
Debt Services	0	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0	0
Transfers	0	0	0	0	0	0	0	0
OthNonOper	0	0	0	0	0	0	0	0
TOTAL EXPENDITURES	\$269	\$376	\$401	\$299	\$312	\$510	\$515	\$520
REVENUES LESS EXPENDITURES	\$0							

B) POSITIONS

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	6	6	6	6	7	7	7	7
Full-Time Positions Filled =	6	6	6	5	7		7	
Part-time FTEs Budgeted =	0	0	0	0	0	0	0	0
Temporary FTEs Budgeted =	0	0	0	0	0	0	0	0

Activity: Audit Services

A) OPERATING BUDGET - REVENUES AND EXPENDITURES

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
REVENUE								
General Fund Countywide	\$1,132	\$1,948	\$1,907	\$2,390	\$2,386	\$3,335	\$3,330	\$3,590
General Fund UMSA	\$610	\$1,049	\$897	\$1,024	\$1,123	\$1,498	\$1,496	\$1,613
Carryover	\$87	\$25	\$33	\$0	\$0	\$0	\$0	\$0
Fees for Services	\$2,000	\$1,008	\$1,210	\$1,210	\$1,458	\$1,558	\$1,558	\$1,558
TOTAL REVENUE	\$3,829	\$4,030	\$4,047	\$4,624	\$4,967	\$6,391	\$6,384	\$6,761
EXPENDITURES								
Salary	\$2,914	\$2,962	\$3,105	\$3,264	\$3,541	\$4,484	\$4,479	\$4,738
Overtime Salary	0	0	0	0	0	0	0	0
Fringe	\$655	\$738	\$728	\$819	\$942	\$1,232	\$1,232	\$1,306
Overtime Fringe	0	0	0	0	0	0	0	0
Other Operating	\$196	\$260	\$183	\$497	\$455	\$628	\$626	\$670
Capital	\$39	\$37	\$31	\$44	\$29	\$47	\$47	\$47
TOTAL OPERATING EXPENDITURES	\$3,804	\$3,997	\$4,047	\$4,624	\$4,967	\$6,391	\$6,384	\$6,761
Debt Services	0	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0	0
Transfers	0	0	0	0	0	0	0	0
OthNonOper	0	0	0	0	0	0	0	0
TOTAL EXPENDITURES	\$3,804	\$3,997	\$4,047	\$4,624	\$4,967	\$6,391	\$6,384	\$6,761
REVENUES LESS EXPENDITURES	\$25	\$33	\$0	\$0	\$0	\$0	\$0	\$0

B) POSITIONS

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	53	48	43	43	51	54	54	54
Full-Time Positions Filled =	46	41	39	41	44		54	
Part-time FTEs Budgeted =	0	0	0	0	0	0	0	0
Temporary FTEs Budgeted =	0	0	0	0	0	0	0	0

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

Description	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Budget	FY 2007-08 Projection	FY 2008-09 Base Budget Submission	Desired Outcomes
Issue draft report within 90 days of fieldwork completion.	N/A	N/A	77%	66%	72%	50%	50%	60%	ES1-1
Comments/Justification:									
Amount collected from assessments (in thousands)*	\$421	\$2,356	\$6,909	\$5,400	\$3,600	\$1,500	\$1,500	\$1,500	ES8-1
Comments/Justification:									
Amount identified from assessments (in thousands)*	\$2,761	\$17,644	\$12,820	\$5,700	\$7,500	\$4,000	\$4,000	\$4,000	ES8-1
Comments/Justification:									
Number of audits resulting in financial impact	22	17	11	14	20	10	10	10	ES8-1
Comments/Justification:									
Complete 40 audit reports during the fiscal year.	75	52	35	35	40	45	45	50	ES8-1
Comments/Justification:									
Provide 40 hours of Continuing Professional Education annually.	120	64	52	118	37	40	40	40	ES5-2
Comments/Justification:									

E) FY 2008-09 PROPOSED ENHANCEMENTS FOR THIS ACTIVITY (IN PRIORITY ORDER) (FROM BASE)

PRIORITY	DESC.	CW COST	UMSA COST	OTHER COST	TOTAL COST	SALARY	FRINGE	OTHER OPER.	CAPITAL	APPROVED?	CURRENT YR. APP. OVERAGE?	POSITION CHANGE	DESIRED OUTCOMES
1	Additional Space - Cost for Rent	34	14	0	48	0	0	48	0	No	No	0	ES8-1
COMMENTS/JUSTIFICATION: Provide additional office space to accommodate growth of department													

PAYMENTS TO AND FROM OTHER DEPARTMENTS

Department: Audit and Management Services

(\$ in 000s)

PAYMENTS TO BE MADE TO OTHER DEPARTMENTS FROM AUDIT AND MANAGEMENT SERVICES

Department(to)	Reason and Source	Confirmed?	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Budget	FY 2007-08 Projection	FY 2008-09 Base Budget Submission
Total Transfer to other Departments										

PAYMENTS TO BE MADE FROM OTHER DEPARTMENTS TO AUDIT AND MANAGEMENT SERVICES

Department (from)	Reason and Source	Confirmed?	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Budget	FY 2007-08 Projection	FY 2008-09 Base Budget Submission
Aviation	Fees for audit services	No	\$400	\$400	\$440	\$440	\$440	\$440	\$440	\$440
Water and Sewer	Fees for audit services	No	\$400	\$400	\$440	\$440	\$440	\$440	\$440	\$440
Seaport	Fees for audit services	No	\$200	\$100	\$110	\$110	\$110	\$110	\$110	\$110
Housing Agency	Fees for audit services	No	\$100	\$100	\$110	\$110	\$110	\$110	\$110	\$110
Solid Waste Management	Fees for audit services	No	\$0	\$0	\$110	\$110	\$110	\$110	\$110	\$110
Transit	Fees for audit services	No	\$0	\$0	\$0	\$0	\$248	\$248	\$248	\$248
Office of the Citizens' Independent Transportation Trust	Fees for audit services	No	\$0	\$0	\$0	\$0	\$0	\$100	\$100	\$100
Total Transfer from other Departments			\$1,100	\$1,000	\$1,210	\$1,210	\$1,458	\$1,558	\$1,558	\$1,558

may include capital funds as well

SELECTED LINE ITEM HIGHLIGHTS
 Department: Audit and Management Services

(\$ in 000s)

Line Item Highlight	Subobject(s)	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Budget	FY 2007-08 Projection	FY 2008-09 Base Submission
Rent	25511	\$0	\$0	\$0	\$224	\$264	\$300	\$300	\$335
Employee Overtime	00160	\$1	\$2	\$1	\$0	\$0	\$2	\$2	\$2
Travel	31210/211/215/220	\$5	\$3	\$11	\$5	\$7	\$13	\$13	\$13
In-Service Training	32010	\$82	\$27	\$38	\$67	\$31	\$72	\$72	\$72

CAPITAL FUNDED REQUESTS REVENUE SUMMARY

(\$ in 000s)

2008-09 Proposed Capital Budget and Multi-Year Capital Plan

DEPARTMENT: Audit and Management Services

	2007-08	PRIOR	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	FUTURE	TOTAL
Other County Sources										
Capital Outlay Reserve	123	138	96	0	0	0	0	0	0	234
Total:	123	138	96	0	0	0	0	0	0	234
Department Total:	123	138	96	0	0	0	0	0	0	234

CAPITAL FUNDED REQUESTED EXPENDITURE SUMMARY

(\$ in 000s)

2008-09 Proposed Capital Budget and Multi-Year Capital Plan

Enabling Strategies

	PRIOR	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	FUTURE	TOTAL
Computer and Systems Automation									
AUDIT SOFTWARE	0	96	0	0	0	0	0	0	96
Telecommunications Equipment									
DESIGN AND INSTALLATION OF TELECOMMUNICATION EQUIPMENT IN ADDITIONAL SPACE	0	52	0	0	0	0	0	0	52
FURNITURE ACQUISITION	15	71	0	0	0	0	0	0	86
Department Total:	15	219	0	0	0	0	0	0	234

Board of County Commissioners

Commission Auditor

Department-wide Issues

- 1 Additional space - due to the increase in Commission Auditor staff additional space is needed

Office of Commission Auditor Issues

- 1 Additional space - with increases in staff, space is needed

REPORT 3: DEPARTMENTAL SUMMARY BY SUB-ACTIVITY

Department: Board of County Commissioners

(\$ in 000s)

Activity: Office of Commission Auditor

SubActivity:

Strategic Area: PF

Fund: 010

A) ISSUES OF THIS ACTIVITY

- 1 Additional space - with increases in staff, space is needed

B) OPERATING BUDGET - REVENUES AND EXPENDITURES

		FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
		Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
REVENUE									
CW	General Fund Countywide	\$0	\$588	\$881	\$847	\$1,196	\$1,953	\$1,953	\$2,641
UMSA	General Fund UMSA	\$0	\$276	\$414	\$363	\$538	\$877	\$877	\$1,187
INTERTRNF	Interagency Transfers	\$0	\$0	\$275	\$275	\$0	\$0	\$0	\$0
TOTAL REVENUE		\$0	\$864	\$1,570	\$1,485	\$1,734	\$2,830	\$2,830	\$3,828
EXPENDITURES									
	Salary	\$0	\$42	\$1,016	\$1,050	\$1,224	\$2,129	\$2,069	\$2,751 0
	Overtime Salary	0	0	0	0	0	0	0	0
	Fringe	\$0	\$9	\$255	\$332	\$396	\$572	\$622	\$789 0
	Overtime Fringe	0	0	0	0	0	0	0	0
	Other Operating	\$0	\$85	\$177	\$96	\$92	\$120	\$260	\$252 0
	Capital	\$0	\$13	\$21	\$7	\$22	\$9	\$26	\$36 0
TOTAL OPERATING EXPENDITURES		\$0	\$149	\$1,469	\$1,485	\$1,734	\$2,830	\$2,977	\$3,828
	Debt Services	0	0	0	0	0	0	0	0
	Reserves	0	0	0	0	0	0	0	0
	Transfers	0	0	0	0	0	0	0	0
	OthrNonOper	0	0	0	0	0	0	0	0
	Intradepartment Transfer	0	0	0	0	0	0	0	0
TOTAL EXPENDITURES		\$0	\$149	\$1,469	\$1,485	\$1,734	\$2,830	\$2,977	\$3,828
REVENUES LESS EXPENDITURES		\$0	\$715	\$101	\$0	\$0	\$0	\$-147	\$0
Revenue to the General Fund									

C) POSITIONS

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	0	7	19	19	19	28	22	32
Full-Time Positions Filled =		1	18	19	22		32	
Part-time FTEs Budgeted =								
Temporary FTEs Budgeted =								

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

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09	Desired Outcomes List
Description	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	
Number of legislative analysis produced during fiscal year (except BCC excess)	N/A	N/A	8 per month	8 per month	88	99	96	96	ES8-1
Comments/Justification	Providing meaningful legislative research and analytical analysis to support regular commission, committee, and sub-committee meetings as well as workshops or special meetings of the Commission								
Percent of departmental budgets reviewed during the resource allocation process	N/A	N/A	75%	75%	0	85%	100%	100%	ES8-2
Comments/Justification	Review all departmental budgets, attend resource allocation meetings and meet with departments, OSBM staff and County Manager's staff as necessary during the resource allocation process								
Percent of audit projects performed in accordance with adopted work plan	N/A	N/A	50%	50%	50%	100%	80%	100%	ES8-1
Comments/Justification	Conduct audits in accordance to adopted work plan - plan calls for 17 annual audit projects thru FY 07-08, increasing to 26 annual audits commencing FY 08-09.								
Analyze departmental budget for performance based principles	N/A	N/A	N/A	N/A	N/A	N/A	2	7	ES8-2
Comments/Justification	Analyze departmental budgets utilizing zero based principles in compliance with Ordinance 05-136; projected to complete two departmental reviews in FY 07-08; increasing to complete seven departments in FY 08-09								
Monitor intradepartmental budget amendments	N/A	N/A	N/A	N/A	N/A	N/A	100%	100%	ES8-2
Comments/Justification	Monitor, review and report on intradepartmental budget amendments in compliance with Ordinance #07-45								
Review quarterly financial reports for variances between budget and projections	N/A	N/A	N/A	N/A	N/A	N/A	100%	100%	ES8-2
Comments/Justification	Review each department's financial data on a quarterly basis for variance between allocated budget and budget projection.								

E) FY 2008-09 PROPOSED ENHANCEMENTS FOR THIS ACTIVITY (IN PRIORITY ORDER) (FROM BASE)

PRIORITY	DESCRIPTION	CW COST	UMSA COST	OTHER COST	TOTAL COST	SALARY	FRINGE	OTHER OPER.	CAPITAL	APPROVED?	CURRENT YR. APP. OVERAGE?	POSITION CHANGE	DESIRED OUTCOMES List
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F) FY 2008-09 REDUCTIONS IF NECESSARY FOR THIS ACTIVITY (IN PRIORITY ORDER) (FROM BASE)

PRIORITY	DESCRIPTION	CW COST	UMSA COST	OTHER COST	TOTAL COST	SALARY	FRINGE	OTHER OPER.	CAPITAL	APPROVED?	POSITION CHANGE	RELATED OUTCOME List	COMMENTS/ JUSTIFICATION
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Intergovernmental Affairs

Department-wide Issues

- 1 Strengthen the Washington Office

REPORT 3: DEPARTMENTAL SUMMARY BY SUB-ACTIVITY

Department: Board of County Commissioners

(\$ in 000s)

Activity: Intergovernmental Affairs

SubActivity:

Strategic Area: PF

Fund: 010

A) ISSUES OF THIS ACTIVITY

B) OPERATING BUDGET - REVENUES AND EXPENDITURES		FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
		Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
REVENUE									
CW	Carryover	\$0	\$0	\$0	\$0	\$179	\$0	\$235	\$112
CW	General Fund Countywide	\$0	\$0	\$80	\$330	\$415	\$687	\$687	\$744
UMSA	General Fund UMSA	\$0	\$0	\$38	\$141	\$195	\$309	\$309	\$350
INTERTRNF	Interagency Transfers	\$111	\$41	\$358	\$523	\$523	\$0	\$0	\$0
TOTAL REVENUE		\$111	\$41	\$476	\$994	\$1,312	\$996	\$1,231	\$1,206
EXPENDITURES									
	Salary	\$-19	\$-166	\$338	\$508	\$713	\$700	\$760	\$800 0
	Overtime Salary	0	0	0	0	0	0	0	0
	Fringe	\$52	\$48	\$72	\$140	\$177	\$155	\$179	\$212 0
	Overtime Fringe	0	0	0	0	0	0	0	0
	Other Operating	\$78	\$159	\$65	\$161	\$182	\$133	\$180	\$190 0
	Capital	\$0	\$0	\$1	\$6	\$5	\$8	\$0	\$4 0
TOTAL OPERATING EXPENDITURES		\$111	\$41	\$476	\$815	\$1,077	\$996	\$1,119	\$1,206
	Debt Services	0	0	0	0	0	0	0	0
	Reserves	0	0	0	0	0	0	0	0
	Transfers	0	0	0	0	0	0	0	0
	OthrNonOper	0	0	0	0	0	0	0	0
	Intradepartment Transfer	0	0	0	0	0	0	0	0
TOTAL EXPENDITURES		\$111	\$41	\$476	\$815	\$1,077	\$996	\$1,119	\$1,206

	REVENUES LESS EXPENDITURES	\$0	\$0	\$0	\$179	\$235	\$0	\$112	\$0
Revenue to the General Fund									

C) POSITIONS

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	7	7	7	7	7	7	7	8
Full-Time Positions Filled =	5	5	7	7	7		8	
Part-time FTEs Budgeted =	0	0	0	1	1	1	0	0
Temporary FTEs Budgeted =								

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

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09	Desired Outcomes List
Description	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	

E) FY 2008-09 PROPOSED ENHANCEMENTS FOR THIS ACTIVITY (IN PRIORITY ORDER) (FROM BASE)

PRIORITY	DESCRIPTION	CW COST	UMSA COST	OTHER COST	TOTAL COST	SALARY	FRINGE	OTHER OPER.	CAPITAL	APPROVED?	CURRENT YR. APP. OVERAGE?	POSITION CHANGE	DESIRED OUTCOMES List

F) FY 2008-09 REDUCTIONS IF NECESSARY FOR THIS ACTIVITY (IN PRIORITY ORDER) (FROM BASE)

PRIORITY	DESCRIPTION	CW COST	UMSA COST	OTHER COST	TOTAL COST	SALARY	FRINGE	OTHER OPER.	CAPITAL	APPROVED?	POSITION CHANGE	RELATED OUTCOME List	COMMENTS/ JUSTIFICATION

Fair Employment Practices

Department: Fair Employment Practices

(\$ in 000s)

Department-wide Issues

- 1 Expand workplace violence (WPV) initiative to develop and implement a Miami-Dade County comprehensive Domestic and Workplace Violence response; includes training and outreach to all levels of MDC; creation, development and training of a multi-disciplinary response team. The WPV resource response team, comprised of members from different County departments is designed to ensure appropriate management of WPV issues throughout the organization.
- 2 OFEP to implement an eLearning program through web-based training, accessible on a 24-hour basis; will test employees and provide reports to monitor progress. Should communicate standards of conduct and create affirmative defenses to lawsuits.
- 3 Case Management System - Standardize investigative protocols, roll-out Case Tracking System to monitor disposition of employment discrimination complaints.
- 4 Expand employee awareness initiative. This outreach and information program to promote awareness of employee rights and responsibilities, train Fair Employment Practices Liaisons and Fair Employment Practices Specialists. OFEP will develop and implement a "Know Your Rights" campaign to prevent employment discrimination.

GENERAL DEPARTMENTAL FINANCIAL SUMMARY

Department: Fair Employment Practices

(\$ in 000s)

A) OPERATING BUDGET - REVENUES AND EXPENDITURES

		FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
		Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
REVENUE									
CW	General Fund Countywide	\$400	\$364	\$492	\$510	\$540	\$610	\$593	\$689
UMSA	General Fund UMSA	\$190	\$172	\$232	\$218	\$243	\$274	\$267	\$310
TOTAL REVENUE		\$590	\$536	\$724	\$728	\$783	\$884	\$860	\$999
EXPENDITURES									
	Salary	\$445	\$382	\$476	\$559	\$563	\$647	\$635	\$735
	Overtime Salary	0	0	0	0	0	0	0	0
	Fringe	\$122	\$113	\$132	\$141	\$141	\$182	\$169	\$205
	Overtime Fringe	0	0	0	0	0	0	0	0
	Other Operating	\$25	\$25	\$116	\$24	\$75	\$54	\$55	\$58
	Capital	\$0	\$16	\$0	\$4	\$4	\$1	\$1	\$1
TOTAL OPERATING EXPENDITURES		\$592	\$536	\$724	\$728	\$783	\$884	\$860	\$999
	Debt Services	0	0	0	0	0	0	0	0
	Reserves	0	0	0	0	0	0	0	0
	Transfers	0	0	0	0	0	0	0	0
	Other Non-Operating	0	0	0	0	0	0	0	0
TOTAL NON OPERATING EXPENDITURES		\$0							
TOTAL EXPENDITURES		\$592	\$536	\$724	\$728	\$783	\$884	\$860	\$999
REVENUES LESS EXPENDITURES		S-2	\$0	\$0	\$0	\$0	\$0	\$0	\$0

B) POSITIONS

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	6	6	8	8	7	8	8	8
Full-Time Positions Filled =	6	6	6	6	7		7	
Part-time FTEs Budgeted =								
Temporary FTEs Budgeted =								

Activity: Fair Employment Practices

A) OPERATING BUDGET - REVENUES AND EXPENDITURES

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
REVENUE								
General Fund Countywide	\$400	\$364	\$492	\$510	\$540	\$610	\$593	\$689
General Fund UMSA	\$190	\$172	\$232	\$218	\$243	\$274	\$267	\$310
TOTAL REVENUE	\$590	\$536	\$724	\$728	\$783	\$884	\$860	\$999
EXPENDITURES								
Salary	\$445	\$382	\$476	\$559	\$563	\$647	\$635	\$735
Overtime Salary	0	0	0	0	0	0	0	0
Fringe	\$122	\$113	\$132	\$141	\$141	\$182	\$169	\$205
Overtime Fringe	0	0	0	0	0	0	0	0
Other Operating	\$25	\$25	\$116	\$24	\$75	\$54	\$55	\$58
Capital	\$0	\$16	\$0	\$4	\$4	\$1	\$1	\$1
TOTAL OPERATING EXPENDITURES	\$592	\$536	\$724	\$728	\$783	\$884	\$860	\$999
Debt Services	0	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0	0
Transfers	0	0	0	0	0	0	0	0
OthNonOper	0	0	0	0	0	0	0	0
TOTAL EXPENDITURES	\$592	\$536	\$724	\$728	\$783	\$884	\$860	\$999
REVENUES LESS EXPENDITURES	\$-2	\$0						

B) POSITIONS

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	6	6	8	8	7	8	8	8
Full-Time Positions Filled =	6	6	6	6	7		7	
Part-time FTEs Budgeted =								
Temporary FTEs Budgeted =								

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

Description	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09	Desired Outcomes
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	
As part of Executive Development and Leadership Program, OFEP to work in conjunction with CMO and ERD to support delivery of Diversity Management Training to County executives.	0	0	0	0	0	50	50	0	ES5-4
Comments/Justification: Provide access to training to County executives over a five year period.									
Develop eLearning Program for County employees. Web-based diversity training accessible to employees on a 24-hr basis.	0	0	0	0	0	500	10000	10000	ES5-4
Comments/Justification: Expand access to equal employment opportunity and diversity training to all County employees with Internet access at a lower cost than traditional in-class programs.									
Number of new cases received annually				89	0	120	136	120	ES5-4
Comments/Justification:									
Percent of cases reviewed within 60 days				72%	0	100%	100%	100%	ES5-4
Comments/Justification:									
Percent of cases reviewed within 30 days					0	46%	44%	46%	ES5-4
Comments/Justification:									

SELECTED LINE ITEM HIGHLIGHTS
 Department: Fair Employment Practices

(\$ in 000s)

Line Item Highlight	Subject(s)	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Budget	FY 2007-08 Projection	FY 2008-09 Base Submission
Travel	31210/31215/31220	\$2	\$0	\$6	\$1	\$0	\$6	\$6	\$6

CAPITAL FUNDED REQUESTS REVENUE SUMMARY

(\$ in 000s)

2008-09 Proposed Capital Budget and Multi-Year Capital Plan

DEPARTMENT:

Fair Employment Practices

	2007-08	PRIOR	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	FUTURE	TOTAL
Other County Sources										
Capital Outlay Reserve	105	200	43	0	0	0	0	0	0	243
Total:	105	200	43	0	0	0	0	0	0	243
Department Total:	105	200	43	0	0	0	0	0	0	243

CAPITAL FUNDED REQUESTED EXPENDITURE SUMMARY

(\$ in 000s)

2008-09 Proposed Capital Budget and Multi-Year Capital Plan

Enabling Strategies

	<u>PRIOR</u>	<u>2008-09</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>FUTURE</u>	<u>TOTAL</u>
Departmental Information Technology Projects									
FAIR EMPLOYMENT CASE TRACKING	100	43	0	0	0	0	0	0	143
FAIR EMPLOYMENT ON-LINE TRAINING FOR COUNTY EMPLOYEES	47	53	0	0	0	0	0	0	100
Department Total:	147	96	0	0	0	0	0	0	243

Finance

Department: Finance

(\$ in 000s)

Department-wide Issues

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

Tax Collector's Office Issues

- 1 Purchase a new tax system over three years to replace current legacy system (\$5 million)
- 2 Purchase an Electronic Document Management System (EDMS) for the Tax Collector's Officer (\$350,000)

Controller's Division Issues

- 3 Additional support and resources needed to continue effort for financial system replacement/ERP project.
- 1 Complete the installation of a data warehouse for the Controller's Division (\$700,000)
- 2 Identify and implement cost effective electronic approval process for accounts payable by adding one overage Special Projects Administrator 1 position (\$95,000).

GENERAL DEPARTMENTAL FINANCIAL SUMMARY

Department: Finance

(\$ in 000s)

A) OPERATING BUDGET - REVENUES AND EXPENDITURES

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
REVENUE								
PROP Ad Valorem Fees	\$7,965	\$8,578	\$10,109	\$10,909	\$16,959	\$11,819	\$16,210	\$15,196
PROP Bond Transaction Fees	\$1,408	\$880	\$1,234	\$814	\$1,350	\$1,145	\$1,330	\$947
PROP Carryover	\$3,821	\$2,663	\$3,161	\$3,457	\$8,348	\$8,988	\$9,653	\$5,191
PROP Credit and Collections	\$2,603	\$2,950	\$2,940	\$3,810	\$3,795	\$3,391	\$3,822	\$4,061
PROP Local Business Tax Receipt	\$2,585	\$2,978	\$3,080	\$3,426	\$1,135	\$3,579	\$3,291	\$3,350
PROP Other Revenues	\$1,826	\$1,788	\$1,937	\$2,130	\$2,398	\$2,536	\$2,357	\$2,641
PROP Tourist Tax Fees	\$1,502	\$1,713	\$1,954	\$2,171	\$2,328	\$2,495	\$2,523	\$2,724
PROP Auto Tag Fees	\$10,916	\$10,915	\$11,585	\$12,113	\$11,782	\$12,714	\$11,503	\$12,000
PROP QNIP Bond Proceeds	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100
FED Federal Funds	\$289	\$357	\$370	\$481	\$492	\$667	\$591	\$661
TOTAL REVENUE	\$33,015	\$32,922	\$36,470	\$39,411	\$48,687	\$47,434	\$51,380	\$46,871
EXPENDITURES								
Salary	\$13,229	\$14,022	\$15,828	\$16,332	\$18,057	\$18,775	\$18,983	\$20,005
Overtime Salary	\$148	\$187	\$210	\$204	\$140	\$209	\$196	\$240
Fringe	\$3,431	\$4,112	\$4,515	\$5,141	\$5,758	\$6,095	\$5,949	\$6,622
Overtime Fringe	\$20	\$28	\$30	\$30	\$19	\$24	\$56	\$45
Other Operating	\$4,617	\$5,630	\$5,209	\$7,071	\$7,616	\$8,317	\$9,244	\$9,431
Capital	\$164	\$270	\$173	\$239	\$187	\$200	\$169	\$204
TOTAL OPERATING EXPENDITURES	\$21,609	\$24,249	\$25,965	\$29,017	\$31,777	\$33,620	\$34,597	\$36,547
Debt Services	0	0	0	0	0	0	0	0
Reserves	\$0	\$0	\$0	\$11	\$0	\$921	\$19	\$2,051
Transfers	\$8,706	\$5,500	\$4,900	\$4,195	\$7,258	\$8,626	\$11,573	\$8,273
Other Non-Operating	0	0	0	0	0	0	0	0
TOTAL NON OPERATING EXPENDITURES	\$8,706	\$5,500	\$4,900	\$4,206	\$7,258	\$9,547	\$11,592	\$10,324
TOTAL EXPENDITURES	\$30,315	\$29,749	\$30,865	\$33,223	\$39,035	\$43,167	\$46,189	\$46,871
REVENUES LESS EXPENDITURES	\$2,700	\$3,173	\$5,605	\$6,188	\$9,652	\$4,267	\$5,191	\$0

B) POSITIONS

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	336	351	348	347	139	334	336	337
Full-Time Positions Filled =	298	304	318	322	261		334	
Part-time FTEs Budgeted =	18	9	9	6	8	14	9	11
Temporary FTEs Budgeted =	9	8	10	10	13.5	15	17.5	17.5

Activity: Bond Administration

A) OPERATING BUDGET - REVENUES AND EXPENDITURES

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
REVENUE								
Bond Transaction Fees	\$1,408	\$880	\$1,234	\$814	\$1,350	\$1,145	\$1,330	\$947
Carryover	\$592	\$721	\$644	\$948	\$694	\$674	\$951	\$560
Other Revenues	\$739	\$712	\$687	\$794	\$889	\$812	\$812	\$805
TOTAL REVENUE	\$2,739	\$2,313	\$2,565	\$2,556	\$2,933	\$2,631	\$3,093	\$2,312
EXPENDITURES								
Salary	\$1,165	\$1,220	\$1,171	\$1,349	\$1,418	\$1,405	\$1,586	\$1,433
Overtime Salary	\$3	\$1	\$2	\$2	\$3	\$3	\$3	\$0
Fringe	\$319	\$342	\$301	\$357	\$403	\$404	\$404	\$424
Overtime Fringe	\$1	\$0	\$0	\$0	\$1	\$1	\$1	\$0
Other Operating	\$145	\$106	\$143	\$155	\$157	\$255	\$255	\$258
Capital	\$1	\$0	\$0	\$0	\$0	\$5	\$5	\$4
TOTAL OPERATING EXPENDITURES	\$1,634	\$1,669	\$1,617	\$1,863	\$1,982	\$2,073	\$2,254	\$2,119
Debt Services	0	0	0	0	0	0	0	0
Reserves	\$0	\$0	\$0	\$0	\$0	\$19	\$19	\$192
Transfers	\$383	\$0	\$0	\$0	\$0	\$260	\$260	\$0
OthNonOper	0	0	0	0	0	0	0	0
TOTAL EXPENDITURES	\$2,017	\$1,669	\$1,617	\$1,863	\$1,982	\$2,352	\$2,533	\$2,311
REVENUES LESS EXPENDITURES	\$722	\$644	\$948	\$693	\$951	\$279	\$560	\$1

B) POSITIONS

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	6	6	6	7	7	7	7	7
Full-Time Positions Filled =	6	6	6	7	7		7	
Part-time FTEs Budgeted =								
Temporary FTEs Budgeted =				1	0.5	1	0.5	0.5

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

Description	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Budget	FY 2007-08 Projection	FY 2008-09 Base Budget Submission	Desired Outcomes
Issue debt as required (100% = debt issued on time)	n/a	n/a	n/a	100%	100%	100%	100%	100%	ES8-1
Comments/Justification:									
Produce the County's annual report to bond holders by June 1st (100% = report completed on time)	n/a	n/a	n/a	100%	100%	100%	100%	100%	ES8-3
Comments/Justification:									
Number of debt service payments (workload measure)	n/a	n/a	n/a	345	379	445	418	438	ES8-1
Comments/Justification:									
Number of Sunshine State Government Finance Commission sessions attended (maximum of four/year)	n/a	n/a	n/a	4	4	4	4	4	ES8-3
Comments/Justification:									

Activity: Cash Management

A) OPERATING BUDGET - REVENUES AND EXPENDITURES

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
REVENUE								
Carryover	\$17	\$51	\$65	\$91	\$79	\$0	\$117	\$0
Other Revenues	\$1,087	\$1,076	\$1,250	\$1,336	\$1,509	\$1,724	\$1,545	\$1,836
TOTAL REVENUE	\$1,104	\$1,127	\$1,315	\$1,427	\$1,588	\$1,724	\$1,662	\$1,836
EXPENDITURES								
Salary	\$633	\$640	\$773	\$866	\$918	\$986	\$1,009	\$1,195
Overtime Salary	\$1	\$2	\$2	\$0	\$0	\$1	\$0	\$0
Fringe	\$147	\$169	\$200	\$242	\$269	\$303	\$292	\$348
Overtime Fringe	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Operating	\$265	\$247	\$245	\$237	\$278	\$273	\$281	\$288
Capital	\$7	\$4	\$4	\$3	\$6	\$5	\$5	\$5
TOTAL OPERATING EXPENDITURES	\$1,053	\$1,062	\$1,224	\$1,348	\$1,471	\$1,568	\$1,587	\$1,836
Debt Services	0	0	0	0	0	0	0	0
Reserves	\$0	\$0	\$0	\$0	\$0	\$3	\$0	\$0
Transfers	\$0	\$0	\$0	\$0	\$0	\$75	\$75	\$0
OthNonOper	0	0	0	0	0	0	0	0
TOTAL EXPENDITURES	\$1,053	\$1,062	\$1,224	\$1,348	\$1,471	\$1,646	\$1,662	\$1,836
REVENUES LESS EXPENDITURES	\$51	\$65	\$91	\$79	\$117	\$78	\$0	\$0

B) POSITIONS

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	4	5	6	6	0	6	7	7
Full-Time Positions Filled =	4	5	6	6	0		6	
Part-time FTEs Budgeted =								
Temporary FTEs Budgeted =	1	0	1	1	0	1	0	0

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

Description	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09	Desired Outcomes
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	
Compliance with Investment Policy and Guidelines (100% = full compliance)	n/a	n/a	n/a	100%	100%	100%	100%	100%	ES8-1
Comments/Justification:									
Percent rate of return on County investments	2.82%	1.82%	1.66%	2.65%	5.24%	4.90%	4.90%	2%	ES8-1
Comments/Justification:									

Activity: Controller's Division

A) OPERATING BUDGET - REVENUES AND EXPENDITURES

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
REVENUE								
Carryover	\$1,037	\$1,808	\$1,501	\$1,919	\$2,398	\$764	\$1,676	\$1,351
Credit and Collections	\$2,603	\$2,950	\$2,940	\$3,810	\$3,795	\$3,391	\$3,822	\$4,061
QNIP Bond Proceeds	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100
Federal Funds	\$289	\$357	\$370	\$481	\$492	\$667	\$591	\$661
TOTAL REVENUE	\$4,029	\$5,215	\$4,911	\$6,310	\$6,785	\$4,922	\$6,189	\$6,173
EXPENDITURES								
Salary	\$3,672	\$4,059	\$4,731	\$4,760	\$5,620	\$6,208	\$6,103	\$6,670
Overtime Salary	\$64	\$63	\$95	\$131	\$88	\$123	\$109	\$113
Fringe	\$936	\$1,196	\$1,331	\$1,502	\$1,769	\$1,957	\$1,936	\$2,182
Overtime Fringe	\$8	\$9	\$13	\$20	\$18	\$23	\$22	\$22
Other Operating	\$1,710	\$1,747	\$1,333	\$1,772	\$2,249	\$2,284	\$2,588	\$2,529
Capital	\$27	\$35	\$31	\$21	\$17	\$88	\$79	\$84
TOTAL OPERATING EXPENDITURES	\$6,417	\$7,109	\$7,534	\$8,206	\$9,761	\$10,683	\$10,837	\$11,600
Debt Services	0	0	0	0	0	0	0	0
Reserves	\$0	\$0	\$0	\$0	\$0	\$114	\$0	\$1,117
Transfers	\$261	\$700	\$100	\$600	\$1,031	\$40	\$40	\$0
OthNonOper	0	0	0	0	0	0	0	0
TOTAL EXPENDITURES	\$6,678	\$7,809	\$7,634	\$8,806	\$10,792	\$10,837	\$10,877	\$12,717
REVENUES LESS EXPENDITURES	\$-2,649	\$-2,594	\$-2,723	\$-2,496	\$-4,007	\$-5,915	\$-4,688	\$-6,544

B) POSITIONS

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	109	123	119	120	125	123	124	125
Full-Time Positions Filled =	99	105	107	107	38		123	
Part-time FTEs Budgeted =	2	2	3	3	4	7	5	7
Temporary FTEs Budgeted =	1	2	2	2	9	4	8	8

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

Description	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09	Desired Outcomes
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	
Comply with IRS reporting requirements for 1099 forms, 941 and W2's (100% = full compliance)	n/a	n/a	n/a	100%	0	100%	100%	100%	ES8-3
Comments/Justification:									
Percent of invoices paid within 45 days of receipt	n/a	n/a	n/a	87%	0	85%	87%	88%	ES8-3
Comments/Justification:									
Number of accounts worked per collection agent per day	n/a	n/a	67	98	95	105	95	95	ES8-4
Comments/Justification:									
Develop County financial statements in accordance with Governmental Accounting Standards and post by 03/31 (100% = completed and posted on time)	n/a	n/a	n/a	100%	0	100%	100%	100%	ES8-3
Comments/Justification:									
Percent of vendor disbursements made via Automated Clearing House (ACH)*	33%	43%	55%	54%	0	60%	59%	60%	ES8-4
Comments/Justification: Automated Clearing House (ACH) is the process to electronically transmit a payment directly to the vendor's bank account									

E) FY 2008-09 PROPOSED ENHANCEMENTS FOR THIS ACTIVITY (IN PRIORITY ORDER) (FROM BASE)

PRIORITY	DESC.	CW COST	UMSA COST	OTHER COST	TOTAL COST	SALARY	FRINGE	OTHER OPER.	CAPITAL	APPROVED?	CURRENT YR. APP. OVERAGE?	POSITION CHANGE	DESIRED OUTCOMES
2	Payroll Personnel Support	0	0	155	155	116	39	0	0	No	No	3	ES8-3

COMMENTS/JUSTIFICATION: These positions will deal with garnishments and payroll related research and increased reporting requirements.

Activity: Director's Office

A) OPERATING BUDGET - REVENUES AND EXPENDITURES

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
REVENUE								
TOTAL REVENUE	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
EXPENDITURES								
Salary	\$463	\$468	\$545	\$465	\$613	\$605	\$627	\$634
Overtime Salary	\$6	\$3	\$7	\$0	\$0	\$0	\$0	\$0
Fringe	\$61	\$84	\$93	\$86	\$116	\$125	\$125	\$139
Overtime Fringe	\$1	\$1	\$1	\$0	\$0	\$0	\$0	\$0
Other Operating	\$-19	\$11	\$-11	\$68	\$50	\$85	\$165	\$88
Capital	\$1	\$10	\$4	\$3	\$2	\$5	\$5	\$5
TOTAL OPERATING EXPENDITURES	\$513	\$577	\$639	\$622	\$781	\$820	\$922	\$866
Debt Services	0	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0	0
Transfers	0	0	0	0	0	0	0	0
OthNonOper	0	0	0	0	0	0	0	0
TOTAL EXPENDITURES	\$513	\$577	\$639	\$622	\$781	\$820	\$922	\$866
REVENUES LESS EXPENDITURES	\$-513	\$-577	\$-639	\$-622	\$-781	\$-820	\$-922	\$-866

B) POSITIONS

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	7	7	7	7	7	7	7	7
Full-Time Positions Filled =	6	7	6	7	7		7	
Part-time FTEs Budgeted =	0	0	0	0	0	0	0	0
Temporary FTEs Budgeted =	1	0	1	0	0	0	0	0

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

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09	Desired Outcomes
Description	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	
Turnover Rate (Departmentwide)	n/a	14%	6%	1%	0	2%	2%	2%	ES5-2

Comments/Justification:

Activity: Tax Collector's Office

A) OPERATING BUDGET - REVENUES AND EXPENDITURES

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
REVENUE								
Ad Valorem Fees	\$7,965	\$8,578	\$10,109	\$10,909	\$16,959	\$11,819	\$16,210	\$15,196
Auto Tag Fees	\$10,916	\$10,915	\$11,585	\$12,113	\$11,782	\$12,714	\$11,503	\$12,000
Carryover	\$2,175	\$83	\$951	\$499	\$5,177	\$7,550	\$6,909	\$3,280
Local Business Tax Receipt	\$2,585	\$2,978	\$3,080	\$3,426	\$1,135	\$3,579	\$3,291	\$3,350
Tourist Tax Fees	\$1,502	\$1,713	\$1,954	\$2,171	\$2,328	\$2,495	\$2,523	\$2,724
TOTAL REVENUE	\$25,143	\$24,267	\$27,679	\$29,118	\$37,381	\$38,157	\$40,436	\$36,550
EXPENDITURES								
Salary	\$7,296	\$7,635	\$8,608	\$8,892	\$9,488	\$9,571	\$9,658	\$10,073
Overtime Salary	\$74	\$118	\$104	\$71	\$49	\$82	\$84	\$127
Fringe	\$1,968	\$2,321	\$2,590	\$2,954	\$3,201	\$3,306	\$3,192	\$3,529
Overtime Fringe	\$10	\$18	\$16	\$10	\$0	\$0	\$33	\$23
Other Operating	\$2,516	\$3,519	\$3,499	\$4,839	\$4,882	\$5,420	\$5,955	\$6,268
Capital	\$128	\$221	\$134	\$212	\$162	\$97	\$75	\$106
TOTAL OPERATING EXPENDITURES	\$11,992	\$13,832	\$14,951	\$16,978	\$17,782	\$18,476	\$18,997	\$20,126
Debt Services	0	0	0	0	0	0	0	0
Reserves	\$0	\$0	\$0	\$11	\$0	\$785	\$0	\$742
Transfers	\$8,062	\$4,800	\$4,800	\$3,595	\$6,227	\$8,251	\$11,198	\$8,273
OthNonOper	0	0	0	0	0	0	0	0
TOTAL EXPENDITURES	\$20,054	\$18,632	\$19,751	\$20,584	\$24,009	\$27,512	\$30,195	\$29,141
REVENUES LESS EXPENDITURES	\$5,089	\$5,635	\$7,928	\$8,534	\$13,372	\$10,645	\$10,241	\$7,409

B) POSITIONS

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	210	210	210	207	0	191	191	191
Full-Time Positions Filled =	183	181	193	195	209		191	
Part-time FTEs Budgeted =	16	7	6	3	4	7	4	4
Temporary FTEs Budgeted =	6	6	6	6	4	9	9	9

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

Description	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09	Desired Outcomes
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	
Percent complete of initiative to increase customer awareness of Tax Collector services	n/a	n/a	n/a	n/a	0	95%	85%	95	ES8-5
Comments/Justification: Includes the following activities: create overall rating of objective based activities, improve design tax bills, continue to improve design of auto tag mail renewal notice, expand outreach and availability of information, enhance on-line tax payment services, develop tangible personal property website (now complete), investigate acceptance of tax payments by credit and debit card.									
Percent complete of initiative to improve payments processing systems	n/a	n/a	n/a	n/a	0	85%	70%	80	ES8-5
Comments/Justification: Includes the following activities: achieve Check 21 compliance, procure and implement a new tax collection system, and investigate point-of-sale technology.									
Percent complete of initiative to enhance Auto Tag customer service by improving guidelines	n/a	n/a	n/a	n/a	0	95%	75%	85	ES8-5
Comments/Justification: Includes the following activities: complete "Fast Title" Program (complete), conduct a pilot to process auto tag registration renewals on the high speed payments processor (complete), develop business standard guidelines for private auto tag agencies, modernize and refurbish the auto tag inventory warehouse.ic (this initiative is subject to future action by the State Department of Transportation), reduce processing errors in private auto tag agencies, and review auto tag administrative policies and ordinances									
Percent complete of initiative to enhance customer service through improved facilities	n/a	n/a	n/a	n/a	0	80%	65%	80	ES8-5
Comments/Justification: Includes the following activities: renovate public service office at South Dade Government Center (now complete).investigate providing regional offices, work with the Government Information Center's 311 Answer Center to expand and increase customer services									
Percent complete of initiative to refine the Tax Collector's organizational alignment	n/a	n/a	n/a	n/a	0	90%	60%	90	ES8-5
Comments/Justification: Includes the following activities: create a business tax section, review lockbox function, review management information systems, and conduct a comprehensive review of the local business tax section									
Transient Lodging Taxes collected (in millions)	\$40.845	\$43.840	\$50.408	\$58.725	70.736	\$77.752	\$77.752	84.635	ES8-5
Comments/Justification:									

E) FY 2008-09 PROPOSED ENHANCEMENTS FOR THIS ACTIVITY (IN PRIORITY ORDER) (FROM BASE)

PRIORITY	DESC.	CW COST	UMSA COST	OTHER COST	TOTAL COST	SALARY	FRINGE	OTHER OPER.	CAPITAL	APPROVED?	CURRENT YR. APP. OVERAGE?	POSITION CHANGE	DESIRED OUTCOMES
1	Accountant 2	0	0	0	0	57876	18077	0	0	No	No	1	ES8-5

COMMENTS/JUSTIFICATION: To handle all aspects of the processing and reconciliation of Online Real Estate and Tagible Personal Property Credit Card payments, taxpayer inquiries, 311 and all inquiries and Online payment disputes

2	Tax Record Specialist 2	0	0	0	0	34008	13641	0	0	No	No	1	ES8-5
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COMMENTS/JUSTIFICATION: To assist with the growing volume of VAB positions in the Ad Valorem Control Unit, duplicate payments and corrections that result in refunds. This position will also help out with succession planning as two employees are retiring during the same budget year.

3	Tax Record Specialist 2	0	0	0	0	34008	13641	0	0	No	No	1	ES8-5
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COMMENTS/JUSTIFICATION: This position within the Delinquent Tax Unit is to assist with the growing number of tax certificate buyers, increases in homestead tax deferral applications and possible affordable housing deferral

4	Paralegal Collection Specialist	0	0	0	0	47840	16192	0	0	No	No	1	ES8-5
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COMMENTS/JUSTIFICATION: This position is required to meet the unexpected increase in complicated bankruptcy cases, in particular Chapter 7, that leave the County in a perilous situation if improperly handled. The complexity of many of these new cases is on the increase and the increased workload appears not be of a temporary nature.

PAYMENTS TO AND FROM OTHER DEPARTMENTS

Department: Finance

(\$ in 000s)

PAYMENTS TO BE MADE TO OTHER DEPARTMENTS FROM FINANCE

Department(to)	Reason and Source	Confirmed?	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Budget	FY 2007-08 Projection	FY 2008-09 Base Budget Submission
Strategic Business Management	Office of Strategic Business Management - Bond Administration Support	Yes	\$175	\$175	\$175	\$175	\$175	\$175	\$175	\$175
County Attorney's Office	County Attorney's Office - Legal Services	Yes	\$400	\$450	\$450	\$450	\$450	\$450	\$450	\$450
Capital Outlay Reserve	Capital Outlay Reserve Fund - Pay-as-you-go Capital Projects	Yes	\$8,706	\$5,500	\$4,800	\$4,195	\$4,800	\$8,626	\$8,626	\$6,273
Government Information Center	GIC - Community Periodical Program	No	\$0	\$0	\$10	\$10	\$10	\$10	\$10	\$10
Total Transfer to other Departments			\$9,281	\$6,125	\$5,435	\$4,830	\$5,435	\$9,261	\$9,261	\$6,908

PAYMENTS TO BE MADE FROM OTHER DEPARTMENTS TO FINANCE

Department(from)	Reason and Source	Confirmed?	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Budget	FY 2007-08 Projection	FY 2008-09 Base Budget Submission
Non-Departmental	QNIP Accounting Support - Capital Funds	No	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100
Metropolitan Planning Organization	Accounting Support - Federal/State Grants	No	\$38	\$38	\$38	\$38	\$40	\$40	\$40	\$40
Tourist Development Taxes	Accounting Support - TDT Fund	No	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20
Community and Economic Development	Surtax Accounting Support	No	\$0	\$0	\$0	\$0	\$0	\$75	\$150	\$150
Total Transfer from other Departments			\$158	\$158	\$158	\$158	\$160	\$235	\$310	\$310

may include capital funds as well

SELECTED LINE ITEM HIGHLIGHTS

Department: Finance

(\$ in 000s)

Line Item Highlight	Subject(s)	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Budget	FY 2007-08 Projection	FY 2008-09 Base Submission
Contract Temporary Employees	21510	\$293	\$336	\$238	\$437	\$375	\$259	\$348	\$337
Rent	25190	\$137	\$137	\$137	\$1,148	\$1,220	\$1,331	\$1,331	\$1,438
Travel	31210;31211;31215, 31220	\$59	\$64	\$80	\$79	\$82	\$105	\$107	\$115

CAPITAL FUNDED REQUESTS REVENUE SUMMARY

(in 000s)

2008-09 Proposed Capital Budget and Multi-Year Capital Plan

DEPARTMENT:

Finance

	2007-08	PRIOR	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	FUTURE	TOTAL
Other County Sources										
Department Operating Revenue	0	0	100	0	0	0	0	0	0	100
Operating Revenue	0	3,610	3,895	700	150	0	0	0	0	8,355
Total:	0	3,610	3,995	700	150	0	0	0	0	8,455
Department Total:	0	3,610	3,995	700	150	0	0	0	0	8,455

CAPITAL FUNDED REQUESTED EXPENDITURE SUMMARY

(\$ in 000s)

2008-09 Proposed Capital Budget and Multi-Year Capital Plan

Enabling Strategies

	PRIOR	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	FUTURE	TOTAL
Computer and Systems Automation									
CHECK IMAGING HARDWARE - TAX COLLECTOR	50	0	0	0	0	0	0	0	50
CREATION OF A COUNTYWIDE LOAN DATABASE - PHASE 1	0	100	0	0	0	0	0	0	100
DATA WAREHOUSE	700	0	0	0	0	0	0	0	700
ELETRONIC DATA MANAGEMENT SYSTEM	100	250	250	150	0	0	0	0	750
NEW CASHIERING SYSTEM FOR TAX COLLECTOR									
PUBLIC SERVICE OFFICES	0	50	250	0	0	0	0	0	300
PAYMENT PROCESSOR HARDWARE	225	200	0	0	0	0	0	0	425
REPLACE TAX SYSTEM	0	2,000	2,000	1,000	0	0	0	0	5,000
Computer Equipment									
FINANCE TECHNOLOGY IMPROVEMENT FUND	400	200	200	0	0	0	0	0	800
Facility Improvements									
AUTO TAG WAREHOUSE RENOVATION	100	0	0	0	0	0	0	0	100
QUEUING SYSTEM - TAX COLLECTOR	0	80	0	0	0	0	0	0	80
REDESIGN/UPDATE OFFICE SPACE - TAX COLLECTOR	150	0	0	0	0	0	0	0	150
Department Total:	1,725	2,880	2,700	1,150	0	0	0	0	8,455

General Services Administration

Department-wide Issues

N/A

Administration Issues

- 1 Construction of a parking facility to accommodate downtown parking needs.
- 2 Address parking shortage in the Civic Center area.
- 1 Additional staffing to meet operational requirements.

Design & Construction Services Issues

- 1 Conversion of long-term temporary positions per AO 7-35.
- 1 Additional professional staff to assist in increasing workload and project management.
- 1 Earlier capital project information from client departments to facilitate resource planning.
- 1 Additional staff to address operational needs.

Fleet Management Issues

- 1 Potential service enhancement needed to service the over 400 garbage trucks that are coming out of warranty and to reduce increased overtime.
- 1 Proposed new fuel contract is based on daily Oil Price Information Service average fuel prices which will impact Countywide fuel expenditures and fuel system operations.
- 1 Need to move the Heavy Fleet shop from the South Dade Government Center to a site at Homestead Air Reserve Base

Facilities & Utilities Management Issues

- 1 Dedicated funding for Homestead Air Force Base to cover demolition, security, lot clearing and landscape, ongoing since FY 07-08. (ES6-1)
- 2 Need for Parks Department to assume landscaping maintenance at Former Richmond Heights Coast Guard Base Housing site. (ES6-1)
- 3 Long-Term Development Plan for Former Coast Guard Base (Richmond Heights) housing site. (ES6-1)
- 4 Second phase of Employee Wellness Center. This project was not funded in FY 07-08, however it is part of the FY 08-09 GSA master business plan. (ES5-2, ES5-3, ES6-3)
- 1 Delays in expansion and interconnection of downtown chilled water loops (ES6-1)
- 1 Success in procuring homeland security consulting contract for development and implementation of Security, Survivability and Interoperability Master Plan "SSIMP" (ES6-1)
- 2 Development of GSA Integrated Command Center at Lightspeed Building(ES6-1)
- 3 Need to set up a program for the review of security measures and systems at clients' facilities and to implement corrective measures, as appropriate.
- 9 Downtrend in percentage of private and public elevators with current Certificates of Operation (NU4-1)
- 11 Need for online access by both the regulated public (building owners and inspection companies) and the community to Office of Elevator Safety's services and regulatory records. (NU4-1, ES4-1)

Real Estate Development Issues

- 1 The reduction in the leasing fees from 8% to 4% has resulted in the Section not generating enough revenue to cover its operating budget.
- 1 Funding to pay for corrective actions required, i.e. zoning variances, platting, quiet title actions, etc. on County property that has been approved for infill housing.
- 2 Subsidies for low and moderate income buyers. Without the subsidies, qualified buyers can not afford to buy the homes that are being developed through the Infill Housing Program.

GENERAL DEPARTMENTAL FINANCIAL SUMMARY

Department: General Services Administration

(\$ in 000s)

A) OPERATING BUDGET - REVENUES AND EXPENDITURES

		FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
		Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
REVENUE									
CW	General Fund Countywide	\$15,936	\$15,562	\$17,359	\$19,880	\$25,133	\$32,497	\$32,587	\$34,893
UMSA	General Fund UMSA	\$1,557	\$1,488	\$632	\$8,434	\$10,775	\$14,331	\$14,264	\$14,944
PROP	Carryover	\$6,834	\$10,779	\$15,293	\$23,370	\$25,632	\$5,254	\$23,649	\$11,040
PROP	External Fees	\$605	\$712	\$1,157	\$2,178	\$5,563	\$5,191	\$6,530	\$7,141
INTERTRNF	Interagency Transfers	\$280	\$5,463	\$4,500	\$0	\$1,204	\$3,004	\$0	\$0
INTERTRNF	Internal Service Charges	\$155,987	\$155,485	\$172,429	\$190,217	\$224,676	\$241,868	\$249,752	\$267,623
INTERTRNF	Intradepartmental Transfers	\$0	\$0	\$0	\$0	\$0	\$237	\$0	\$0
INTERTRNF	Proprietary Fees	\$0	\$0	\$0	\$865	\$0	\$200	\$0	\$0
FED	SHIP	\$0	\$0	\$0	\$0	\$0	\$0	\$600	\$600
TOTAL REVENUE		\$181,199	\$189,489	\$211,370	\$244,944	\$292,983	\$302,582	\$327,382	\$336,241
EXPENDITURES									
	Salary	\$32,250	\$34,864	\$38,544	\$40,907	\$44,878	\$49,607	\$49,000	\$53,495
	Overtime Salary	\$2,541	\$2,881	\$3,020	\$3,008	\$2,682	\$2,660	\$2,071	\$2,086
	Fringe	\$8,666	\$10,246	\$10,959	\$12,878	\$14,646	\$16,597	\$14,394	\$17,880
	Overtime Fringe	\$348	\$451	\$472	\$491	\$825	\$496	\$644	\$661
	Other Operating	\$96,394	\$99,049	\$105,858	\$126,822	\$151,701	\$172,175	\$189,959	\$200,012
	Capital	\$24,499	\$13,129	\$23,834	\$22,324	\$38,411	\$32,751	\$36,224	\$31,057
TOTAL OPERATING EXPENDITURES		\$164,698	\$160,620	\$182,687	\$206,430	\$253,143	\$274,286	\$292,292	\$305,191
	Debt Services	\$221	\$427	\$461	\$4,487	\$15,938	\$20,477	\$20,578	\$19,843
	Reserves	\$0	\$0	\$0	\$0	\$0	\$3,809	\$1,019	\$8,560
	Transfers	\$5,543	\$13,225	\$6,386	\$3,596	\$253	\$4,010	\$2,453	\$2,607
	Other Non-Operating	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$40
TOTAL NON OPERATING EXPENDITURES		\$5,764	\$13,652	\$6,847	\$8,083	\$16,191	\$28,296	\$24,050	\$31,050
TOTAL EXPENDITURES		\$170,462	\$174,272	\$189,534	\$214,513	\$269,334	\$302,582	\$316,342	\$336,241
REVENUES LESS EXPENDITURES		\$10,737	\$15,217	\$21,836	\$30,431	\$23,649	\$0	\$11,040	\$0

B) POSITIONS

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	745	770	805	815	834	871	874	873
Full-Time Positions Filled =	735	749	772	654	812		728	
Part-time FTEs Budgeted =	12	12	18	14	21.96	24.9	24.9	24.9
Temporary FTEs Budgeted =	0	0	3	25	33.05	36.48	33.19	32.76

Activity: Administration

A) OPERATING BUDGET - REVENUES AND EXPENDITURES

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
REVENUE								
Carryover	\$839	\$491	\$854	\$1,733	\$2,551	\$1,447	\$2,911	\$2,100
Internal Service Charges	\$2,810	\$2,867	\$4,329	\$3,696	\$6,300	\$6,577	\$6,963	\$7,125
TOTAL REVENUE	\$3,649	\$3,358	\$5,183	\$5,429	\$8,851	\$8,024	\$9,874	\$9,225
EXPENDITURES								
Salary	\$2,935	\$2,723	\$2,782	\$2,649	\$2,798	\$3,598	\$3,381	\$3,690
Overtime Salary	\$31	\$20	\$32	\$24	\$37	\$37	\$49	\$43
Fringe	\$641	\$732	\$735	\$782	\$832	\$1,111	\$1,032	\$1,151
Overtime Fringe	\$4	\$3	\$4	\$8	\$10	\$12	\$16	\$17
Other Operating	\$745	\$849	\$1,167	\$1,393	\$1,892	\$2,669	\$2,853	\$2,786
Capital	\$185	\$161	\$566	\$244	\$118	\$22	\$290	\$295
TOTAL OPERATING EXPENDITURES	\$4,541	\$4,488	\$5,286	\$5,100	\$5,687	\$7,449	\$7,621	\$7,982
Debt Services	0	0	0	0	0	0	0	0
Reserves	\$0	\$0	\$0	\$0	\$0	\$422	\$0	\$1,050
Transfers	\$532	\$337	\$604	\$400	\$253	\$153	\$153	\$153
OthNonOper	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$40
TOTAL EXPENDITURES	\$5,073	\$4,825	\$5,890	\$5,500	\$5,940	\$8,024	\$7,774	\$9,225
REVENUES LESS EXPENDITURES	\$-1,424	\$-1,467	\$-707	\$-71	\$2,911	\$0	\$2,100	\$0

B) POSITIONS

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	54	54	55	57	59	60	61	61
Full-Time Positions Filled =	54	54	55	55	57		58	
Part-time FTEs Budgeted =	2	2	2	2	2.96	5.9	5.9	5.9
Temporary FTEs Budgeted =	0	0	0	0	0.05	0.48	0.19	0.16

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

Description	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Budget	FY 2007-08 Projection	FY 2008-09 Base Budget Submission	Desired Outcomes
Percent of surveyed customers stating that they are satisfied with parking services	N/A	N/A	90%	92%	92%	93%	90%	90%	ES1-4
Comments/Justification: Parking customers are the reason we exist in this business; if they are dissatisfied with our service, then we must either correct that dissatisfaction or leave the business. We want to 'Deliver Excellence Every Day' so we annually survey of patrons and respond to their concerns.									
Establish and increase reserves (\$'000) for facility improvements or acquisition	N/A	N/A	N/A	N/A	0	\$422	\$550	\$580	ES6-4
Comments/Justification: Many of our facilities are in need of repair. Funds are being set aside to accomplish that as well as to provide seed money for the replacement of lost capacity.									
Replace parking and accounting equipment - percent of equipment replaced	N/A	N/A	N/A	N/A	0	100%	75%	100%	ES6-4
Comments/Justification: Prudent fiscal management requires that steps be taken to assure all revenues earned are in fact collected. Current equipment does little to inspire such confidence. Without good activity reporting, management cannot produce the level of reports required for planning and budgeting.									
Percent of information requests from citizens completed within 21 days	N/A	N/A	N/A	75%	85.5%	85%	85%	85%	ES2-1
Comments/Justification:									
Resolve 80% of IT service calls within 24 business hours - percent achieved	N/A	N/A	55%	70%	88	80%	88%	90	ES4-3
Comments/Justification: Many calls to the IT Service Desk can be resolved within 24 business hours. Our goal is to remotely resolve as many calls as possible thereby increasing staff efficiency and minimizing user downtime.									
Increase user satisfaction with IT services - percent of users stating that they are satisfied with IT services	N/A	N/A	N/A	N/A	90	90%	90%	90	ES4-1
Comments/Justification: IT services the department in a multiplicity of roles. It is important to know that those services are being well received and that they are what the customers want. Users will be surveyed to determine their satisfaction level and corrective measures taken as appropriate.									
Expedite Tables of Organization to divisions - number of business days	N/A	N/A	9	7	22	6	14	10	ES5-1
Comments/Justification: Recruitment is a lengthy process Countywide. If we speed up vacancy information to the divisions, they could shave a few days off each recruitment thereby hastening the hiring of qualified personnel									
Reduce time to notify job applicants of their recruitment status - number of days after receipt of an applicant list/resumes from ERD	N/A	N/A	31	29	30	27	27	20	ES5-1
Comments/Justification: Job applicants need to know their status as soon as possible. We need to notify them promptly when they have not been selected for an interview, when and where they have been scheduled, and what the outcome of their interview was. PeopleSoft has a module to do that function.									
Create and implement an online employee satisfaction survey - percent of system completed	N/A	N/A	N/A	N/A	20%	90%	75%	100%	ES5-2
Comments/Justification: The retention of good employees is a goal of every employer. A Succession Planning Program will help to identify employees with promotable potential and will assist in their development and retention.									
Develop a Succession Planning Program so that skills and talents cultivated and retained in the department - percent of program	N/A	N/A	N/A	N/A	N/A	100%	50%	100%	ES5-2

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completed

Comments/Justification:

Percent of invoices paid within 30 days of receipt	N/A	N/A	75%	85%	88	90%	91%	92	ES8-3
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Comments/Justification: Vendors rely on the Prompt Payment Act and County contract terms to receive timely payments of their invoices. It is hoped that rapid turnaround time of their invoices will reduce their cost of capital and lower their bid prices on subsequent contracts.

Average number of days to process an invoice*	N/A	N/A	21	12.8	4	7	7	7	ES8-3
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Comments/Justification: Paying invoices within 30 days helps vendors and the County and may lower contract prices.

Reduce prior year's accounts receivable by 80% - percent of receivables reduced	N/A	N/A	N/A	N/A	98%	80%	80%	85%	ES8-3
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Comments/Justification: Revenue collections are very important to cashflow. Failure to collect receivables can lead to debt write-offs and inefficient cash management.

E) FY 2008-09 PROPOSED ENHANCEMENTS FOR THIS ACTIVITY (IN PRIORITY ORDER) (FROM BASE)

PRIORITY	DESC.	CW COST	UMSA COST	OTHER COST	TOTAL COST	SALARY	FRINGE	OTHER OPER.	CAPITAL	APPROVED?	CURRENT YR. APP. OVERAGE?	POSITION CHANGE	DESIRED OUTCOMES
2	Add a Network Manager 1 to cope with the huge demands for hardware and software services.	0	0	81	81	61	17	0	3	No	No	1	ES4-3

COMMENTS/JUSTIFICATION:GSA has more than 550 network users who continually require support services. Only 2 staff provide attention to systems downtime, hardware and software upgrades and installations, systems mods and other activities that are necessary to maintain effective user support. More than 35 daily calls come to the service desk as well as numerous walk-ins. At least one more position is needed in order to prevent continued service degradation and jeopardized user productivity.

Activity: Design & Construction Services

A) OPERATING BUDGET - REVENUES AND EXPENDITURES

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
REVENUE								
Carryover	\$449	\$3,464	\$2,336	\$1,539	\$1,471	\$2,032	\$2,590	\$1,463
Interagency Transfers	\$0	\$0	\$0	\$0	\$0	\$3,241	\$0	\$0
Internal Service Charges	\$26,738	\$26,531	\$21,099	\$27,859	\$46,844	\$27,536	\$38,666	\$47,186
TOTAL REVENUE	\$27,187	\$29,995	\$23,435	\$29,398	\$48,315	\$32,809	\$41,256	\$48,649
EXPENDITURES								
Salary	\$4,919	\$5,360	\$5,723	\$6,278	\$7,636	\$8,523	\$8,237	\$9,847
Overtime Salary	\$213	\$177	\$172	\$172	\$179	\$103	\$123	\$123
Fringe	\$1,213	\$1,618	\$1,643	\$2,065	\$2,517	\$2,758	\$2,671	\$3,160
Overtime Fringe	\$28	\$26	\$26	\$50	\$54	\$38	\$40	\$40
Other Operating	\$16,611	\$19,164	\$13,638	\$18,339	\$34,855	\$17,841	\$26,983	\$31,204
Capital	\$368	\$251	\$97	\$351	\$159	\$125	\$449	\$2,050
TOTAL OPERATING EXPENDITURES	\$23,352	\$26,596	\$21,299	\$27,255	\$45,400	\$29,388	\$38,503	\$46,424
Debt Services	\$0	\$0	\$0	\$0	\$325	\$1,290	\$1,290	\$1,285
Reserves	\$0	\$0	\$0	\$0	\$0	\$2,131	\$0	\$940
Transfers	0	0	0	0	0	0	0	0
OthNonOper	0	0	0	0	0	0	0	0
TOTAL EXPENDITURES	\$23,352	\$26,596	\$21,299	\$27,255	\$45,725	\$32,809	\$39,793	\$48,649
REVENUES LESS EXPENDITURES	\$3,835	\$3,399	\$2,136	\$2,143	\$2,590	\$0	\$1,463	\$0

B) POSITIONS

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	112	114	116	122	133	141	142	141
Full-Time Positions Filled =	112	114	116	122	133		142	
Part-time FTEs Budgeted =								
Temporary FTEs Budgeted =				23	25	25	25	25

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

Description	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09	Desired Outcomes
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	
Customer satisfaction level with service provided by Project Managers to User Agencies. Percent of satisfied customers.	N/A	N/A	N/A	N/A	74%	80%	75%	80%	ES1-4
Comments/Justification: Survey of User Agency to occur after completion of each project to rate quality of work and quality of Project Manager performance.									
Creation and implementation of WEB based Customer Satisfaction survey - percent complete	N/A	N/A	N/A	N/A	0	100%	98%	100%	ES6-1
Comments/Justification: Finalize survey contents. Process is completed. Work with MIS and CIO to implement onto Web site. Continuing to monitor results for staff evaluation.									
Identify User Agency satisfaction with work and Project Manager performance. Percent of users stating they are satisfied.	N/A	N/A	N/A	N/A	74%	80%	75%	80%	ES6-1
Comments/Justification: Survey of User Agency to occur after completion of each project to rate quality of work and quality of Project Manager performance. Percent of users stating they are satisfied.									
Customer satisfaction level with service provided by Project Managers to User Agencies. Percent of customers stating they are satisfied.	N/A	N/A	N/A	N/A	80%	80%	85%	85%	ES1-4
Comments/Justification: Survey of User Agency to occur after completion of each project to rate quality of work and quality of Project Manager performance.									
Customer satisfaction level with service provided by Project Managers to User Agencies. Percent of satisfied customers.	N/A	N/A	N/A	N/A	75%	80%	75%	80%	ES1-4
Comments/Justification: Survey of User Agency to occur after completion of each project to rate quality of work and quality of Project Manager performance.									
Number of Service Tickets Completed by Renovation Services.	3,810	3,476	3,875	3,756	3,615	4,300	4,000	4,000	ES6-1
Comments/Justification: Approximately 3,500 to 4,500 service ticket work requests are called into the Renovation Services Section on a yearly basis for emergency, hurricane, preventive maintenance and repair work. Not all service tickets can be completed or completed timely. There were 763 service tickets completed in the first quarter.									
Number of Libraries under construction as part of the Library Capital Plan	N/A	N/A	N/A	N/A	3	3	4	4	ES6-2
Comments/Justification: The construction of the Golden Glades Library completed in 2006. International Mall Library and Kendale Lakes started 06-07. The Naranja Library is to be under construction in 2006-and also completed in 2008. Major renovation's at Kendall, Shenandoah and Aventura.									
Number of Libraries in the Design phase.	N/A	N/A	1	4	6	4	5	5	ES6-2
Comments/Justification: Design phases of Aventura, So. Miami, Shenandoah, Miami Gardens, Miami Lakes will continue in design into FY 07-08.									
Number of projects assigned per project manager.	N/A	N/A	N/A	N/A	26	10	25	10	ES6-3
Comments/Justification: The current ratio of project assignments per project manager is 26 to 1. Management is working with ERD on compensation reviews to retain and acquire qualified professional staff. Additional staff will assist in reducing backlog and current workload.									

E) FY 2008-09 PROPOSED ENHANCEMENTS FOR THIS ACTIVITY (IN PRIORITY ORDER) (FROM BASE)

PRIORITY	DESC.	CW COST	UMSA COST	OTHER COST	TOTAL COST	SALARY	FRINGE	OTHER OPER.	CAPITAL	APPROVED?	CURRENT YR. APP. OVERAGE?	POSITION CHANGE	DESIRED OUTCOMES
1	Conversion of temporary agency staff per AO 7-35 into FTEs; 2 Clerk 3s and 1 Account Clerk. PATC00014	0	0	127	127	87	34	6	0	No	No	3	ES1-4

COMMENTS/JUSTIFICATION: This is for the conversion of Temporary Agency staff that have been working full time at the Trade Shop facility since 2003 and need to be converted per AO 7-35. One Account Clerk is needed to continue billing assisting vendors for customer service and the 7040/CSBE contracts. Two Clerk 3's are needed for the continuing clerical support, data entry and assistance with vendor questions. This conversion will provide greater labor consistency and lower operating costs. PATC00014

1	Convert per AO 7-35, long-term temporary staff, Interior Design Specialist, Graphic Technician, and 2 CADD Specialists to continue drawings and renderings. PATC00012	0	0	285	285	207	62	16	0	No	No	4	ES1-1
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COMMENTS/JUSTIFICATION: The huge workload in the the Design Section made it necessary to hire temporary staff. These employees have been working with the County for more than three years and there is enough work to retain them indefinitely. Net effect of addition to staff is + \$166,000. PATC00012

1	Add Architect 4 for GSA Fleet and FUMD projects. PATC00007	0	0	110	110	80	21	4	5	No	No	1	ED1-1
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COMMENTS/JUSTIFICATION: Needed to design and draw GSA Fleet and FUMD projects. Net effect after billing + \$37,958.

1	The Construction Estimator will assist staff with the estimation of projects. PATC00009	0	0	140	140	80	21	34	5	No	No	1	ED1-1
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COMMENTS/JUSTIFICATION: The change in workload due to new construction has put an undue burden on the current staff trying to accurately estimate, then manage projects to completion. Continual changes in the construction industry demand more effective estimating so that change orders and cost overruns are minimized. PATC00009

1	Addition of a Storekeeper 1 and a Storesclerk (RSS). PATC00010	0	0	83	83	57	23	2	2	No	No	2	ED1-1
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COMMENTS/JUSTIFICATION: Due to the pending closure of the current warehouse and the consolidation of 2 remote warehouses, staff is needed to support the only Storekeeper 2 responsible for the Division's inventory. This function is currently being supported by temporary agency staff. PATC00010

2	of a Painter (07-08 OVERAGE) PATC00011	0	0	52	52	36	13	4	0	No	No	1	ED1-1
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COMMENTS/JUSTIFICATION: This position was an overage in FY07-08 and is being requested as an Enhancement to the FY 08-09 budget. PATC00011

2	Quality Assurance Manager (Specification Writer) Architect 4 equivalent. PATC00005	0	0	110	110	80	21	4	5	No	No	1	ED1-1
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COMMENTS/JUSTIFICATION: This position will be located in the A/E Section to assist in the plans creation and review process to comply with code requirements established under the Florida Building Code. The position will also review the construction documents for conformance to building codes. Additional tasks will include specification writing for construction documents utilized by the entire division. PATC00005

3	Conversion of temporary agency staff to FTE per AO 7-35, Architectural Drafter 2. PATC00013	0	0	52	52	36	13	4	0	No	No	1	ES1-1
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COMMENTS/JUSTIFICATION: The conversion of a Temp Agency "FTE" employee (since 2001) Architectural Drafter per A. O. 7-35. This position will continue to assist the Architectural and Engineering Section with drafting and design drawings for projects. The conversion will provide greater labor consistency and lower operating costs. PATC00013

4	Add an A/E AutoCadd Manager (Architect 3) PATC00006	0	0	99	99	70	19	4	7	No	No	1	ES1-4
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COMMENTS/JUSTIFICATION: Will provide critical support for the managing, maintenance, handling and storage of the Autocadd files in AutoDesk system for plans. Will also implement and enforce drawing standards for plans and coordinate staff training and provide staff support for improved productivity. PATC00006

5	Add Architecture CADD Specialist PATC00008	0	0	78	78	58	17	4	0	No	No	1	ED1-1
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COMMENTS/JUSTIFICATION: Conversion of TEMP position per AO 7-35 to an CADD Specialist. Responsible for 3D drawings and animation designs. PATC00008

Activity: Facilities & Utilities Management

A) OPERATING BUDGET - REVENUES AND EXPENDITURES

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
REVENUE								
General Fund Countywide	\$15,936	\$15,562	\$17,359	\$19,880	\$24,971	\$31,628	\$31,620	\$34,691
General Fund UMSA	\$1,557	\$1,488	\$632	\$8,434	\$10,702	\$14,183	\$14,191	\$14,867
Carryover	\$1,247	\$164	\$-200	\$1,344	\$347	\$-2,872	\$-198	\$2,791
External Fees	\$605	\$712	\$1,157	\$2,178	\$5,563	\$5,191	\$6,530	\$7,141
Interagency Transfers	\$280	\$5,463	\$4,500	\$0	\$0	\$0	\$0	\$0
Internal Service Charges	\$14,693	\$14,349	\$16,319	\$19,567	\$30,143	\$61,812	\$59,480	\$57,933
TOTAL REVENUE	\$34,318	\$37,738	\$39,767	\$51,403	\$71,726	\$109,942	\$111,623	\$117,423
EXPENDITURES								
Salary	\$6,147	\$6,756	\$7,557	\$7,615	\$8,360	\$9,859	\$9,811	\$10,758
Overtime Salary	\$387	\$429	\$447	\$431	\$559	\$428	\$440	\$491
Fringe	\$1,474	\$1,820	\$2,046	\$2,435	\$2,639	\$3,395	\$3,269	\$3,708
Overtime Fringe	\$53	\$67	\$68	\$54	\$175	\$110	\$137	\$153
Other Operating	\$26,021	\$24,504	\$28,508	\$35,672	\$43,115	\$74,961	\$73,214	\$77,295
Capital	\$266	\$316	\$256	\$103	\$1,463	\$983	\$2,012	\$974
TOTAL OPERATING EXPENDITURES	\$34,348	\$33,892	\$38,882	\$46,310	\$56,311	\$89,736	\$88,883	\$93,379
Debt Services	\$221	\$427	\$461	\$4,487	\$15,613	\$19,187	\$18,930	\$17,484
Reserves	\$0	\$0	\$0	\$0	\$0	\$1,019	\$1,019	\$6,560
Transfers	\$0	\$6,151	\$790	\$0	\$0	\$0	\$0	\$0
OthNonOper	0	0	0	0	0	0	0	0
TOTAL EXPENDITURES	\$34,569	\$40,470	\$40,133	\$50,797	\$71,924	\$109,942	\$108,832	\$117,423
REVENUES LESS EXPENDITURES	\$-251	\$-2,732	\$-366	\$606	\$-198	\$0	\$2,791	\$0

B) POSITIONS

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	157	164	172	172	185	189	188	188
Full-Time Positions Filled =	157	164	173	165	185		188	
Part-time FTEs Budgeted =	8	8	15	9	15	15	15	15
Temporary FTEs Budgeted =	0	0	3	2	3	2	3	2.6

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

Description	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09	Desired Outcomes
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	
Percent variance of GSA building operating expense per square foot above or below(-) comparable private sector buildings.	n/a	4.70%	0	-1.72%	-1.00%	-1.00%	-1.00%	-1.00%	ES8-1
Comments/Justification: Compares operating cost in GSA office buildings with similar private sector buildings, as reported by Building Owners and Managers International (BOMI). Reported once, during the first quarter of each fiscal year.									
Number of emergency power generators tested with external resistive battery load banks	N/A	N/A	17	3	18	28	28	28	ES6-1
Comments/Justification: Emergency generators are sized for electrical loads larger than can be simulated during routine checks. The failure to fully "load" generators periodically increases the likelihood of failure during actual emergency or heavy load conditions. By running a generator at its maximum load for several hours, 'load bank' tests help to remove the damaging carbon deposits and improve overall reliability. In tests run to date, staff has encountered failure rates as high as two in ten, or 20%. While not a guarantee of failure, it provides indication of potential failure that should be addressed.									
Number of days for issuance of elevator new installation permits	N/A	N/A	N/A	58	31	30	30	25	ED4-2
Comments/Justification: Increase satisfaction of private elevator companies by minimizing processing time for elevator equipment installation permits. Faster processing will speed private construction projects. Planned system improvements will improve processing times.									
Percentage of regulated elevators with valid current Certificates of Operation.	N/A	N/A	N/A	92%	78%	90%	82	85	NU4-1
Comments/Justification: The Certificate year begins August 01 of each year and ends July 31 of each year. Numbers shown are for Certificate year ending 07/31, not FY. Increase percentage of regulated elevator equipment with valid Certificates of Operation by encouraging voluntary compliance with the State Elevator Code. Increase outreach to industry, provide easy access to services, implement appropriately graduated warnings and penalties for violations, and ensure consistent interpretation and application of enforcement practices.									
Training Hours	N/A	N/A	N/A	N/A	0	2,000	1,500	2500	ES5-4
Comments/Justification: Increased proficiencies and competencies will enhance staff's ability and motivation to deliver excellent service to customers and citizens.									
Rentable square footage maintained per maintenance employee	n/a	72,904	70,832	59,454	69374	69000	69000	69000	ES6-4
Comments/Justification: The private sector, as reported by the Building Owners and Managers Association (BOMA), maintains roughly 59,800 - 66,100 square feet per maintenance staff person (varies by year and number of buildings reporting). This measure should be evaluated in relation to Customer Satisfaction Rating. (The goal should be to maintain as high a ratio as possible, but not at the expense of customer satisfaction.)									
Percentage of Memoranda of Agreement or Space Use Agreements executed with Client Agencies.	N/A	N/A	N/A	N/A	0	50	50	100	ES1-4
Comments/Justification: Better manage expectations of customers by clarifying services to be provided, fees to be charged, service quality expectations, and other relevant issues.									
Number of major projects completed under GSA Enhanced Maintenance & Repair (Sparkle) Program*	N/A	N/A	N/A	N/A	15	15	12	15	ES6-4
Comments/Justification: Tracks extraordinary facility refurbishment initiatives performed by in-house staff through Preventive Maintenance & Repair Program at various GSA facilities.									
Percent completed of the integration of the New Equipment permit application process with Elevator Tracking System.	N/A	N/A	N/A	N/A	0	100%	25%	100%	ED4-2
Comments/Justification: Modify Elevator Tacking System (ETS) to integrate permit application records - currently maintained in a database separate from									

ETS. Will result in the automated issuance of State serial numbers and permits for Elevator New Installation projects, both of which are currently done manually. By automating this process, the Division will save approximately \$50,000 per year.

Percent completed of online inspection report capability to Elevator Tracking System.	N/A	N/A	N/A	N/A	N/A	100%	0%	50%	NU4-1
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Comments/Justification: Streamline process for private sector inspectors to submit all mandated elevator inspection reports to the Office of Elevator Safety. Electronic data submittal will reduce overall processing time over conventional hard copy delivery methods and data entry by staff. However, the lack of sufficient programming support will delay this project beyond FY09.

Number of inspections completed by GSA Security Supervisors of contract security sites	N/A	N/A	N/A	N/A	6,920	7,500	7,500	8,000	ES6-1
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Comments/Justification: Workload measure to quantify the volume of field visits made by County monitoring staff, under the assumption that increased site visits will induce greater contract compliance by vendors.

Complete chilled water district cooling loop expansion by interconnecting former-TECO and County distribution loops. Numbers represent percent of completion.	N/A	N/A	N/A	N/A	0	100%	30%	100%	ES8-1
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Comments/Justification: The chilled water plant and district cooling loop purchased in 2006 must be expanded and connected to the County's existing loop in the Downtown Government Center. The newer and more efficient equipment at the new plant will provide chilled water for County loop at lesser expense.

Percent of customers stating they are satisfied security management services.	N/A	N/A	N/A	86%	93%	95%	94%	95%	ED1-1
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Comments/Justification:

E) FY 2008-09 PROPOSED ENHANCEMENTS FOR THIS ACTIVITY (IN PRIORITY ORDER) (FROM BASE)

PRIORITY	DESC.	CW COST	UMSA COST	OTHER COST	TOTAL COST	SALARY	FRINGE	OTHER OPER.	CAPITAL	APPROVED?	CURRENT YR. APP. OVERAGE?	POSITION CHANGE	DESIRED OUTCOMES
1	Add Clerk 4 for OES Enforcement Unit to implement "Operation Clean Slate".	0	0	50	50	34	12	4	0	No	No	1	NU4-1

COMMENTS/JUSTIFICATION: Registration year begins in August. Percentage of units with valid CO in August runs low (45%-55%) and peaks by March or April of the following year, generating potential risks to the public, loss of regulatory revenue to the County. Increased enforcement will result in a significantly higher % of compliance and compliance peak closer to 100%. Additional inspectors have been assigned to this process; however, a clerical position is required to handle the heavy volume of paperwork and customer interactions.

1	Security study for downtown critical assets	0	0	325	325	0	0	325	0	No	No	0	ES6-1
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COMMENTS/JUSTIFICATION: To operate our facilities efficiently, GSA Utility Operations provides chilled water (for air conditioning) and electricity to the County buildings in downtown Miami. The two County-owned chiller plants and underground electrical grid have been identified as priorities in the County's Security, Survivability and Interoperability Master Plan. Funds will be used to complete and implement recommendations from a homeland security risk and infrastructure assessment.

1	Demolition of unsafe structures at the Homestead ARB. Provide for enhanced lot clearing.	0	0	560	560	0	0	0	560	No	No	0	ES4-6
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COMMENTS/JUSTIFICATION: Several sites within the Homestead ARB have been deemed as unsafe structures and therefore need to be demolished. In addition, lots are overgrown and present a security and safety hazard and a source of complaints from nearby residents.

1	Development of GSA Integrated Command Center at Lightspeed Building	0	0	1400	1400	0	0	125	1275	No	No	0	ES6-1
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COMMENTS/JUSTIFICATION: A priority in the County's Security, Survivability and Interoperability Master Plan, it will merge activities & functions of 2 existing GSA units to provide County with a 24/7 "Watch Command."

2	Perform Security Protection Assessment of County facilities to evaluate personnel and technology solutions	0	0	0	0	0	0	0	0	No	No	0	ES6-1
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COMMENTS/JUSTIFICATION: Aimed at (1) improving facility security for client agencies; and (2) increasing reliance on technology. Cost would have to be borne by client agencies, either through savings in labor expense, or direct funding allocations.

2	Create and implement web-based software application to increase ability for regulated public to conduct business online with the office of Elevator Enforcement Unit e.g. view inspection reports, process permit application, input acc	0	0	185	185	0	0	185	0	No	No	0	ES4-1
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COMMENTS/JUSTIFICATION: The web-based application will allow viewing of inspection report status, process permit applications, input and report of accident incidents, pay fees electronically and allow mobile inspection reporting for staff. Substantially reducing man-hours.

2	Software that integrates INFOR and AUTOCAD applications	0	0	500	500	0	0	500	0	No	No	0	ES4-6
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COMMENTS/JUSTIFICATION: There is a significant need to better manage space in GSA buildings. Such software enhances customer service by providing graphic user interface between the 2-dimensional and 3-dimensional layouts of AutoCADD and the INFOR work order/service ticket system.

3	Provide funding for Phase 2 of employee fitness/wellness center	0	0	500	500	0	0	500	0	No	No	0	ES4-6
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COMMENTS/JUSTIFICATION: Provide funding for construction of Phase 2 of the Miami-Dade County Employee Fitness/Wellness Center. Phase 2 will provide a venue for classes such as aerobic, yoga and many others.

4	Provide funding to eradicate white fly infestation on ficus trees	0	0	100	100	0	0	100	0	No	No	0	ES4-6
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COMMENTS/JUSTIFICATION: County Commission, in an effort to save Miami-Dade's tree canopy, has requested that ficus trees be treated for the current white fly infestation.

4	Provide funding for State of Florida mandate on recycling of paper, plastic, glass and other materials	0	0	150	150	0	0	150	0	No	No	0	ES4-6
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COMMENTS/JUSTIFICATION: State of Florida under SB692 will require that any public institution receiving state funds recycle aluminum, plastic and glass, in addition to paper. Based on current Broward County contract we estimate the impact for GSA buildings at approximately \$150K per year.

Activity: Fleet Management

A) OPERATING BUDGET - REVENUES AND EXPENDITURES

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
REVENUE								
Carryover	\$4,519	\$6,950	\$13,281	\$18,522	\$21,092	\$4,053	\$18,222	\$4,009
Internal Service Charges	\$80,883	\$79,606	\$96,119	\$101,018	\$105,673	\$107,971	\$102,876	\$111,671
TOTAL REVENUE	\$85,402	\$86,556	\$109,400	\$119,540	\$126,765	\$112,024	\$121,098	\$115,680
EXPENDITURES								
Salary	\$10,230	\$11,055	\$12,311	\$12,814	\$13,672	\$14,332	\$14,261	\$15,266
Overtime Salary	\$1,777	\$2,144	\$2,259	\$2,233	\$1,790	\$1,965	\$1,300	\$1,300
Fringe	\$3,375	\$3,649	\$3,739	\$4,230	\$4,808	\$5,179	\$3,319	\$5,404
Overtime Fringe	\$244	\$336	\$355	\$355	\$567	\$317	\$425	\$431
Other Operating	\$35,615	\$36,788	\$45,410	\$52,221	\$51,135	\$57,461	\$64,778	\$65,711
Capital	\$23,562	\$12,278	\$22,793	\$21,531	\$36,571	\$31,213	\$33,006	\$27,414
TOTAL OPERATING EXPENDITURES	\$74,803	\$66,250	\$86,867	\$93,384	\$108,543	\$110,467	\$117,089	\$115,526
EXPENDITURES								
Debt Services	0	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0	0
Transfers	\$2,278	\$4,577	\$2,210	\$265	\$0	\$1,557	\$0	\$154
OthNonOper	0	0	0	0	0	0	0	0
TOTAL EXPENDITURES	\$77,081	\$70,827	\$89,077	\$93,649	\$108,543	\$112,024	\$117,089	\$115,680
REVENUES LESS EXPENDITURES	\$8,321	\$15,729	\$20,323	\$25,891	\$18,222	\$0	\$4,009	\$0

B) POSITIONS

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	250	260	259	257	272	273	273	273
Full-Time Positions Filled =	240	246	247	239	258		130	
Part-time FTEs Budgeted =	1	1		0	0	0	0	0
Temporary FTEs Budgeted =					5	5	5	5

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

Description	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09	Desired Outcomes
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	
Cumulative number of VIT cardless transmitter installations on new vehicles.	N/A	N/A	266	946	2,892	3,880	3,080	3,880	ES7-1
<p>Comments/Justification: By the end of FY 07/08, 3,080 vehicle information transmitter installations (cardless technology) are projected and an additional 800 installations are projected for 08/09 for a total of 3,880 vehicles equipped with the VIT technology.</p>									
Identify, procure and implement fleet management software that will replace the currently outdated Equipment Management System. The new software will not only provide the same services as EMS but also include a motor pool and vehicle replacement module, and improved reporting functions designed to improve customer satisfaction and better monitoring of vehicle usage. PERCENT COMPLETED.	N/A	N/A	N/A	N/A	10%	75%	75%	100	ES1-4
<p>Comments/Justification: The goal of this measure is to ensure that a new fleet management software is purchased and implementation is begun by the end of FY 07/08 and finalized by the end of FY 08/09.</p>									
Expansion and Monitoring of Vehicle Replacement Cycle to 100,000 miles. Percent of program completed.	N/A	N/A	N/A	N/A	100%	100%	100%	100%	ES1-4
<p>Comments/Justification:</p>									
Monitor and compare performance on select light equipment repairs with the Mitchel Book of industry standards. Meet or exceed industry standards on specific repairs 50% of the time.	N/A	N/A	N/A	N/A	55%	50%	60%	65%	ES1-4
<p>Comments/Justification: Through this initiative we will monitor the performance of our Light Equipment production employees for certain repairs versus current industry standards. We will also look at the savings associated with completing these repairs faster than the industry time.</p>									
Monitor Light Equipment employees' productivity to maintain competitive rates. Percent of billable time vs. available time.	N/A	N/A	N/A	N/A	96%	95%	97%	98%	ED1-4
<p>Comments/Justification: Fleet Management will monitor production employee productivity by comparing billable versus available hours.</p>									
Monitor Heavy Equipment employees' productivity to maintain competitive rates. Percent of billable time vs. available time.	N/A	N/A	N/A	N/A	99%	95%	97%	98%	ES1-4
<p>Comments/Justification: Fleet Management will monitor production employee productivity by comparing billable versus available hours.</p>									
Develop and monitor performance standards. Percent of program completed.	N/A	N/A	N/A	N/A	15%	100%	75%	100%	ES1-4
<p>Comments/Justification: Develop and monitor performance standards for Heavy Equipment production employees as it relates to maintenance and repairs.</p>									
Shop 1 Replacement - Capital Funds spent for this project, (\$'000)			\$54	\$42	\$14	\$1,000	\$300	\$1,400	ES7-1
<p>Comments/Justification: Shop 1 Design Consultant has been advertised and currently out for bid.</p>									
Shop 3C Additional service bays - Capital Funds spent for this project, (\$'000).			\$253	\$22	\$10	\$1,000	\$350	\$1,000	ES7-1

Comments/Justification: Shop 3C design consultant has been officially removed from the project for refusal to perform primary function. DCS has taken over the design and sent drawings for permit dry-run.

Fuel tank replacements. Measured by sites completed.	15	17	19	21	23	25	25	28	ED1-1
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Comments/Justification: By the end of FY 08/09 all single-wall tanks will be converted to double-wall tanks in compliance with FDEP throughout all 28 fueling facilities.

Emergency Bulk Fuel Storage. Measured % complete.				10%	33%	100%	100%	100%	ED1-1
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Comments/Justification: Increasing Countywide fuel reserves for emergency usage by 120,000 gallons diesel and 108,000 gallons unleaded at 3 locations throughout the County.

E) FY 2008-09 PROPOSED ENHANCEMENTS FOR THIS ACTIVITY (IN PRIORITY ORDER) (FROM BASE)

PRIORITY	DESC.	CW COST	UMSA COST	OTHER COST	TOTAL COST	SALARY	FRINGE	OTHER OPER.	CAPITAL	APPROVED?	CURRENT YR. APP. OVERAGE?	POSITION CHANGE	DESIRED OUTCOMES
1	Equipment Management System	0	0	2000	2000	0	0	2000	0	No	No	0	ES4-6

COMMENTS/JUSTIFICATION:Fleet Management has been trying to replace its inefficient, legacy EMS. EAMS did not provide a match or fit. Other systems have been investigated and one selected for implementation.

1	5 Heavy Equipment Technicians and 1 Heavy Truck Tire Repairer.	0	0	341	341	257	84	0	0	No	No	6	ES1-4
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COMMENTS/JUSTIFICATION:Additional staffing is necessary to address increases in repairs due to the complexity of new garbage trucks, the increase in the number of heavy units, and the large number of trucks coming out of warranty. The additional staff is expected to reduce current overtime levels.

2	4 additional Auto Parts Specialist 2 to allow facility supervisors to provide adequate supervisory presence on the shop floor.	0	0	177	177	129	48	0	0	No	No	4	ES1-4
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COMMENTS/JUSTIFICATION:4 Auto Parts Specialist 2 for Light Equipment operations PATC 00024

2	4 additional Auto Parts Specialist 2 to allow facility supervisors to provide adequate supervisory presence on the shop floor.	0	0	177	177	129	48	0	0	No	No	4	ES1-4
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COMMENTS/JUSTIFICATION:PATC 00024

Activity: Materials Management

A) OPERATING BUDGET - REVENUES AND EXPENDITURES

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
REVENUE								
Carryover	\$-379	\$-334	\$-924	\$-400	\$-67	\$0	\$217	\$0
Internal Service Charges	\$17,863	\$16,682	\$18,563	\$19,034	\$17,548	\$18,772	\$22,014	\$23,393
TOTAL REVENUE	\$17,484	\$16,348	\$17,639	\$18,634	\$17,481	\$18,772	\$22,231	\$23,393
EXPENDITURES								
Salary	\$2,251	\$2,397	\$2,618	\$2,709	\$2,832	\$2,976	\$2,971	\$3,101
Overtime Salary	\$112	\$104	\$97	\$143	\$113	\$115	\$149	\$119
Fringe	\$567	\$675	\$767	\$845	\$917	\$1,019	\$1,016	\$1,091
Overtime Fringe	\$15	\$16	\$15	\$23	\$19	\$19	\$26	\$20
Other Operating	\$11,841	\$11,504	\$11,376	\$12,438	\$13,361	\$12,158	\$15,189	\$15,635
Capital	\$54	\$15	\$48	\$57	\$22	\$185	\$222	\$53
TOTAL OPERATING EXPENDITURES	\$14,840	\$14,711	\$14,921	\$16,215	\$17,264	\$16,472	\$19,573	\$20,019
Debt Services	\$0	\$0	\$0	\$0	\$0	\$0	\$358	\$1,074
Reserves	0	0	0	0	0	0	0	0
Transfers	\$2,733	\$2,160	\$2,782	\$2,225	\$0	\$2,300	\$2,300	\$2,300
OthNonOper	0	0	0	0	0	0	0	0
TOTAL EXPENDITURES	\$17,573	\$16,871	\$17,703	\$18,440	\$17,264	\$18,772	\$22,231	\$23,393
REVENUES								
LESS EXPENDITURES	\$-89	\$-523	\$-64	\$194	\$217	\$0	\$0	\$0

B) POSITIONS

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	54	55	56	55	54	55	55	55
Full-Time Positions Filled =	54	55	56	54	52		55	
Part-time FTEs Budgeted =	1	1	1	3	4	4	4	4
Temporary FTEs Budgeted =								

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

Description	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09	Desired Outcomes
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	
Reduce the amount of stock on hand - number of inventory items	N/A	N/A	252,600	204,642	200,320	185,000	185,000	185,000	ES3-1
Comments/Justification: In FY 04-05, this effort resulted in a stock reduction of 19%. Measure is number of units of sale, not dollars.									
Increase the output of the number of color digital impressions produced	N/A	N/A	12,000	27,000	1,418,791	600,000	1,000,000	1,000,000	ES2-1
Comments/Justification: With the acquisition of a second color copier, we'll now be able to meet demand.									
Conduct customer satisfaction surveys - percent of satisfied customers	N/A	N/A	N/A	N/A	96%	95%	95%	96%	ES1-4
Comments/Justification: Customer satisfaction surveys will be sent with each order delivered for a period of two months. This process will be repeated in six months. Our goal is to attain an 85% or greater response of "somewhat agree" or better.									
Reduce backorders - number of backordered line items	N/A	N/A	N/A	93	0	N/A	N/A	60	ED1-1
Comments/Justification: At the end of FY05, there were on average, 93 line items on backorder to our customers. Our goal is to reduce the average number of line items on backorder to 60. Note: Effective 10/1/06, this measure will reflect the average number of line items on backorder.									
Moving Crew Production	N/A	N/A	N/A	400	507	500	500	500	ED1-1
Comments/Justification: This measure will monitor the number of jobs performed by the Moving Crew.									
Revenue returned to departments from surplus property sales.	N/A	\$2,733,000	\$2,160,000	\$2,782,000	\$5914086	\$2,300,000	\$2,300,000	\$2,300,000	ED1-1
Comments/Justification: This measure will reflect the funds returned to departments from the sale of surplus property, on an annual basis									
Processed outgoing U.S. Mail - millions of pieces processed	N/A	N/A	N/A	2,745,900	2,771,305	2,800,000	2,800,000	2,800,000	ED1-1
Comments/Justification: This measure will report on the number of pieces of processed outgoing U.S. Mail.									
Training/Seminars	N/A	N/A	N/A	N/A	451	48	500	500	ED1-1
Comments/Justification: To provide at least 30 hours of training per quarter to the Graphic Design staff.									
Business services to non-County entities - number of entities doing business with Materials Management Division	N/A	N/A	N/A	32	35	30	30	40	ED1-1
Comments/Justification: This measure will report, on an annual basis, the number of non-County entities that Materials Management provided business services to.									
Business Supply Orders Filled	20,640	20,567	20,079	19,089	18,022	19,000	18,500	19,000	ED1-1
Comments/Justification: This measure will monitor the number of regular business supply requests received and filled on a quarterly basis.									
Special Orders for business supplies	N/A	N/A	813	840	1,043	1,300	1,200	1,100	ED1-1
Comments/Justification: This measure will quantify the number of special orders processed on a quarterly basis.									
Average number of days to deliver supply requests	N/A	N/A	N/A	5	4	4.5	4.0	4.0	ED1-1
Comments/Justification: This measure will report on the average delivery time for business supplies to our customers. The current average delivery time is 5 days.									

Activity: Real Estate Development

A) OPERATING BUDGET - REVENUES AND EXPENDITURES

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
REVENUE								
General Fund Countywide	\$0	\$0	\$0	\$0	\$162	\$869	\$967	\$202
General Fund UMSA	\$0	\$0	\$0	\$0	\$73	\$148	\$73	\$77
Carryover	\$0	\$0	\$0	\$645	\$0	\$594	\$57	\$677
Interagency Transfers	\$0	\$0	\$0	\$0	\$1,204	\$237	\$0	\$0
Internal Service Charges	\$0	\$0	\$0	\$2,734	\$1,911	\$1,581	\$2,379	\$2,161
Intradepartmental Transfers	\$0	\$0	\$0	\$0	\$0	\$237	\$0	\$0
Proprietary Fees	\$0	\$0	\$0	\$865	\$0	\$200	\$0	\$0
SHIP	\$0	\$0	\$0	\$0	\$0	\$0	\$600	\$600
TOTAL REVENUE	\$0	\$0	\$0	\$4,244	\$3,350	\$3,392	\$4,076	\$3,717
EXPENDITURES								
Salary	\$0	\$0	\$112	\$1,240	\$1,740	\$1,841	\$1,867	\$1,958
Overtime Salary	0	0	0	0	0	0	0	0
Fringe	\$0	\$0	\$24	\$345	\$488	\$532	\$507	\$571
Overtime Fringe	0	0	0	0	0	0	0	0
Other Operating	\$0	\$0	\$4	\$1,037	\$1,020	\$596	\$807	\$975
Capital	\$0	\$0	\$1	\$21	\$45	\$186	\$218	\$203
TOTAL OPERATING EXPENDITURES	\$0	\$0	\$141	\$2,643	\$3,293	\$3,155	\$3,399	\$3,707
Debt Services	0	0	0	0	0	0	0	0
Reserves	\$0	\$0	\$0	\$0	\$0	\$237	\$0	\$10
Transfers	\$0	\$0	\$0	\$706	\$0	\$0	\$0	\$0
OthNonOper	0	0	0	0	0	0	0	0
TOTAL EXPENDITURES	\$0	\$0	\$141	\$3,349	\$3,293	\$3,392	\$3,399	\$3,717
REVENUES LESS EXPENDITURES	\$0	\$0	\$141	\$895	\$57	\$0	\$677	\$0

B) POSITIONS

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =			18	23	3	25	27	27
Full-Time Positions Filled =			1		3		27	
Part-time FTEs Budgeted =								
Temporary FTEs Budgeted =					0	4	0	0

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

Description	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09	Desired Outcomes
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	
Complete and present the Asset Management and County-wide Real Estate Master Plan Report - percent completed	N/A	N/A	N/A	N/A	0	50%	0%	25%	ES6-1
Comments/Justification:									
Number of days to complete projects to lease private property or building space	150	144	168	257	0	175	175	175	ES1-4
Comments/Justification: Average of all new leases completed during the measurement period, from date of request to BCC meeting.									
Number of days to complete projects to acquire private property or buildings	443	369	420	222	0	330	420	365	ES1-4
Comments/Justification: Average of all acquisitions completed during the measurement period, from date of request to BCC meeting.									
Number of days to complete projects to amend existing lease agreements	N/A	171	60	100	0	113	120	120	ES1-4
Comments/Justification: Average of all amendments completed during the measurement period, from date of request to BCC meeting.									
Number of days to complete government facility hearing processes	270	291	234	240	0	220	240	240	ES1-4
Comments/Justification: Average of all governmental hearing processes completed during the measurement period, from date of request to BCC meeting									
Number of surplus County-owned parcels sold or conveyed for Infill or Affordable Housing development	95	88	108	98	0	50	50	50	ES8-1
Comments/Justification: The County has made available surplus property for the development of affordable housing in the infill area. The inventory of surplus property has been significantly reduced.									

Activity: Risk Management

A) OPERATING BUDGET - REVENUES AND EXPENDITURES

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
REVENUE								
Carryover	\$159	\$44	\$-54	\$-13	\$238	\$0	\$-150	\$0
Internal Service Charges	\$13,000	\$15,450	\$16,000	\$16,309	\$16,257	\$17,619	\$17,374	\$18,154
TOTAL REVENUE	\$13,159	\$15,494	\$15,946	\$16,296	\$16,495	\$17,619	\$17,224	\$18,154
EXPENDITURES								
Salary	\$5,768	\$6,573	\$7,441	\$7,602	\$7,840	\$8,478	\$8,472	\$8,875
Overtime Salary	\$21	\$7	\$13	\$5	\$4	\$12	\$10	\$10
Fringe	\$1,396	\$1,752	\$2,005	\$2,176	\$2,445	\$2,603	\$2,580	\$2,795
Overtime Fringe	\$4	\$3	\$4	\$1	\$0	\$0	\$0	\$0
Other Operating	\$5,561	\$6,240	\$5,755	\$5,722	\$6,323	\$6,489	\$6,135	\$6,406
Capital	\$64	\$108	\$73	\$17	\$33	\$37	\$27	\$68
TOTAL OPERATING EXPENDITURES	\$12,814	\$14,683	\$15,291	\$15,523	\$16,645	\$17,619	\$17,224	\$18,154
EXPENDITURES								
Debt Services	0	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0	0
Transfers	0	0	0	0	0	0	0	0
Other Non-Oper	0	0	0	0	0	0	0	0
TOTAL EXPENDITURES	\$12,814	\$14,683	\$15,291	\$15,523	\$16,645	\$17,619	\$17,224	\$18,154
REVENUES LESS EXPENDITURES	\$345	\$811	\$655	\$773	\$-150	\$0	\$0	\$0

B) POSITIONS

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	118	123	129	129	128	128	128	128
Full-Time Positions Filled =	118	116	124	19	124		128	
Part-time FTEs Budgeted =								
Temporary FTEs Budgeted =								

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

Description	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09	Desired Outcomes
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	
Upgrade/enhance contractor insurance certificate tracking system. Increase number of departments using the system.	N/A	N/A	N/A	N/A	6	6	6	6	ES4-6
Comments/Justification: The new system is a Windows based program which is user friendly for departmental access. Departments can view insurance information for each contract they administer. Six departments have been trained and are currently using system.									
Percentage of employees using online beneficiary designation form.	N/A	N/A	N/A	N/A	0	30%	20%	40%	ES4-6
Comments/Justification: The use of online beneficiary designations will allow employees to review and update forms at any time. Given that there is no jeopardy to the employees coverage by not going online, our initial target is to obtain 20% participation (of employees with access to computers) in the current fiscal year and increase participation through awareness of the program.									
Increase subrogation recoveries - (\$'000)	N/A	N/A	N/A	\$1,624	\$1,819	\$1,680	\$1,600	\$1,680	ES8-1
Comments/Justification: We have been successful in increasing subrogation recoveries. Our goal is \$420,000 per quarter.									
Implement County-wide Safety Awards/Rewards Program					0	0	0	3	ES1-4
Comments/Justification: Introduce County wide safety program. Target 3 departments in first year.									
Increase availability of financial planning seminars					36	40	40	45	ES1-4
Comments/Justification: Increase employee awareness of financial resources available to them to assist in long term and retirement planning.									
Improve Workers' Compensation claims management process by increasing training to County staff (number of department training sessions)						6	6	10	ES8-1
Comments/Justification: Increased understanding in the field helps insure the employees receive correct information and claims are properly filed.									
Improve Workers' Compensation claims management process by reducing number of penalties imposed by State of Florida.					\$16,800	\$16,800	\$15,000	\$13,400	ES8-1
Comments/Justification: Increased emphasis on performance measures will insure timely responses by staff and reduce financial penalties to the County.									

PAYMENTS TO AND FROM OTHER DEPARTMENTS

Department: General Services Administration

(\$ in 000s)

PAYMENTS TO BE MADE TO OTHER DEPARTMENTS FROM GENERAL SERVICES ADMINISTRATION

Department(to)	Reason and Source	Confirmed?	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Budget	FY 2007-08 Projection	FY 2008-09 Base Budget Submission
County Attorney's Office	County Attorney's Office - Legal Services	No	\$3,900	\$3,900	\$4,100	\$4,100	\$4,100	\$4,100	\$4,100	\$3,800
Public Works	Public Works Department - Safety Improvements	No	\$329	\$346	\$368	\$390	\$409	\$399	\$399	\$421
Human Resources	Department of Human Resources - Payroll Support	No	\$239	\$257	\$346	\$327	\$315	\$315	\$315	\$315
Total Transfer to other Departments			\$4,468	\$4,503	\$4,814	\$4,817	\$4,824	\$4,814	\$4,814	\$4,536

PAYMENTS TO BE MADE FROM OTHER DEPARTMENTS TO GENERAL SERVICES ADMINISTRATION

Department(from)	Reason and Source	Confirmed?	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Budget	FY 2007-08 Projection	FY 2008-09 Base Budget Submission
Total Transfer from other Departments										

may include capital funds as well

SELECTED LINE ITEM HIGHLIGHTS
 Department: General Services Administration

(\$ in 000s)

Line Item Highlight	Subject(s)	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Budget	FY 2007-08 Projection	FY 2008-09 Base Submission
Fuel and Lubricants	Object 410	\$16,113	\$18,348	\$25,609	\$30,940	\$29,926	\$33,430	\$42,698	\$42,720
Contract Temporary Employees	Object 215	\$1,183	\$1,449	\$1,384	\$1,317	\$2,097	\$1,226	\$1,894	\$1,885
Travel	Object 312	\$26	\$43	\$68	\$74	\$84	\$141	\$154	\$165
Rent	25511	\$1,853	\$2,058	\$2,198	\$2,899	\$3,248	\$4,696	\$5,661	\$5,662
Electricity	22010	\$5,870	\$6,540	\$6,611	\$8,928	\$10,234	\$12,304	\$12,655	\$12,773
Security Services	22310/22490	\$6,824	\$5,732	\$5,624	\$6,303	\$6,568	\$6,357	\$6,476	\$6,955
Janitorial Services	22341	\$5,400	\$5,715	\$5,901	\$6,305	\$7,612	\$7,997	\$7,993	\$8,612

CAPITAL FUNDED REQUESTS REVENUE SUMMARY

(\$ in 000s)

2008-09 Proposed Capital Budget and Multi-Year Capital Plan

DEPARTMENT: General Services Administration

	2007-08	PRIOR	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	FUTURE	TOTAL
County Bonds/Debt										
Building Better Communities GOB Program	0	34,914	16,933	13,313	16,485	7,775	8,520	48,127	0	146,067
Capital Asset Acquisition Bond 2004B Proceeds	0	15,000	0	0	0	0	0	0	0	15,000
Capital Asset Acquisition Bond 2007 Proceeds	0	69,616	0	0	0	0	0	0	0	69,616
Future Financing	400	25,400	120,183	5,132	6,935	0	0	0	0	157,650
Total:	400	144,930	137,116	18,445	23,420	7,775	8,520	48,127	0	388,333
Federal Government										
FEMA Hazard Mitigation Grant	0	0	1,948	0	0	0	0	0	0	1,948
Total:	0	0	1,948	0	0	0	0	0	0	1,948
Other County Sources										
Capital Outlay Reserve	1,500	4,900	2,683	0	0	0	0	0	0	7,583
Operating Revenue	4,421	11,388	12,775	13,900	13,000	4,600	0	0	0	55,663
Sale of Surplus Property	0	933	0	0	0	0	0	0	0	933
Total:	5,921	17,221	15,458	13,900	13,000	4,600	0	0	0	64,179
Department Total:	6,321	162,151	154,522	32,345	36,420	12,375	8,520	48,127	0	454,460

CAPITAL FUNDED REQUESTED EXPENDITURE SUMMARY

(\$ in 000s)

2008-09 Proposed Capital Budget and Multi-Year Capital Plan

Enabling Strategies

	PRIOR	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	FUTURE	TOTAL
Court Facilities									
DADE COUNTY COURTHOUSE FACADE INSPECTION AND REPAIRS	726	8,362	5,912	0	0	0	0	0	15,000
Departmental Information Technology Projects									
EQUIPMENT MANAGEMENT SYSTEM CONVERSION	700	2,000	1,500	0	0	0	0	0	4,200
Environmental Projects									
AMELIA EARHART FUELING FACILITY UNDERGROUND STORAGE TANK REPLACEMENT	0	250	0	0	0	0	0	0	250
CRANDON PARK FUELING FACILITY UNDERGROUND STORAGE TANK REPLACEMENT	250	0	0	0	0	0	0	0	250
DOWNTOWN MOTOR POOL SHOP UNDERGROUND FUEL STORAGE TANK REPLACEMENT	0	350	0	0	0	0	0	0	350
EMERGENCY BULK FUEL STORAGE PROJECT	2,400	300	0	0	0	0	0	0	2,700
FLEET SHOP 3A UNDERGROUND FUEL STORAGE TANK REPLACEMENTS	0	450	0	0	0	0	0	0	450
LARRY AND PENNY THOMPSON PARK FUELING FACILITY	250	0	0	0	0	0	0	0	250
SHOP 1 FUEL STORAGE TANK REPLACEMENT	670	0	0	0	0	0	0	0	670
Equipment Acquisition									
PRINTING EQUIPMENT	3,300	0	0	0	0	0	0	0	3,300
UPGRADE PARKING GARAGE ELEVATOR	0	175	0	0	0	0	0	0	175
Facility Improvements									
ABATEMENT OF HAZARDOUS MATERIALS IN COUNTY BUILDINGS - BUILDING BETTER COMMUNITIES BOND PROGRAM	0	0	0	100	720	180	200	0	1,200
BUILDING ENERGY MANAGEMENT FOR GOVERNMENT FACILITIES AND COURTHOUSES - BUILDING BETTER COMMUNITIES BOND PROGRAM	139	2,497	1,501	1,501	0	0	3,562	0	9,200
CENTRAL SUPPORT FACILITY CHILLER - BUILDING BETTER COMMUNITIES BOND PROGRAM	0	0	0	0	0	0	3,500	0	3,500
CULTURAL PLAZA RENOVATION AND REHABILITATION - BUILDING BETTER COMMUNITIES BOND PROGRAM	0	0	0	0	0	0	700	0	700
CULTURAL PLAZA SECURITY OPERATIONS ENHANCEMENT - BUILDING BETTER COMMUNITIES BOND PROGRAM	10	0	0	0	0	0	590	0	600
DADE COUNTY COURTHOUSE ELECTRICAL SYSTEM REFURBISHMENT - BUILDING BETTER COMMUNITIES BOND PROGRAM	0	0	0	115	2,685	0	0	0	2,800
DADE COUNTY COURTHOUSE FACILITY REFURBISHMENT - BUILDING BETTER COMMUNITIES BOND PROGRAM	0	0	0	0	0	500	300	0	800
DADE COUNTY COURTHOUSE HEATING, VENTILATING, AND AIR CONDITIONING (HVAC) REPAIRS OR REPLACEMENT - BUILDING BETTER COMMUNITIES BOND PROGRAM	0	120	300	4,060	1,220	0	0	0	5,700
DADE COUNTY COURTHOUSE PLUMBING RISER REFURBISHMENT - BUILDING BETTER COMMUNITIES BOND PROGRAM	0	0	0	0	20	2,430	7,150	0	9,600
DADE COUNTY COURTHOUSE REFURBISH EMERGENCY SYSTEMS - BUILDING BETTER COMMUNITIES BOND PROGRAM	0	0	0	0	10	80	710	0	800
DATA PROCESSING AND COMMUNICATIONS CENTER FIRE SUPPRESSION - BUILDING BETTER COMMUNITIES BOND PROGRAM	0	0	0	0	0	0	1,000	0	1,000
DATA PROCESSING CENTER FACILITY - REMEDIATE BUILDING SETTLEMENT	722	100	0	0	0	0	0	0	822
DATA PROCESSING CENTER FACILITY REFURBISHMENT - BUILDING BETTER COMMUNITIES BOND PROGRAM	0	0	0	0	0	0	2,375	0	2,375
DOWNTOWN GOVERNMENT CENTER FIRE ALARM SYSTEM - BUILDING BETTER COMMUNITIES BOND PROGRAM	536	1,148	1,316	0	0	0	0	0	3,000
FACILITIES ON-GOING MAINTENANCE AND IMPROVEMENTS	3,418	2,000	0	0	0	0	0	0	5,418
FIRE CODE REQUIREMENTS - BUILDING BETTER COMMUNITIES BOND PROGRAM	0	0	0	0	0	0	1,400	0	1,400
FLEET CENTRALIZED VEHICLE RECEIVING CENTER RENOVATION	200	2,000	3,000	5,000	1,200	0	0	0	11,400
FLEET MANAGEMENT MAJOR REPAIRS TO SHOP									

FACILITIES	80	100	0	0	0	0	0	0	180
FLEET SHOP 1 IMPROVEMENTS	400	1,400	500	5,000	3,400	0	0	0	10,700
FLEET SHOP 3 RENOVATION	423	750	0	0	0	0	0	0	1,173
FLEET SHOP 3C - ADDITIONAL SERVICE BAYS	700	1,000	1,700	0	0	0	0	0	3,400
HEAVY EQUIPMENT FLEET FACILITY IN HOMESTEAD AIR RESERVE BASE RENOVATION	260	2,000	5,200	3,000	0	0	0	0	10,460
JOSEPH CALEB CENTER ADDITIONAL PARKING AND FACILITY IMPROVEMENTS - BUILDING BETTER COMMUNITIES BOND PROGRAM	140	860	5,000	7,000	0	0	0	0	13,000
JOSEPH CALEB CENTER FACILITY REFURBISHMENT - BUILDING BETTER COMMUNITIES BOND PROGRAM	400	200	0	0	0	0	0	0	600
LIGHTSPEED BUILDING PROGRAM STUDY, PLANNING AND PHASE I BUILD-OUT	1,000	24,100	0	0	0	0	0	0	25,100
LIGHTSPEED BUILDING ROOF REPLACEMENT	0	0	2,000	0	0	0	0	0	2,000
MEDICAL EXAMINER BUILDING	109	120	361	10	200	550	1,850	0	3,200
METRO FLAGLER BUILDING RENOVATIONS	855	3,634	13,576	6,935	0	0	0	0	25,000
NORTH DADE JUSTICE CENTER FACILITY REFURBISHMENT - BUILDING BETTER COMMUNITIES BOND PROGRAM	305	195	0	0	0	0	0	0	500
PROVIDE MATCHING FUNDS FOR FEDERAL GRANT - 311/ELECTIONS	0	2,008	0	0	0	0	0	0	2,008
PROVIDE MATCHING FUNDS FOR FEDERAL GRANT - DPCC	0	589	0	0	0	0	0	0	589
PROVIDE MATCHING FUNDS FOR FEDERAL GRANT - FAST RESPONSE TRAILERS	0	34	0	0	0	0	0	0	34
PUBLIC DEFENDER BUILDING FACILITY REFURBISHMENT - BUILDING BETTER COMMUNITIES BOND PROGRAM	600	0	0	0	400	100	0	0	1,100
RICHARD E. GERSTEIN JUSTICE BUILDING ELEVATOR ADDITION - BUILDING BETTER COMMUNITIES BOND PROGRAM	0	0	0	0	1,520	1,480	0	0	3,000
RICHARD E. GERSTEIN JUSTICE BUILDING HEATING, VENTILATION AND AIR CONDITIONING (HVAC) REPAIRS - BUILDING BETTER COMMUNITIES BOND PROGRAM	420	1,360	2,120	0	0	0	0	0	3,900
RICHARD E. GERSTEIN JUSTICE BUILDING MODERNIZE SECURITY AND ELEVATOR SYSTEMS - BUILDING BETTER COMMUNITIES BOND PROGRAM	0	0	0	0	0	1,800	0	0	1,800
SOUTH DADE GOVERNMENT CENTER FACILITY REFURBISHMENT - BUILDING BETTER COMMUNITIES BOND PROGRAM	169	631	0	0	0	0	0	0	800
STEPHEN P. CLARK CENTER - REPLACE SYSTEMS FURNITURE	1,500	2,000	0	0	0	0	0	0	3,500
STEPHEN P. CLARK CENTER FACILITY REFURBISHMENT - LIFE SAFETY - BUILDING BETTER COMMUNITIES BOND PROGRAM	967	233	0	0	0	0	0	0	1,200
STEPHEN P. CLARK CENTER FACILITY SYSTEMS REFURBISHMENT - VARIOUS - BUILDING BETTER COMMUNITIES BOND PROGRAM	640	1,000	760	0	0	0	0	0	2,400
STRUCTURAL REPAIRS TO MIAMI-DADE FLAGLER BUILDING GARAGE	450	0	0	0	0	0	0	0	450
New Facilities									
ACQUIRE OR CONSTRUCT FUTURE MULTI-PURPOSE FACILITIES IN THE UNINCORPORATED MUNICIPAL SERVICE AREA - BUILDING BETTER COMMUNITIES BOND PROGRAM	0	0	0	0	0	0	5,490	0	5,490
ACQUIRE OR CONSTRUCT MULTI-PURPOSE FACILITIES - BUILDING BETTER COMMUNITIES BOND PROGRAM	24,332	0	0	2,934	1,321	0	4,613	0	33,200
ACQUIRE OR CONSTRUCT MULTI-PURPOSE FACILITIES IN COMMISSION DISTRICT 05 - BUILDING BETTER COMMUNITIES BOND PROGRAM	1,000	2,000	0	0	0	0	0	0	3,000
ACQUIRE OR CONSTRUCT MULTI-PURPOSE FACILITIES IN COMMISSION DISTRICT 06 - BUILDING BETTER COMMUNITIES BOND PROGRAM	1,520	1,000	980	0	1,000	1,400	9,100	0	15,000
ACQUIRE OR CONSTRUCT MULTI-PURPOSE FACILITIES IN COMMISSION DISTRICT 09 - BUILDING BETTER COMMUNITIES BOND PROGRAM	800	0	0	0	0	0	3,700	0	4,500
FIT UP AND PURCHASE OF OVERTOWN TOWER 2	11,700	100,366	0	0	0	0	0	0	112,066
NEW NORTH DADE GOVERNMENT CENTER - BUILDING BETTER COMMUNITIES BOND PROGRAM	1,000	0	0	0	0	0	6,500	0	7,500
NEW TRADE SHOP FACILITY	7,650	2,005	8,461	3,684	0	0	0	0	21,800
PURCHASE AND BUILD UP TECO CHILLER PLANT	9,400	13,800	0	0	0	0	0	0	23,200
WEST LOT MULTI-USE FACILITY	400	24,300	0	0	0	0	0	0	24,700

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Department Total:

80,541	205,437	54,187	39,339	13,696	8,520	52,740	0	454,460
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