

March 11, 2008

Supplement to

B & F

Agenda Item No. 7B

Additional Departmental Budget Presentations

Human Resources

Department: Human Resources

(\$ in 000s)

Department-wide Issues

- 1 ETSD Support
- 2 Department Reorganization
- 3 EXECUTIVE AND MIDDLE MANAGEMENT DEVELOPMENT \$1,273,813 Career Development (Human Capital Development)
- 4 \$111,000 50K Printing Expense for New Employee Orientation, Executive Recruitment, and new Employee Application Instructions; 16K Registration Fees; 45K Computer Equipment Repair
- 5 LABOR MANAGEMENT SUCCESSION PLAN (2 Overage Positions) \$217,393 (Service Adjustment during FY07-08 expected to continue during FY08-09)
- 6 PROGRAM DEVELOPER (1) \$75,147 Recruitment & Compensation and Career Development (Human Capital Development)
- 7 HR PROJECTS ADMINISTRATOR (1) \$101,790 Recruitment and Compensation Division (Human Capital Development)
- 8 HR CONSULTANT \$50,000 (200 Hrs @ \$250.00) HR Director's Office (Human Capital Development)
- 9 PERSONNEL PAYROLL TECHNICIANS(2) \$114,408 Payroll and Record Management fund Program)
- 10 HR WEBSITE UPDATE (SLA) \$141,750 (HR Director's Office)
- 11 DATA WHAREHOUSE \$500,000 (Payroll and Record Management)
- 12 ESP DATABASE \$100,000 Career Development (Employee Recognition)

Administration Issues

- 1 Printing Expense for New Employee Orientation, Executive Recruitment, and new Employee Application Instructions; Registration Fees; Computer Equipment Repair
- 2 HR Consultant
- 3 Update HR Website (GIC SLA)

Career Development & Employee Assistance Issues

- 1 Executive and Middle Management Development
- 2 Employee Suggestion Program (ESP) Database

GENERAL DEPARTMENTAL FINANCIAL SUMMARY

Department: Human Resources

(\$ 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	\$5,668	\$5,545	\$5,825	\$6,450	\$7,763	\$8,065	\$7,962	\$8,300
UMSA	General Fund UMSA	\$2,429	\$2,986	\$2,741	\$2,766	\$3,489	\$3,623	\$3,578	\$3,729
INTERTRNF	Interagency Transfers	\$4,034	\$2,186	\$2,826	\$3,295	\$1,975	\$1,574	\$1,573	\$1,593
TOTAL REVENUE		\$12,131	\$10,717	\$11,392	\$12,511	\$13,227	\$13,262	\$13,113	\$13,622
EXPENDITURES									
	Salary	\$7,147	\$7,391	\$7,780	\$8,265	\$8,287	\$8,942	\$8,801	\$9,002
	Overtime Salary	\$339	\$199	\$306	\$367	\$276	\$193	\$193	\$193
	Fringe	\$1,472	\$2,027	\$2,170	\$2,305	\$2,427	\$2,645	\$2,599	\$2,827
	Overtime Fringe	\$44	\$30	\$46	\$56	\$49	\$36	\$36	\$36
	Other Operating	\$2,988	\$1,003	\$917	\$1,401	\$2,068	\$1,321	\$1,445	\$1,532
	Capital	\$141	\$67	\$173	\$117	\$120	\$125	\$39	\$32
TOTAL OPERATING EXPENDITURES		\$12,131	\$10,717	\$11,392	\$12,511	\$13,227	\$13,262	\$13,113	\$13,622
	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		\$12,131	\$10,717	\$11,392	\$12,511	\$13,227	\$13,262	\$13,113	\$13,622
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 =	157	144	151	159	158	152	153	153
Full-Time Positions Filled =	157	135	142	158	158		153	
Part-time FTEs Budgeted =	0	0	0	0	0	1	1	1
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	\$812	\$833	\$837	\$1,051	\$1,160	\$1,245	\$1,161	\$1,310
General Fund UMSA	\$348	\$356	\$358	\$451	\$521	\$559	\$521	\$588
Interagency Transfers	\$0	\$0	\$0	\$0	\$38	\$0	\$0	\$0
TOTAL REVENUE	\$1,160	\$1,189	\$1,195	\$1,502	\$1,719	\$1,804	\$1,682	\$1,898
EXPENDITURES								
Salary	\$683	\$558	\$615	\$727	\$652	\$960	\$731	\$860
Overtime Salary	\$0	\$2	\$2	\$3	\$1	\$0	\$0	\$0
Fringe	\$182	\$402	\$362	\$212	\$214	\$292	\$237	\$293
Overtime Fringe	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Operating	\$285	\$222	\$214	\$515	\$800	\$496	\$681	\$713
Capital	\$10	\$5	\$2	\$45	\$52	\$56	\$33	\$32
TOTAL OPERATING EXPENDITURES	\$1,160	\$1,189	\$1,195	\$1,502	\$1,719	\$1,804	\$1,682	\$1,898
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	\$1,160	\$1,189	\$1,195	\$1,502	\$1,719	\$1,804	\$1,682	\$1,898
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 =	12	9	9	7	8	10	10	10
Full-Time Positions Filled =	11	8	8	8	8		10	
Part-time FTEs Budgeted =								
Temporary FTEs Budgeted =	0	0	0	0	0	0	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	
Overall Department of Human Resources satisfaction rating from annual survey (goal is a rating of 4.5 on a scale of 1 to 5)	n/a	4.33	4.46	4.55	N/A	4.5	4.5	4.5	ES1-4

Comments/Justification: Currently HR is looking into alternatives to have a survey that measures customer satisfaction more effectively. The new survey is expected to be available during the 2nd quarter FY07-08.

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	Printing Expense for New Employee Orientation, Executive Recruitment, and new Employee Application Instructions; Registration Fees; Computer Equipment Repair	77	34	0	111	0	0	111	0	No	No	0	ES4-2

COMMENTS/JUSTIFICATION:\$30,000 New Employee Orientation Booklet (3,000 booklets x \$10.00= \$30,000), \$10,000, Executive Recruitment Information Sheets (100 recruitments a year x 200 sheets per recruitment x \$0.50 per sheet), \$10,000 New employee application instructions (200,000 x .05= 10,000.00); Oracle/ PeopleSoft annual user conference (3 Share Services Analysts x 5,350=\$16,050). The conference provides 5 days to interact with current users and attend specific training in all areas at all levels from how to effectively resolve user problems to system programming; \$37,000 Testing & Validation (Reimbursable line item) \$8,000 Departmental miscellaneous expenditures to maintain systems (IVR, SIGMA, ETSD parts to fix systems, etc. Based on historical expenditure)

6	HR Consultant \$50,000 (200 Hrs @ \$250.00)	345	155	0	500	0	0	50	0	No	No	0	ES4-2
---	---	-----	-----	---	-----	---	---	----	---	----	----	---	-------

COMMENTS/JUSTIFICATION:To review and improve the county's current business processes, a consultant will serve in providing best business practice solutions to issues in a timely manner. Additionally, HR has been involved in meeting with other county departments in order to assess HR priorities and concerns. In order to be responsive and effective in addressing these issues, the HR consultant will be able to provide expert solutions and advice. Human Resources is a rapidly evolving, dynamic field constantly experiencing innovative changes involving labor management, key performance indicators, compensation, recruitment, human capital development, and succession planning.

8	Update HR Website (GIC SLA) \$141,750	98	44	0	142	0	0	142	0	No	No	0	ES1-4
---	---------------------------------------	----	----	---	-----	---	---	-----	---	----	----	---	-------

COMMENTS/JUSTIFICATION:The department needs to regularly update the information on the website and currently there are no resources allocated to address this need. In addition, the department is committed to implement various projects that will require extensive upgrades to the current website format.

Activity: Career Development & Employee Assistance

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	\$220	\$700	\$468	\$478	\$1,375	\$1,184	\$1,123	\$1,164
General Fund UMSA	\$94	\$300	\$202	\$206	\$618	\$532	\$505	\$523
Interagency Transfers	\$1,228	\$805	\$1,227	\$1,492	\$708	\$513	\$503	\$368
TOTAL REVENUE	\$1,542	\$1,805	\$1,897	\$2,176	\$2,701	\$2,229	\$2,131	\$2,055
EXPENDITURES								
Salary	\$1,196	\$1,310	\$1,358	\$1,363	\$1,443	\$1,206	\$1,195	\$1,161
Overtime Salary	\$8	\$2	\$4	\$2	\$2	\$0	\$0	\$0
Fringe	\$254	\$319	\$323	\$370	\$402	\$378	\$370	\$327
Overtime Fringe	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Operating	\$82	\$174	\$212	\$438	\$846	\$621	\$566	\$567
Capital	\$2	\$0	\$0	\$3	\$8	\$24	\$0	\$0
TOTAL OPERATING EXPENDITURES	\$1,542	\$1,805	\$1,897	\$2,176	\$2,701	\$2,229	\$2,131	\$2,055
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	\$1,542	\$1,805	\$1,897	\$2,176	\$2,701	\$2,229	\$2,131	\$2,055
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 =	30	27	31	26	25	19	15	15
Full-Time Positions Filled =	30	22	26	25	25		15	
Part-time FTEs Budgeted =	0	0	0	0	0	0	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
Description	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	
Total Number of Employees Trained (facilitated by HR)	n/a	n/a	n/a	22,478	10,336	10,000	11,000	11,500	ES5-3

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	Executive and Middle Management development \$1,273,813	879	395	0	1274	0	0	1274	0	No	No	0	ES5-4

COMMENTS/JUSTIFICATION: Human Resources provides human capital development programs for executive and middle managers. The continuation of the development initiatives includes the rollout of the leadership series to 1,045 middle managers. Based on bids received from local universities at an estimated cost of \$1,273,813, it is recommended that HR receive additional funding to provide training to all 1,045 Executives and Mid-Managers during FY08-09.

10	Employee Suggestion Program (ESP) Database \$100,000	69	31	0	100	0	0	100	0	No	No	0	ES1-4
----	---	----	----	---	-----	---	---	-----	---	----	----	---	-------

COMMENTS/JUSTIFICATION: It offers a transparent review process with easy reporting and cross departmental coordination tools. Expanding ESP involves rethinking the way we do business and demonstrating a commitment to higher standards. Without adding to current staff a software program like this would increase awareness and embrace technological opportunities as never before.

Activity: Labor 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	\$481	\$439	\$444	\$497	\$529	\$837	\$919	\$928
General Fund UMSA	\$206	\$188	\$190	\$213	\$238	\$376	\$413	\$417
Interagency Transfers	\$65	\$65	\$82	\$79	\$87	\$65	\$65	\$65
TOTAL REVENUE	\$752	\$692	\$716	\$789	\$854	\$1,278	\$1,397	\$1,410
EXPENDITURES								
Salary	\$597	\$515	\$563	\$628	\$677	\$1,039	\$1,144	\$1,105
Overtime Salary	\$1	\$0	\$21	\$0	\$0	\$0	\$0	\$0
Fringe	\$115	\$108	\$121	\$154	\$169	\$224	\$239	\$290
Overtime Fringe	\$0	\$0	\$3	\$0	\$0	\$0	\$0	\$0
Other Operating	\$39	\$69	\$8	\$7	\$8	\$9	\$14	\$15
Capital	\$0	\$0	\$0	\$0	\$0	\$6	\$0	\$0
TOTAL OPERATING EXPENDITURES	\$752	\$692	\$716	\$789	\$854	\$1,278	\$1,397	\$1,410
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	\$752	\$692	\$716	\$789	\$854	\$1,278	\$1,397	\$1,410
REVENUES LESS EXPENDITURES	\$0	\$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 =	9	8	8	8	8	9	11	11
Full-Time Positions Filled =	9	7	7	8	8		11	
Part-time FTEs Budgeted =	0	0	0	0	0	0	0	0
Temporary FTEs Budgeted =								

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
Percentage of appeal classifications decisions in which the county's decisions are sustained	n/a	n/a	n/a	100%	90%	100%	92%	100%	ES5-3

Comments/Justification: Projections for FY07-08 were reduced to 92% based on several appeals that were overturned and the 100% goal can not be achieved

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
3	Labor Management Succession Plan (2 Overage positions) \$217,393	150	67	0	217	169	48	0	0	No	Yes	2	ES5-4

COMMENTS/JUSTIFICATION: There is a critical need to develop successors in the Labor Management and Employee Appeal Division of Human Resources to handle labor negotiations and labor contracts. Therefore, two overage positions were funded during FY07-08. The Division Director and Sr. Labor Specialist are both scheduled to complete their Deferred Retirement Option Program (DROP) participation on July 31, 2010. Substantial institutional knowledge of the County labor relations processes, contract negotiations and related activities will be lost if not transferred to others in a timely manner and continued funding for the overages is requested.

Activity: Payroll and Records 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	\$2,050	\$1,937	\$2,160	\$2,361	\$2,490	\$2,728	\$2,710	\$2,702
General Fund UMSA	\$879	\$1,442	\$1,170	\$1,012	\$1,119	\$1,225	\$1,218	\$1,214
Interagency Transfers	\$1,282	\$372	\$557	\$779	\$353	\$250	\$250	\$250
TOTAL REVENUE	\$4,211	\$3,751	\$3,887	\$4,152	\$3,962	\$4,203	\$4,178	\$4,166
EXPENDITURES								
Salary	\$2,490	\$2,590	\$2,580	\$2,663	\$2,678	\$2,943	\$2,937	\$2,851
Overtime Salary	\$303	\$185	\$266	\$344	\$246	\$193	\$193	\$193
Fringe	\$545	\$578	\$681	\$785	\$827	\$927	\$929	\$962
Overtime Fringe	\$40	\$28	\$41	\$53	\$44	\$36	\$36	\$36
Other Operating	\$825	\$341	\$281	\$299	\$164	\$85	\$83	\$124
Capital	\$8	\$29	\$38	\$8	\$3	\$19	\$0	\$0
TOTAL OPERATING EXPENDITURES	\$4,211	\$3,751	\$3,887	\$4,152	\$3,962	\$4,203	\$4,178	\$4,166
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	\$4,211	\$3,751	\$3,887	\$4,152	\$3,962	\$4,203	\$4,178	\$4,166
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 =	58	52	52	63	62	64	63	63
Full-Time Positions Filled =	59	51	51	63	62		63	
Part-time FTEs Budgeted =	0	0	0	0	0	0	0	0
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
Description	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	Desired Outcomes
Percent of accurate paychecks issued	n/a	n/a	98%	98%	99%	98%	98.44%	98%	ES4-6

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
7	Personnel Payroll Technicians (2) \$114,136	79	35	0	114	80	27	0	7	No	No	2	ES1-4

COMMENTS/JUSTIFICATION: The current 30,000 employee, \$75 million biweekly County payroll is processed by 24 Personnel Payroll Technicians. This is a 1,250:1 ratio of employees to technicians who process the payroll. Due to a significant increase in work, the Payroll and Records Management Division is requesting two additional Personnel Payroll Technicians. These 2 additional Personnel Payroll Technicians will lower the ratio to 1,150:1, thus giving each technician an additional 100 minutes of processing time during the critical 2 ½ day payroll processing cycle. This will result in less overtime costs and more emphasis on quality assurance. An example of this additional workload is the new procedure required in order to process Tuition Refund applications. The new, more complex procedures have nearly doubled the time it takes to properly review, investigate, process and audit the approximately 2,000 tuition refund applications received annually. The time required to process Tuition Refunds is the equivalent of two FTEs. The Administrative Services Division has recently reassigned two Personnel Payroll Technicians to be primarily dedicated to the processing of tuition refunds. Proper and timely administrations of this program requires dedicated staff that interprets and apply the procedures relative to the multitude of tuition, grant, scholarship and administrative policies of the 60+ schools from where applications are submitted.

9	Data Warehouse \$500,000	345	155	0	500	0	0	500	0	No	No	0	ES4-2
---	-----------------------------	-----	-----	---	-----	---	---	-----	---	----	----	---	-------

COMMENTS/JUSTIFICATION: We are requesting a consultant to assist with the restructure of the current data warehouse to make it more suitable for use by departments throughout the County. We will also work with the consultant to develop dashboards with useful HR/Payroll information that is easily accessed by County departments. In the past three years ASD has received approximately 3000 report requests with an additional unknown number of requests being referred to ETSD. This is a strong indication that departments need this information but are unable to access it in a timely or practical manner. Recently ETSD has indicated that HR does not have a data warehouse but a report writing database, hence its inadequacies. There is a vast amount of meaningful HR/Payroll data maintained in our HR systems, which in many instances is difficult for user departments to access. This results in departments making decisions without the benefit of this information or burdening ASD/ETSD with report requests. Any complex management reports requested by OSBM and/or the County Executive Office are being referred to ETSD due to the limitations of the current warehouse, thereby sacrificing valuable programmer time. Currently there are two FTEs who dedicate 50% of their time to writing reports, analyzing and summarizing data and this time can soar to 100% at certain strategic times of the year. These two employees'™ primary duties are HR/Payroll system development, maintenance and quality assurance for payroll. There are two FTEs at ETSD who are also dedicated to this business function.

11	Office Reconfiguration of the 20th floor \$1 million.	690	310	0	1000	0	0	1000	0	No	No	0	ES5-2
----	--	-----	-----	---	------	---	---	------	---	----	----	---	-------

COMMENTS/JUSTIFICATION: We have requested a study from GSA to be completed this year. While this project addresses the overall work space configuration of the 20th floor, there may be an opportunity to complete this project in phases. The current office space for the Payroll and Records Management Division was originally configured for only 45 persons and now needs to be reconfigured for the current staffing level of 63 plus 10 temporary workers assigned to the backfilling/audit project. The reconfiguration needs to include provisions for UPS (for emergency processing) and increased electrical capacity due to the increase in electrical devices required, e.g., personal computers, printers, adding machines. Due to changing business needs, we currently have an underutilization of space overall on the 20th floor resulting in employees needlessly being crowded together in their work locations. Meeting ADA compliance standards will also be addressed by this reconfiguration. Additionally, the Personnel Services Division has implemented significant business process changes which have resulted in the elimination of positions and the relocation of typing tests to the Customer Service Center. As a result, floor space has been gained and there is an opportunity to eliminate one Clerk 2 who functioned as a receptionist and customer service assistant.

12	Funding for emergency payroll processing ability at the Light Speed Building. \$75,000	52	23	0	75	0	0	0	75	No	No	0	ES4-2
----	---	----	----	---	----	---	---	---	----	----	----	---	-------

COMMENTS/JUSTIFICATION: In the event of a catastrophe which renders the SPCC inoperable, there were two contingency plans. The first option was to do the payroll at the Elections Department. The second option was to process payroll at ETSD. We were recently notified that ETSD will not be able to accommodate our operations. Although the Elections Department is an option, the space is inadequate due to the low hurricane rating (category 2) and the fact that the building is not equipped with air conditioning or UPS for desktop operations. The Light Speed Building meets our requirements to successfully complete payroll in the event of an emergency. \$75,000 will be needed to purchase computer equipment that will allow HR to process payroll in an alternate location in case of an emergency.

Activity: Recruitment and Compensation

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	\$2,105	\$1,636	\$1,916	\$2,063	\$2,209	\$2,071	\$2,049	\$2,196
General Fund UMSA	\$902	\$700	\$821	\$884	\$993	\$931	\$921	\$987
Interagency Transfers	\$1,459	\$944	\$960	\$945	\$789	\$746	\$755	\$910
TOTAL REVENUE	\$4,466	\$3,280	\$3,697	\$3,892	\$3,991	\$3,748	\$3,725	\$4,093
EXPENDITURES								
Salary	\$2,181	\$2,418	\$2,664	\$2,884	\$2,837	\$2,794	\$2,794	\$3,025
Overtime Salary	\$27	\$10	\$13	\$18	\$27	\$0	\$0	\$0
Fringe	\$376	\$620	\$683	\$784	\$815	\$824	\$824	\$955
Overtime Fringe	\$4	\$2	\$2	\$3	\$5	\$0	\$0	\$0
Other Operating	\$1,757	\$197	\$202	\$142	\$250	\$110	\$101	\$113
Capital	\$121	\$33	\$133	\$61	\$57	\$20	\$6	\$0
TOTAL OPERATING EXPENDITURES	\$4,466	\$3,280	\$3,697	\$3,892	\$3,991	\$3,748	\$3,725	\$4,093
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	\$4,466	\$3,280	\$3,697	\$3,892	\$3,991	\$3,748	\$3,725	\$4,093
REVENUES								
LESS	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
EXPENDITURES								

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 =	48	48	51	55	55	50	54	54
Full-Time Positions Filled =	48	47	50	54	55		54	
Part-time FTEs Budgeted =	0	0	0	0	0	1	1	1
Temporary FTEs Budgeted =								

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
Shorten the employee recruitment period from 95 to 45 days	n/a	n/a	n/a	n/a	59	95	45	45	ES5-1

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
4	HR Program Developer (1) \$75,150	52	23	0	75	58	17	0	0	No	No	1	ES5-3

COMMENTS/JUSTIFICATION: Human Resources is embarking upon significant business process changes and service improvements as stated in the FY 2008 and 2009 Business Plan. An additional resource is required to research and analyze business best practices, develop programs, design reports, implement the Human Capital Development program, establish an employee communication program and manage implementation activities. HR initial contacts with six departments: Solid Waste Management, Planning and Zoning, Building, Water and Sewer, Finance and Team Metro have identified HR gaps in areas such as succession planning, recruitment and retention, civil service constraints, compensation and employee development. In order to respond to the needs of these and other departments, a team of HR experts must partner with senior management to develop strategic HR solutions to meet business needs. All of the departments cited training and employee development as one of their HR goals.

5	HR Projects Administrator (1) \$101,357	70	31	0	101	80	21	0	0	No	No	1	ES5-1
---	--	----	----	---	-----	----	----	---	---	----	----	---	-------

COMMENTS/JUSTIFICATION: The Recruitment and Compensation Division is in dire need of a position to perform division administrative support, departmental personnel representative duties, project coordination and customer service assistance to our client departments. This Fiscal Year the position of Personnel Operations Coordinator was eliminated from the budget. As a result of this elimination, the Division Director, her Administrative Secretary, and the Compensation Manager have assumed the duties of the eliminated position. As a result, two highly compensated positions (Division Director and Manager) are spending about 25% of their time respectively on lower level but critical administrative functions. The establishment of this position will provide a resource to manage administrative and department wide personnel activities as well as provide a resource for special projects related to the implementation of the business plan such as apprenticeship, mentoring, internship and succession planning programs as well as the comprehensive review of the Personnel Rules for the Classified Service. Further, it will permit the Compensation Manager to devote her full attention to job analysis, organizational reviews, pay plan modernization and classification consolidation. This position will also serve as a strategic resource for DPRs, further strengthening the strategic capabilities and linkage between HR and departments.

PAYMENTS TO AND FROM OTHER DEPARTMENTS

Department: Human Resources

(\$ in 000s)

PAYMENTS TO BE MADE TO OTHER DEPARTMENTS FROM HUMAN RESOURCES

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 HUMAN RESOURCES

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	Testing & Validation	No	\$73	\$73	\$83	\$62	\$62	\$68	\$62	\$26
Americans with Disabilities Act Coordination	ADA Outreach Program	No	\$0	\$0	\$0	\$145	\$127	\$145	\$130	\$145
Non-Departmental	MDCU New Employee Orientation and Supervisory Certification Program Inter-departmental transfers.	No	\$1,225	\$1,229	\$1,666	\$1,482	\$679	\$368	\$390	\$368
Transit	Testing & Validation	No	\$150	\$150	\$203	\$176	\$176	\$176	\$176	\$199
Police	Testing & Validation	No	\$113	\$113	\$150	\$134	\$154	\$154	\$154	\$218
Fire Rescue	Testing & Validation	No	\$132	\$132	\$180	\$154	\$154	\$154	\$154	\$120
Corrections and Rehabilitation	Testing & Validation	No	\$62	\$62	\$83	\$72	\$72	\$72	\$72	\$126
Non-Departmental	Testing & Validation	No	\$81	\$81	\$53	\$40	\$40	\$40	\$40	\$56
General Services Administration	Unemployment compensation payroll process	No	\$65	\$65	\$65	\$65	\$65	\$65	\$65	\$65
General Services Administration	Payroll Preparation	No	\$174	\$192	\$281	\$262	\$250	\$250	\$250	\$250
Water and Sewer	Payroll Preparation	No	\$65	\$89	\$62	\$62	\$0	\$62	\$62	\$0
Non-Departmental	Recruitment advertisement ad reimbursements	No	\$829	\$0	\$0	\$0	\$0	\$20	\$20	\$20
Total Transfer from other Departments			\$2,969	\$2,186	\$2,826	\$2,654	\$1,779	\$1,574	\$1,575	\$1,593

may include capital funds as well

SELECTED LINE ITEM HIGHLIGHTS

Department: Human Resources

(\$ 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
Travel	31210; 31211; 31215	\$2	\$5	\$5	\$3	\$8	\$43	\$43	\$45
Contract Temporary Employees	22430	\$764	\$32	\$0	\$332	\$813	\$500	\$500	\$500

CAPITAL FUNDED REQUESTS REVENUE SUMMARY

(\$ in 000s)

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

DEPARTMENT:

Human Resources

	2007-08	PRIOR	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	FUTURE	TOTAL
Other County Sources										
Capital Outlay Reserve	388	546	5,892	3,247	2,297	3,572	2,459	204	0	18,217
Total:	388	546	5,892	3,247	2,297	3,572	2,459	204	0	18,217
Department Total:	388	546	5,892	3,247	2,297	3,572	2,459	204	0	18,217

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>
Computer and Systems Automation									
COMPLETE PERSONNEL RECORD SCANNING									
BACKLOG	388	528	379	378	378	230	0	0	2,281
DATA WAREHOUSE DISK STORAGE (DASD)	90	0	0	0	0	0	0	0	90
JOB EVALUATION SYSTEM	0	500	104	104	104	104	0	0	916
ONLINE TIME COLLECTION COUNTY WIDE	0	3,817	2,093	1,499	2,944	1,797	0	0	12,150
PERSONNEL FOLDER OPERATIONAL DISK STORAGE	68	16	16	16	16	16	0	0	148
REPORTING/DATA WAREHOUSE ROADMAP	0	220	0	0	0	0	0	0	220
SUCCESSION PLAN TRACKING SYSTEM	0	421	377	204	204	204	0	0	1,410
Departmental Information Technology Projects									
EXPAND EDMS TO OTHER HR BUSINESS PROCESSES	0	390	279	95	130	108	0	0	1,002
Department Total:	546	5,892	3,248	2,296	3,776	2,459	0	0	18,217

Procurement Management

Department: Procurement Management

(\$ in 000s)

Department-wide Issues

- 1 Repeal of 511-Countywide Impact
- 2 Request for Technical Projects Manager Position
- 3 Advanced Acquisition Planning Tool: Proposal to obtain a list of major upcoming acquisitions from large departments to: a) assist in managing workload b) enhance current acquisition planning process.
- 4 Risk Position-Revenue Enhancement Opportunity Pending from 2006-07 RAM Meeting
- 5 Purchasing professional certification incentive: Total Certified: FY 06-07 - 13 FY 07-08 - 25
- 6 IT Interim Solution- \$3 million.

GENERAL DEPARTMENTAL FINANCIAL SUMMARY

Department: Procurement Management

(\$ 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	\$4,029	\$4,513	\$3,688	\$420	\$0	\$0	\$0	\$0
UMSA	General Fund UMSA	\$2,169	\$2,128	\$1,736	\$180	\$0	\$0	\$0	\$0
PROP	Carryover	\$48	\$88	\$167	\$3,234	\$4,101	\$2,468	\$6,317	\$6,007
PROP	Miscellaneous Revenues	\$13	\$0	\$15	\$36	\$67	\$10	\$54	\$6
PROP	Surcharge Revenues	\$142	\$78	\$14	\$7	\$10	\$0	\$0	\$0
PROP	User Access Program Fees	\$0	\$973	\$5,295	\$8,189	\$11,072	\$8,000	\$10,031	\$11,831
INTERTRNF	Capital Working Fund	\$503	\$118	\$125	\$0	\$0	\$0	\$0	\$0
INTERTRNF	Interagency Transfers	\$0	\$0	\$208	\$0	\$0	\$0	\$0	\$0
TOTAL REVENUE		\$6,904	\$7,898	\$11,248	\$12,066	\$15,250	\$10,478	\$16,402	\$17,844
EXPENDITURES									
	Salary	\$4,613	\$5,475	\$5,455	\$5,512	\$6,307	\$7,125	\$7,084	\$7,465
	Overtime Salary	\$8	\$6	\$18	\$12	\$5	\$16	\$16	\$16
	Fringe	\$1,052	\$1,364	\$1,422	\$1,533	\$1,812	\$2,139	\$2,133	\$2,282
	Overtime Fringe	\$0	\$1	\$2	\$2	\$1	\$2	\$3	\$3
	Other Operating	\$1,008	\$812	\$1,041	\$866	\$771	\$1,179	\$1,163	\$2,032
	Capital	\$135	\$73	\$76	\$40	\$41	\$17	\$0	\$10
TOTAL OPERATING EXPENDITURES		\$6,816	\$7,731	\$8,014	\$7,965	\$8,937	\$10,478	\$10,395	\$11,808
	Debt Services	0	0	0	0	0	0	0	0
	Reserves	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$6,036
	Transfers	0	0	0	0	0	0	0	0
	Other Non-Operating	\$0	\$0	\$0	\$0	\$-4	\$0	\$0	\$0
TOTAL NON OPERATING EXPENDITURES		\$0	\$0	\$0	\$0	\$-4	\$0	\$0	\$6,036
TOTAL EXPENDITURES		\$6,816	\$7,731	\$8,014	\$7,965	\$8,933	\$10,478	\$10,395	\$17,844
REVENUES LESS EXPENDITURES		\$88	\$167	\$3,234	\$4,101	\$6,317	\$0	\$6,007	\$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	102	96	110	114	114	114	114
Full-Time Positions Filled =	98	90	87	96	102		102	
Part-time FTEs Budgeted =								
Temporary FTEs Budgeted =	2	0	0	0	0	0.35	0	0.7

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	\$639	\$1,255	\$778	\$0	\$0	\$0	\$0	\$0
General Fund UMSA	\$344	\$594	\$368	\$0	\$0	\$0	\$0	\$0
Carryover	\$48	\$88	\$167	\$3,234	\$4,101	\$2,392	\$6,317	\$4,299
Miscellaneous Revenues	\$0	\$-6	\$0	\$0	\$0	\$0	\$0	\$0
Surcharge Revenues	\$142	\$0	\$0	\$0	\$0	\$0	\$0	\$0
User Access Program Fees	\$0	\$365	\$3,609	\$2,449	\$3,841	\$0	\$1,812	\$3,962
Capital Working Fund	\$488	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL REVENUE	\$1,661	\$2,296	\$4,922	\$5,683	\$7,942	\$2,392	\$8,129	\$8,261
EXPENDITURES								
Salary	\$1,064	\$1,307	\$1,144	\$1,163	\$1,233	\$1,574	\$1,311	\$1,538
Overtime Salary	\$2	\$1	\$2	\$4	\$2	\$3	\$4	\$4
Fringe	\$235	\$318	\$270	\$288	\$319	\$411	\$345	\$412
Overtime Fringe	\$0	\$0	\$0	\$1	\$0	\$0	\$1	\$1
Other Operating	\$167	\$438	\$208	\$97	\$66	\$404	\$458	\$270
Capital	\$105	\$65	\$64	\$29	\$9	\$0	\$3	\$0
TOTAL OPERATING EXPENDITURES	\$1,573	\$2,129	\$1,688	\$1,582	\$1,629	\$2,392	\$2,122	\$2,225
Debt Services	0	0	0	0	0	0	0	0
Reserves	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$6,036
Transfers	0	0	0	0	0	0	0	0
OthNonOper	\$0	\$0	\$0	\$0	\$-4	\$0	\$0	\$0
TOTAL EXPENDITURES	\$1,573	\$2,129	\$1,688	\$1,582	\$1,625	\$2,392	\$2,122	\$8,261
REVENUES LESS EXPENDITURES	\$88	\$167	\$3,234	\$4,101	\$6,317	\$0	\$6,007	\$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 =	17	18	16	16	17	17	17	17
Full-Time Positions Filled =	17	17	14	14	16		16	
Part-time FTEs Budgeted =								
Temporary FTEs Budgeted =	1			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
Number of participants in training and professional development events		258	399	687	931	590	590	590	ES3-1

Comments/Justification: Provide training and professional development for procurement and support staff, through: a) In-house workshops and County provided training, including Ethics, Specification Writing, Focused Workshops, Microsoft and Supervisory Certification. b) Outside agencies specializing in purchasing, negotiations, market research and other procurement related subjects c) Specialized training modules developed on behalf of DPM

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	County Attorney (19PP)	0	0	178	178	138	37	2	1	No	No	1	ES3-1

COMMENTS/JUSTIFICATION: A County Attorney is needed to provide dedicated support for legal review of procurement documents to expedite the procurement process and allow for consistent support involving countywide purchases.

3	Clerk 3 (19 PP)	0	0	33	33	22	8	2	1	No	No	1	ES3-1
---	-----------------	---	---	----	----	----	---	---	---	----	----	---	-------

COMMENTS/JUSTIFICATION: Provide clerical assistance to the Department; deliveries and pickup of sensitive administrative/personnel documents, making copies of resumes/interview packages, maintaining personnel files, tracking assignments for the Personnel Section, types and mails regret letters to applicants; render administrative and clerical support to the training coordinator in the preparation of course presentation packages and other related matters. The DPM switchboard operator personally assists approximately 100 customers on a daily average. This position would allow DPM to maximize its resources and not rely on professional staff to perform these tasks. The OSS will also assist in preparing training material and provide clerical support for all staff involved in training.

4	Accountant 1 (19 PP)	0	0	44	44	31	10	2	1	No	No	1	ES3-1
---	----------------------	---	---	----	----	----	----	---	---	----	----	---	-------

COMMENTS/JUSTIFICATION: The current Small Purchase Order (SPO) limit is \$10,000 and Administrative order 3-38 requires DPM to audit and monitor its use to ensure there is no abuse of the authority * In fiscal year 2005, departments issued 11,620 SPO transactions valued at approximately \$20 million. * Spot audit have not been adequately performed in the past due to a lack of staffing and the high administrative workload for the two positions responsible for department wide fiscal operations. * Sampling of SPO use revealed the need to continuously audit and monitor SPOs, research purchases and payments, notify departments of non-compliance, monitor for corrective actions and consolidate contracts, where economical. * SPO management will become more critical if the Board increases the SPO limit to \$25,000 as recommended. This recommendation was made with the proviso that DPM will increase vigilance. The position will: * Perform UAP billing, review and analyze UAP revenues and payments and prepare monthly and quarterly management reports. * Prepare UAP billings on behalf of municipalities or quasi governmental agencies unable to deduct the UAP discount from vendor invoices * Respond to frequently asked questions from vendors, non-County agencies and user departments regarding the application of the UAP, billings and contract information * Review and analyze Direct Payments made outside of the ADPICS tracking system * Manage and reconcile emergency purchases made via credit cards during declared emergencies for FEMA reimbursement claims

Activity: Bids and Contracts

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	\$1,631	\$1,645	\$1,519	\$420	\$0	\$0	\$0	\$0
General Fund UMSA	\$878	\$774	\$715	\$180	\$0	\$0	\$0	\$0
Carryover	\$0	\$0	\$0	\$0	\$0	\$76	\$0	\$0
Miscellaneous Revenues	\$12	\$6	\$13	\$36	\$67	\$10	\$54	\$6
Surcharge Revenues	\$0	\$78	\$14	\$7	\$10	\$0	\$0	\$0
User Access Program Fees	\$0	\$352	\$816	\$2,510	\$3,375	\$3,712	\$3,890	\$4,633
Capital Working Fund	\$3	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL REVENUE	\$2,524	\$2,855	\$3,077	\$3,153	\$3,452	\$3,798	\$3,944	\$4,639
EXPENDITURES								
Salary	\$1,842	\$2,151	\$2,303	\$2,306	\$2,576	\$2,768	\$2,905	\$3,067
Overtime Salary	\$3	\$0	\$3	\$2	\$1	\$5	\$5	\$5
Fringe	\$429	\$545	\$591	\$639	\$751	\$843	\$878	\$947
Overtime Fringe	\$0	\$0	\$1	\$0	\$0	\$1	\$1	\$1
Other Operating	\$244	\$156	\$174	\$199	\$124	\$174	\$151	\$617
Capital	\$6	\$3	\$5	\$7	\$0	\$7	\$4	\$2
TOTAL OPERATING EXPENDITURES	\$2,524	\$2,855	\$3,077	\$3,153	\$3,452	\$3,798	\$3,944	\$4,639
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	\$2,524	\$2,855	\$3,077	\$3,153	\$3,452	\$3,798	\$3,944	\$4,639
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 =	47	44	39	47	48	47	49	49
Full-Time Positions Filled =	43	37	37	42	42		41	
Part-time FTEs Budgeted =								
Temporary FTEs Budgeted =	1	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
Processing time in calendar days for Invitations to Bid (ITB) (contracts valued over \$1 million)	N/A	307	285	271	253	215	240	215	ES3-1

Comments/Justification: Reduce procurement cycle using step by step review recommendations as benchmarks (for 70% of solicitations) Assumptions for FY 06-07, FY 07-08, and FY 08-09: Processing time for the purpose of tracking is measured from the date the requisition was posted or the start of the process, whichever is earlier, to the date of contract award. For prior fiscal years, processing time for the purpose of tracking is measured from: The date the requisition and scope of work are finalized to the date of contract award * Projections assume: * Full staffing levels * Some legislative changes are approved to shorten cycle time: * Full implementation of the Expedited Procurement Program * Full implementation of the Step by Step Review recommendations and adequate elapsed time for change to take effect.

Processing Time in calendar days for ITBs (contracts valued under \$1 million)	N/A	300	128	142	105	135	135	135	ES3-1
--	-----	-----	-----	-----	-----	-----	-----	-----	-------

Comments/Justification: Reduce procurement cycle using step by step review recommendations as benchmarks (for 70% of solicitations). Assumptions for FY 06-07, FY 07-08, and FY 08-09: Processing time for the purpose of tracking is measured from the date the requisition was posted or the start of the process, whichever is earlier, to the date of contract award. For prior fiscal years, processing time for the purpose of tracking is measured from: The date the requisition and scope of work are finalized to the date of contract award * Projections assume: * Full staffing levels * Some legislative changes are approved to shorten cycle time: * Full implementation of the Expedited Procurement Program * Full implementation of the Step by Step Review recommendations and adequate elapsed time for change to take effect.

Number of Active Contracts			688	876	893	932	932	978	ES3-1
----------------------------	--	--	-----	-----	-----	-----	-----	-----	-------

Comments/Justification: Active contracts managed by DPM staff include contracts awarded through the ITB, RFP and RFQ processes. Post award activities required to maintain active contracts include coordinating with client departments vendor performance issues; handling internal and public records requests and inquiries; coordinating insurance gap issues; adding vendors to pool contracts, where relevant, assisting other agencies in accessing County established contracts; ensuring the proper collection of UAP fees; issuing supplemental agreements; and issuing contract addendum.

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
13	Printers - Desktop (30) & Network	0	0	8	8	0	0	8	0	No	No	0	ES3-1

COMMENTS/JUSTIFICATION: The purchase of new printers (desktop and network) is a technology refresh on a systematic schedule that will allow the department to maintain hardware current and keep pace with developing technology initiated through various IT enhancements and projects. Currently 21 printers are classified as being in fair or poor condition. Replacement is necessary to support an efficient operating environment.

14	50 Computers	0	0	55	55	0	0	0	55	No	No	0	ES3-1
----	--------------	---	---	----	----	---	---	---	----	----	----	---	-------

COMMENTS/JUSTIFICATION: This is a technology refresh for the systematic replacement of computer equipment necessary due to the age of the equipment and to keep pace with developing technology initiated through various IT enhancements and projects. Currently, 50 desktop computers are 5 years or older and 10 laptops are 3 years or older. The replacement of computers is determined through the analysis and comparison in relation to the technology tools to be utilized over the next 2 to 3 years. The computers to be replaced are no longer under warranty. If replacement is not approved, maintenance costs must be budgeted to maintain.

16	Hire one Training Specialist	0	0	50	50	0	0	50	0	No	No	0	ES3-1
----	------------------------------	---	---	----	----	---	---	----	---	----	----	---	-------

COMMENTS/JUSTIFICATION: Training includes Basic Specifications Writing, Customer Service and Communications, Continuity of Operations Plan (Train the Trainer), Hurricane Preparedness (Train the Trainer), Monthly RFP and Bid Workshops, Procurement Guidelines, and quarterly Business Writing Skills Workshops. This impacts the quality of work products and customer satisfaction.

Activity: Competitive Acquisition

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	\$172	\$264	\$131	\$0	\$0	\$0	\$0	\$0
General Fund UMSA	\$93	\$124	\$61	\$0	\$0	\$0	\$0	\$0
Carryover	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
User Access Program Fees	\$0	\$70	\$194	\$266	\$382	\$434	\$483	\$559
TOTAL REVENUE	\$265	\$458	\$386	\$266	\$382	\$434	\$483	\$559
EXPENDITURES								
Salary	\$203	\$350	\$282	\$191	\$284	\$319	\$354	\$369
Overtime Salary	\$1	\$0	\$2	\$2	\$0	\$0	\$0	\$0
Fringe	\$47	\$94	\$78	\$58	\$86	\$97	\$111	\$118
Overtime Fringe	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Operating	\$13	\$13	\$24	\$15	\$12	\$18	\$18	\$70
Capital	\$1	\$1	\$0	\$0	\$0	\$0	\$0	\$2
TOTAL OPERATING EXPENDITURES	\$265	\$458	\$386	\$266	\$382	\$434	\$483	\$559
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	\$265	\$458	\$386	\$266	\$382	\$434	\$483	\$559
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 =	7	7	5	6	5	5	6	6
Full-Time Positions Filled =	7	7	4	3	4		5	
Part-time FTEs Budgeted =								
Temporary FTEs Budgeted =					0		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	
Percentage of non-competed contracts	37%	31%	20%	17%	15%	14%	14%	14%	ES3-2

Comments/Justification: DPM works with client departments to reduce the number of non-competitive actions. It is difficult to achieve the targets as contract terms vary and a large percentage of contracts will not expire this year. However, over the past year staff has reduced the number of non-competitive contracts to between 15%. It is important to note, that there is a significant delay in receiving specifications from departments for the purchase of items that were previously awarded through non-competitive actions and where the market now indicates there is competition. These delays in development of specifications require the use of temporary bid waivers or contract modifications to avoid disrupting County operations.

Number of Active Contracts			123	161	135	141	141	149	ES3-2
----------------------------	--	--	-----	-----	-----	-----	-----	-----	-------

Comments/Justification: Active contracts managed by DPM staff include contracts awarded through the ITB, RFP and RFQ processes. Post award activities required to maintain active contracts include coordinating with client departments vendor performance issues; handling internal and public records requests and inquiries; coordinating insurance gap issues; adding vendors to pool contracts, where relevant, assisting other agencies in accessing County established contracts; ensuring the proper collection of UAP fees; issuing supplemental agreements; and issuing contract addendum.

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	Procurement Contracting Officer (19 PP)	0	0	63	63	48	12	2	1	No	No	1	ES3-2

COMMENTS/JUSTIFICATION: To provide a staff member who can provide ability to develop and negotiate terms and conditions, quality, scope of services and price for non-competitive acquisitions and to develop and process competitive solicitations (RFP's and ITB's)

Activity: Information Systems & Technical 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	\$662	\$391	\$462	\$0	\$0	\$0	\$0	\$0
General Fund UMSA	\$357	\$184	\$217	\$0	\$0	\$0	\$0	\$0
Carryover	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$709
User Access Program Fees	\$0	\$0	\$257	\$874	\$883	\$969	\$842	\$383
TOTAL REVENUE	\$1,019	\$575	\$936	\$874	\$883	\$969	\$842	\$1,092
EXPENDITURES								
Salary	\$408	\$357	\$341	\$335	\$298	\$404	\$359	\$370
Overtime Salary	\$1	\$5	\$9	\$3	\$2	\$5	\$5	\$5
Fringe	\$92	\$83	\$81	\$82	\$79	\$117	\$105	\$109
Overtime Fringe	\$0	\$1	\$1	\$1	\$1	\$1	\$1	\$1
Other Operating	\$517	\$127	\$500	\$453	\$477	\$432	\$386	\$607
Capital	\$1	\$2	\$4	\$0	\$26	\$10	\$14	\$0
TOTAL OPERATING EXPENDITURES	\$1,019	\$575	\$936	\$874	\$883	\$969	\$842	\$1,092
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	\$1,019	\$575	\$936	\$874	\$883	\$969	\$842	\$1,092
REVENUES LESS EXPENDITURES	\$0	\$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 =	9	7	6	5	6	6	5	5
Full-Time Positions Filled =	6	6	6	5	5		5	
Part-time FTEs Budgeted =								
Temporary FTEs Budgeted =				0	0		0	0.35

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
6	Clerk 2 (19 PP)	0	0	32	32	21	8	2	1	No	No	1	ES3-1

COMMENTS/JUSTIFICATION: The Electronic Data Management System (EDMS) project will minimize the need to maintain physical paper files and will allow immediate access to procurement and vendor records. * DPM issues more than 1,200 contracts per year each averaging in excess of 100 pages (10,000 pages per month). Additionally, the EDMS projects will include all bids, proposals, protests, queries etc. received in connection with a solicitation. This position will support implementation of the EDMS by: * Collecting, sorting and scanning electronic document related to solicitations * Index and store paper files until electronic data is verified * Arrange disposal of paper files after electronic file verification.

7	Clerk 3 (19 PP)	0	0	35	35	24	8	2	1	No	No	1	ES3-1
---	-----------------	---	---	----	----	----	---	---	---	----	----	---	-------

COMMENTS/JUSTIFICATION: The Electronic Data Management System (EDMS) project will minimize the need to maintain physical paper files and will allow immediate access to procurement and vendor records. * DPM issues more than 1,200 contracts per year each averaging in excess of 100 pages (10,000 pages per month). Additionally, the EDMS projects will include all bids, proposals, protests, queries etc. received in connection with a solicitation. This position will support implementation of the EDMS by: * Managing the EDMS implementation * Index, catalog, verify and archive electronic files until * Authorize disposal of paper files after electronic file verification * Work with the EDMS Clerk 2 to maintain the EDMS system

12	One Senior Procurement Contracting Officer-ERP (Estimated for 19 PP)	0	0	82	82	64	15	2	1	No	No	1	ES3-1
----	--	---	---	----	----	----	----	---	---	----	----	---	-------

COMMENTS/JUSTIFICATION: One Sr. Procurement Contracting Officer (Sr. PCO) is required for the implementation of the Enterprise Resource Planning (ERP) solution. This position will assist the current Sr. PCO in facilitating implementation of the procurement specific modules for the ERP system on a Countywide basis. The Sr. PCO will work with various technical resources throughout the County to ensure that a proper transition strategy is in place for the phasing out of the current legacy system to the new PeopleSoft ERP platform. This would involve working collaboratively with the ERP Project Management Office, the Finance Department, and the ERP integrator.

15	Hire One Technical Manager (19 PP)	0	0	62	62	49	13	0	0	No	No	1	ES3-1
----	------------------------------------	---	---	----	----	----	----	---	---	----	----	---	-------

COMMENTS/JUSTIFICATION: Reduction in support from ETSD for dedicated technical expertise and management of IT projects has created a void and delays in the completion of critical IT initiatives supporting procurement operations. This position would fill this void by providing programming support and oversight of IT projects necessary to meet Business Plan Goals in the areas of procurement and agenda process improvements.

Activity: IT Procurement

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	\$150	\$231	\$242	\$0	\$0	\$0	\$0	\$0
General Fund UMSA	\$80	\$109	\$114	\$0	\$0	\$0	\$0	\$0
Carryover	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$529
User Access Program Fees	\$0	\$61	\$127	\$693	\$830	\$1,005	\$898	\$484
TOTAL REVENUE	\$230	\$401	\$483	\$693	\$830	\$1,005	\$898	\$1,013
EXPENDITURES								
Salary	\$190	\$319	\$321	\$502	\$614	\$710	\$625	\$637
Overtime Salary	\$0	\$0	\$0	\$0	\$0	\$1	\$0	\$0
Fringe	\$39	\$75	\$141	\$174	\$193	\$258	\$235	\$239
Overtime Fringe	0	0	0	0	0	0	0	0
Other Operating	\$1	\$7	\$19	\$17	\$23	\$36	\$38	\$137
Capital	\$0	\$0	\$2	\$0	\$0	\$0	\$0	\$0
TOTAL OPERATING EXPENDITURES	\$230	\$401	\$483	\$693	\$830	\$1,005	\$898	\$1,013
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	\$230	\$401	\$483	\$693	\$830	\$1,005	\$898	\$1,013
REVENUES LESS EXPENDITURES	\$0	\$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	7	8	11	13	13	10	10
Full-Time Positions Filled =	5	5	6	9	12		9	
Part-time FTEs Budgeted =								
Temporary FTEs Budgeted =				0	0	0	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	
Processing time in calendar days for Invitations to Bid (ITB) (contracts valued over \$1 million)	N/A	307	285	271	253	215	240	215	ES3-1

Comments/Justification: Reduce procurement cycle using step by step review recommendations as benchmarks (for 70% of solicitations). Assumptions made for FY 06-07, FY 07-08, and FY 08-09: Processing time for the purpose of tracking is measured from the date the requisition was posted or the start of the process, whichever is earlier, to the date of contract award. For prior fiscal years, processing time for the purpose of tracking is measured from: The date the requisition and scope of work are finalized to the date of contract award * Projections assume: * Full staffing levels * Some legislative changes are approved to shorten cycle time: * Full implementation of the Expedited Procurement Program * Full implementation of the Step by Step Review recommendations and adequate elapsed time for change to take effect.

Processing Time in calendar days (contracts valued under \$1 M)(ITBS)		300	128	142	105	135	135	135	ES3-1
---	--	-----	-----	-----	-----	-----	-----	-----	-------

Comments/Justification: Reduce procurement cycle using step by step review recommendations as benchmarks (for 70% of solicitations). Assumptions made for FY 06-07 and FY 07-08: Processing time for the purpose of tracking is measured from the date the requisition was posted or the start of the process, whichever is earlier, to the date of contract award. For prior fiscal years, processing time for the purpose of tracking is measured from: The date the requisition and scope of work are finalized to the date of contract award * FY 05-06 and FY 06-07 projections assume: * Full staffing levels * Some legislative changes are approved to shorten cycle time: * Full implementation of the Expedited Procurement Program * Full implementation of the Step by Step Review recommendations and adequate elapsed time for change to take effect.

Processing Time in calendar days (contracts valued over \$1 M)(RFPs)	N/A	N/A	257	200	172	215	215	215	ES3-1
--	-----	-----	-----	-----	-----	-----	-----	-----	-------

Comments/Justification: Reduce procurement cycle using step by step review recommendations as benchmarks Assumptions: FY 06-07 and FY 07-08: Processing time for the purpose of tracking is measured from the date the requisition was posted or the start of the process, whichever is earlier, to the date of contract award. For prior fiscal years, processing time for the purpose of tracking is measured from: *The date the requisition and scope of work are finalized to the date of contract award * FY 05-06 and FY 06-07 projections assume: * Full staffing levels * Some legislative changes are approved to shorten cycle time: * Full implementation of the Expedited Procurement Program * Full implementation of the Step by Step Review recommendations and adequate elapsed time for changes to take effect Several IT procurements are complex, very involved and are multi-year procurements. When awarded, these will significantly skew average processing times.

Processing Time in calendar days (contracts valued under \$1 M)(RFPs)		198	174	168	113	135	135	135	ES3-1
---	--	-----	-----	-----	-----	-----	-----	-----	-------

Comments/Justification: Reduce procurement cycle using step by step review recommendations as benchmarks Assumptions: FY 06-07, FY 07-08 and FY 08-09: Processing time for the purpose of tracking is measured from the date the requisition was posted or the start of the process, whichever is earlier, to the date of contract award. For prior fiscal years, processing time for the purpose of tracking is measured from: The date the requisition and scope of work are finalized to the date of contract award. Projections assume: * Full staffing levels * Some legislative changes are approved to shorten cycle time: * Full implementation of the Expedited Procurement Program * Full implementation of the Step by Step Review recommendations and adequate elapsed time for changes to take effect.

Number of Active Contracts			127	156	178	187	187	196	ES3-1
----------------------------	--	--	-----	-----	-----	-----	-----	-----	-------

Comments/Justification: Active contracts managed by DPM staff include contracts awarded through the ITB, RFP and RFQ processes. Post award activities required to maintain active contracts include coordinating with client departments vendor performance issues; handling internal and public records requests and inquiries; coordinating insurance gap issues; adding vendors to pool contracts, where relevant, assisting other agencies in accessing County established contracts; ensuring the proper collection of UAP fees; issuing supplemental agreements; and issuing contract addendum.

Activity: Request For Proposal

A) OPERATING BUDGET - REVENUES AND EXPENDITURES

	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
REVENUE								
General Fund Countywide	\$467	\$473	\$342	\$0	\$0	\$0	\$0	\$0
General Fund UMSA	\$251	\$223	\$161	\$0	\$0	\$0	\$0	\$0
Carryover	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$470
Miscellaneous Revenues	\$1	\$0	\$2	\$0	\$0	\$0	\$0	\$0
User Access Program Fees	\$0	\$125	\$281	\$843	\$1,161	\$1,251	\$1,427	\$1,016
Capital Working Fund	\$11	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL REVENUE	\$730	\$821	\$786	\$843	\$1,161	\$1,251	\$1,427	\$1,486
EXPENDITURES								
Salary	\$564	\$646	\$588	\$633	\$886	\$931	\$1,075	\$1,003
Overtime Salary	0	0	0	0	0	0	0	0
Fringe	\$124	\$152	\$139	\$172	\$244	\$270	\$304	\$288
Overtime Fringe	0	0	0	0	0	0	0	0
Other Operating	\$25	\$22	\$59	\$34	\$30	\$50	\$48	\$189
Capital	\$17	\$1	\$0	\$4	\$1	\$0	\$0	\$6
TOTAL OPERATING EXPENDITURES	\$730	\$821	\$786	\$843	\$1,161	\$1,251	\$1,427	\$1,486
REVENUES LESS 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
OthNonOper	0	0	0	0	0	0	0	0
TOTAL EXPENDITURES	\$730	\$821	\$786	\$843	\$1,161	\$1,251	\$1,427	\$1,486
REVENUES LESS EXPENDITURES	\$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 =	17	11	13	12	12	13	12	12
Full-Time Positions Filled =	11	11	11	10	11		11	
Part-time FTEs Budgeted =								
Temporary FTEs Budgeted =		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
Processing time in calendar days for Request for Proposals (RFP) (contracts valued over \$1 million)**	N/A	N/A	257	200	172	215	215	215	ES3-1

Comments/Justification: Reduce procurement cycle using step by step review recommendations as benchmarks. Assumptions made for: FY 06-07 and FY 07-08: Processing time for the purpose of tracking is measured from the date the requisition was posted or the start of the process, whichever is earlier, to the date of contract award. For prior fiscal years, processing time for the purpose of tracking is measured from: The date the requisition and scope of work are finalized to the date of contract award. Projections assume: * Full staffing levels * Some legislative changes are approved to shorten cycle time: * Full implementation of the Expedited Procurement Program * Full implementation of the Step by Step Review recommendations and adequate elapsed time for changes to take effect.

Processing Time in calendar days (contracts valued under \$1 M)(RFPs)	N/A	N/A	174	168	113	135	135	135	ES3-1
---	-----	-----	-----	-----	-----	-----	-----	-----	-------

Comments/Justification: Reduce procurement cycle using step by step review recommendations as benchmarks Assumptions: FY 06-07, FY 07-08 and FY 08-09: Processing time for the purpose of tracking is measured from the date the requisition was posted or the start of the process, whichever is earlier, to the date of contract award. For prior fiscal years, processing time for the purpose of tracking is measured from: The date the requisition and scope of work are finalized to the date of contract award. Projections assume: * Full staffing levels * Some legislative changes are approved to shorten cycle time: * Full implementation of the Expedited Procurement Program * Full implementation of the Step by Step Review recommendations and adequate elapsed time for changes to take effect.

Number of Active Contracts			101	122	157	164	164	172	ES3-1
----------------------------	--	--	-----	-----	-----	-----	-----	-----	-------

Comments/Justification: Active contracts managed by DPM staff include contracts awarded through the ITB, RFP and RFQ processes. Post award activities required to maintain active contracts include coordinating with client departments vendor performance issues; handling internal and public records requests and inquiries; coordinating insurance gap issues; adding vendors to pool contracts, where relevant, assisting other agencies in accessing County established contracts; ensuring the proper collection of UAP fees; issuing supplemental agreements; and issuing contract addendum.

Activity: Transit's Invitation to Bid & Request for Proposal

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								
User Access Program Fees	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$60
Interagency Transfers	\$0	\$0	\$208	\$0	\$0	\$0	\$0	\$0
TOTAL REVENUE	\$0	\$0	\$208	\$0	\$0	\$0	\$0	\$60
EXPENDITURES								
Salary	\$0	\$0	\$166	\$0	\$0	\$0	\$0	\$39
Overtime Salary	0	0	0	0	0	0	0	0
Fringe	\$0	\$0	\$37	\$0	\$0	\$0	\$0	\$15
Overtime Fringe	0	0	0	0	0	0	0	0
Other Operating	\$0	\$0	\$5	\$0	\$0	\$0	\$0	\$6
Capital	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL OPERATING EXPENDITURES	\$0	\$0	\$208	\$0	\$0	\$0	\$0	\$60
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	\$0	\$0	\$208	\$0	\$0	\$0	\$0	\$60
REVENUES LESS EXPENDITURES	\$0	\$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 =	0	0	2	4	4	4	6	6
Full-Time Positions Filled =			2	4	3		6	
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	
Processing Time in calendar days (contracts valued under \$1 M)(ITBS)	N/A	300	128	142	105	135	135	135	ES3-1
Comments/Justification: Reduce procurement cycle using step by step review recommendations as benchmark. Assumptions made for: FY 06-07 and FY 07-08: Processing time for the purpose of tracking is measured from the date the requisition was posted or the start of the process, whichever is earlier, to the date of contract award. For prior fiscal years, processing time for the purpose of tracking is measured from: The date the requisition and scope of work are finalized to the date of contract award. FY 05-06 and FY 06-07 projections assume: *The date the requisition and scope of work are finalized to the date of contract award * FY 05-06 and FY 06-07 projections assume: * Full staffing levels * Some legislative changes are approved to shorten cycle time: * Full implementation of the Expedited Procurement Program * Full implementation of the Step by Step Review recommendations and adequate elapsed time for changes to take effect Several IT procurements are complex, very involved and are multi-year procurements. When awarded, these will significantly skew average processing times.									
Processing time in calendar days for Invitations to Bid (ITB) (contracts valued over \$1 M)	N/A	307	285	271	253	215	240	215	ES3-1
Comments/Justification: Reduce procurement cycle using step by step review recommendations as benchmarks (for 70% of solicitations). Assumptions made for FY 06-07 and FY 07-08: Processing time for the purpose of tracking is measured from the date the requisition was posted or the start of the process, whichever is earlier, to the date of contract award. For prior fiscal years, processing time for the purpose of tracking is measured from: The date the requisition and scope of work are finalized to the date of contract award * FY 05-06 and FY 06-07 projections assume: * Full staffing levels * Some legislative changes are approved to shorten cycle time: * Full implementation of the Expedited Procurement Program * Full implementation of the Step by Step Review recommendations and adequate elapsed time for change to take effect.									
Processing Time in calendar days (contracts valued over \$1 M)(RFPS)	N/A	N/A	257	200	172	215	215	215	ES3-1
Comments/Justification: Reduce procurement cycle using step by step review recommendations as benchmarks Assumptions: FY 06-07 and FY 07-08: Processing time for the purpose of tracking is measured from the date the requisition was posted or the start of the process, whichever is earlier, to the date of contract award. For prior fiscal years, processing time for the purpose of tracking is measured from: *The date the requisition and scope of work are finalized to the date of contract award * FY 05-06 and FY 06-07 projections assume: * Full staffing levels * Some legislative changes are approved to shorten cycle time: * Full implementation of the Expedited Procurement Program * Full implementation of the Step by Step Review recommendations and adequate elapsed time for changes to take effect Several IT procurements are complex, very involved and are multi-year procurements. When awarded, these will significantly skew average processing times.									
Processing Time in calendar days (contracts valued under \$1 M)(RFPS)	N/A	198	174	168	113	135	135	135	ES3-1
Comments/Justification: Reduce procurement cycle using step by step review recommendations as benchmarks Assumptions: FY 06-07 and FY 07-08: Processing time for the purpose of tracking is measured from the date the requisition was posted or the start of the process, whichever is earlier, to the date of contract award. For prior fiscal years, processing time for the purpose of tracking is measured from: The date the requisition and scope of work are finalized to the date of contract award. FY 05-06 and FY 06-07 projections assume: * FY 05-06 and FY 06-07 projections assume: * Full staffing levels * Some legislative changes are approved to shorten cycle time: * Full implementation of the Expedited Procurement Program * Full implementation of the Step by Step Review recommendations and adequate elapsed time for changes to take effect Several IT procurements are complex, very involved and are multi-year procurements. When awarded, these will significantly skew average processing times.									
Number of Active Contracts			61	81	72	76	76	80	ES3-1
Comments/Justification: Active contracts managed by DPM staff include contracts awarded through the ITB, RFP and RFQ processes. Post award activities required to maintain active contracts include coordinating with client departments vendor performance issues; handling internal and public records requests and inquiries; coordinating insurance gap issues; adding vendors to pool contracts, where relevant, assisting other agencies in accessing County established contracts; ensuring the proper collection of UAP fees; issuing supplemental agreements; and issuing contract addendum.									

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
8	Senior Procurement Contracting Officer - (26 PP) [Rail]	0	0	111	111	85	24	2	0	No	No	1	ES3-1

COMMENTS/JUSTIFICATION: A dedicated resource is needed in the Transit Unit to manage the County's initiative to replace the current Metro Rail vehicles. This multi-million solicitation will require a full time employee. The current staff is inadequate to effectively manage the additional workload required for this major high profile solicitation. Considerable staff time will be required in developing the technical specifications, coordinating all stages of the solicitation, awarding and negotiating this contract.

9	Procurement Contracting Officer (19 PP)	0	0	63	63	48	12	2	1	No	No	1	ES3-1
---	---	---	---	----	----	----	----	---	---	----	----	---	-------

COMMENTS/JUSTIFICATION: Additional resources are needed to manage the increasing workload of complex RFP and ITB solicitations processed by the DPM Transit Unit. The current staff is inadequate to effectively manage the additional workload required to bring every single award, independent of value to the BCC, its Committees and the CITT for approval, as well as the unique need to invest considerable staff time in developing the technical specifications for Transit purchases, requiring additional dedicated procurement resources. Also, there is a substantial and frequent need for MDT staff to work one-on-one with the dedicated Transit Unit in developing technical specifications, and this continues to require significant DPM staff time with vendors and issues related to performance, insurance, ownership and legal matters above and beyond the experience in other operational areas.

10	Procurement Contracting Agent (19 PP)	0	0	52	52	38	11	2	1	No	No	1	ES3-1
----	---------------------------------------	---	---	----	----	----	----	---	---	----	----	---	-------

COMMENTS/JUSTIFICATION: Additional resources are needed to manage the increasing workload of complex RFP and ITB solicitations processed by the DPM Transit Unit. The current staff is inadequate to effectively manage the additional workload required to bring every single award, independent of value to the BCC, its Committees and the CITT for approval, as well as the unique need to invest considerable staff time in developing the technical specifications for Transit purchases, requiring additional dedicated procurement resources. Also, there is a substantial and frequent need for MDT staff to work one-on-one with the dedicated Transit Unit in developing technical specifications, and this continues to require significant DPM staff time with vendors and issues related to performance, insurance, ownership and legal matters above and beyond the experience in other operational areas.

Activity: Vendor Assistance

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	\$308	\$254	\$214	\$0	\$0	\$0	\$0	\$0
General Fund UMSA	\$166	\$120	\$100	\$0	\$0	\$0	\$0	\$0
Carryover	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
User Access Program Fees	\$0	\$0	\$11	\$554	\$600	\$629	\$679	\$734
Capital Working Fund	\$1	\$118	\$125	\$0	\$0	\$0	\$0	\$0
TOTAL REVENUE	\$475	\$492	\$450	\$554	\$600	\$629	\$679	\$734
EXPENDITURES								
Salary	\$342	\$345	\$310	\$382	\$416	\$419	\$455	\$442
Overtime Salary	\$1	\$0	\$2	\$1	\$0	\$2	\$2	\$2
Fringe	\$86	\$97	\$85	\$120	\$140	\$143	\$155	\$154
Overtime Fringe	0	0	0	0	0	0	0	0
Other Operating	\$41	\$49	\$52	\$51	\$39	\$65	\$64	\$136
Capital	\$5	\$1	\$1	\$0	\$5	\$0	\$3	\$0
TOTAL OPERATING EXPENDITURES	\$475	\$492	\$450	\$554	\$600	\$629	\$679	\$734
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	\$475	\$492	\$450	\$554	\$600	\$629	\$679	\$734
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 =	9	8	7	9	9	9	9	9
Full-Time Positions Filled =	9	7	7	9	9		9	
Part-time FTEs Budgeted =								
Temporary FTEs Budgeted =	0	0	0	0	0	0.35	0	0.35

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
5	Procurement Analyst (19 PP)	0	0	69	69	52	14	2	1	No	No	1	ES3-1

COMMENTS/JUSTIFICATION: This position would be responsible for determining the insurance coverage and dollar thresholds needed on all contracts. Therefore excellent knowledge in the insurance field is required - Consult the County Attorney's Office, Section Managers/Supervisors/Agents on Insurance issues and make recommendations - Supervise the 3 staff member (one of which is proposed for FY 07-08) Duties include: -Vendor Assistance receives and review bid folder for required signatures per authority; affidavit package; vendor is registered & that is in good terms to do business with Miami-Dade County. * Determine bid type- Formal Contract, Bid Waiver, Sole Source, RFP, etcâ€¦; * Determine awarded type- New Contract, Option to Renew, Extension, Change Order or an Emergency and note State-wide, County-Wide or both * Maintain a record of vendor insurance due date * Maintain log of bid folders as they come in and out of the insurance section in VA * Notify vendors via mail with final notice * Maintain a record of non-compliance and assure that all possible contact has been made * Run Insurance Tracking Report daily

11	Clerk 4 (19 PP)	0	0	41	41	29	9	2	1	No	No	1	ES3-1
----	-----------------	---	---	----	----	----	---	---	---	----	----	---	-------

COMMENTS/JUSTIFICATION: The Vendor Assistance Unit has maintained a temporary employee within the unit over the past 7 years to assist current staff with maintaining an accurate vendor database, updating vendor and insurance records, updating ADPICS and Bid Tracking System with vendor responses to mass mailings and maintaining the records and files associated with the 1,435 active contracts managed by DPM purchasing staff. This assistance has allowed Vendor Assistance and purchasing staff the ability to concentrate efforts on processing contracts, providing personal assistance to vendors, processing vendor applications, insurance and other requests. A permanent position would allow for consistency in the completion of these tasks and it would allow staff to concentrate of responding to vendor, user department and the public.

SELECTED LINE ITEM HIGHLIGHTS
 Department: Procurement Management

(\$ 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
Travel	31210,31215;	\$13	\$9	\$10	\$21	\$10	\$12	\$12	\$14
Employee Overtime	00160	\$11	\$6	\$17	\$9	\$5	\$16	\$16	\$16
Contract Temporary Employees	21510	\$284	\$74	\$131	\$82	\$30	\$61	\$49	\$64

CAPITAL FUNDED REQUESTS REVENUE SUMMARY

(in 000s)

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

DEPARTMENT:

Procurement Management

	2007-08	PRIOR	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	FUTURE	TOTAL
Other County Sources										
Capital Outlay Reserve	77	116	1,991	1,468	497	0	0	0	0	4,072
Total:	77	116	1,991	1,468	497	0	0	0	0	4,072
Department Total:	77	116	1,991	1,468	497	0	0	0	0	4,072

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>
Computer and Systems Automation									
PROCUREMENT TECHNOLOGY UPGRADE	24	68	75	33	0	0	0	0	200
Other									
EDMS DOCUMENTATION STORAGE AND MANAGEMENT SOLUTION	92	0	0	0	0	0	0	0	92
IT SOLUTION	0	1,923	1,393	464	0	0	0	0	3,780
Department Total:	116	1,991	1,468	497	0	0	0	0	4,072

Property Appraiser

Department-wide Issues

N/A

Administration Issues

- 1 Meeting State mandated deadline for submission of certified assessment roll.
- 2 Instituting changes generated by the passing of Amendment 1 on January 29, 2008.
- 4 Maintaining the Department's resources and standard operating procedures.

Information Systems & Technical Services Issues

- 5 Implementation of the CAMA system.
- 6 Completing departmental training for the Computer Aided Mass Appraisal (CAMA) system.

Operations Issues

- 7 Processing and analyzing the personal property tax returns to produce assessment roll within the mandated deadline.
- 13 Adequate staffing to represent the County at bankruptcy hearings.
- 3 Additional staff support (15 employees) for the Value Adjustment Board hearing process to ensure the completion of the appeal period without overlapping of roll years.
- 8 Complete the real estate assessment roll responsibilities by the July 1 submission date.
- 9 Physically re-inspect all parcels within Miami-Dade County every five years, as mandated by the Florida Statute 193.023.
- 10 Identify market areas for the assessment roll year in accordance with the State of Florida Department of Revenue requirements.
- 11 Continue processing of exemption applications.
- 12 Continue the implementation and monitoring of the Public Outreach Program.

GENERAL DEPARTMENTAL FINANCIAL SUMMARY

Department: Property Appraisal

(\$ in 000's)

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	\$15,304	\$16,736	\$17,985	\$19,606	\$21,317	\$25,103	\$25,103	\$26,826
INTERTRN	Reimbursements from Taxing Jurisdictions	\$1,972	\$2,118	\$1,961	\$1,995	\$2,055	\$2,056	\$2,081	\$2,081
TOTAL REVENUE		\$17,276	\$18,854	\$19,946	\$21,601	\$23,372	\$27,159	\$27,184	\$28,907
EXPENDITURES									
	Salary	\$11,955	\$13,621	\$14,408	\$15,066	\$16,100	\$17,324	\$17,404	\$18,707
	Overtime Salary	\$0	\$0	\$0	\$0	\$0	\$0	\$46	\$0
	Fringe	\$2,854	\$3,628	\$3,828	\$4,454	\$5,023	\$5,578	\$5,351	\$6,057
	Overtime Fringe	0	0	0	0	0	0	0	0
	Other Operating	\$1,782	\$1,591	\$1,649	\$2,037	\$2,156	\$4,196	\$3,698	\$4,082
	Capital	\$685	\$14	\$61	\$44	\$93	\$61	\$61	\$61
TOTAL OPERATING EXPENDITURES		\$17,276	\$18,854	\$19,946	\$21,601	\$23,372	\$27,159	\$26,560	\$28,907
	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		\$17,276	\$18,854	\$19,946	\$21,601	\$23,372	\$27,159	\$26,560	\$28,907
REVENUES LESS EXPENDITURES		\$0	\$0	\$0	\$0	\$0	\$0	\$624	\$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 =	249	257	278	284	309	309	309	309
Full-Time Positions Filled =	236	251	247	214	276		308	
Part-time FTEs Budgeted =								
Temporary FTEs Budgeted =								

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	\$1,944	\$1,464	\$1,203	\$1,637	\$1,745	\$3,099	\$3,099	\$3,013
Reimbursements from Taxing Jurisdictions	\$1,972	\$2,118	\$1,961	\$1,995	\$2,055	\$2,056	\$2,081	\$2,081
TOTAL REVENUE	\$3,916	\$3,582	\$3,164	\$3,632	\$3,800	\$5,155	\$5,180	\$5,094
EXPENDITURES								
Salary	\$1,243	\$1,626	\$1,231	\$1,336	\$1,328	\$1,370	\$1,270	\$1,493
Overtime Salary	0	0	0	0	0	0	0	0
Fringe	\$389	\$514	\$396	\$529	\$622	\$648	\$538	\$570
Overtime Fringe	0	0	0	0	0	0	0	0
Other Operating	\$1,610	\$1,441	\$1,527	\$1,752	\$1,846	\$3,135	\$2,705	\$3,029
Capital	\$674	\$1	\$10	\$15	\$4	\$2	\$2	\$2
TOTAL OPERATING EXPENDITURES	\$3,916	\$3,582	\$3,164	\$3,632	\$3,800	\$5,155	\$4,515	\$5,094
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	\$3,916	\$3,582	\$3,164	\$3,632	\$3,800	\$5,155	\$4,515	\$5,094
REVENUES LESS EXPENDITURES	\$0	\$0	\$0	\$0	\$0	\$0	\$665	\$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 =	13	13	13	13	15	16	16	16
Full-Time Positions Filled =	12	12	12		13		15	
Part-time FTEs Budgeted =								
Temporary FTEs Budgeted =								

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
Alternate Level of Assessment criteria set by the State, minimum ratio level of 90%	97.1	95.6	97.8	96.7	94.9	93	93	93	ES8-5

Comments/Justification: State required criteria official in July of the coming assessment roll year. The Department's sortie is to "enhance equity in the assessment roll" on the ASE scorecard. This is comprised of the coefficient of dispersion and the price related differential.

Number of Value Adjustment Board Hearing petitions	30,907	33,919	39,767	48,147	58,344	60,000	68,551	69,800	ES8-5
--	--------	--------	--------	--------	--------	--------	--------	--------	-------

Comments/Justification: Total Number of properties heard on appeal before the Value Adjustment Board. On the ASE scorecard, the Department measures the number of legal and value hearings completed.

Activity: Information Systems & Technical 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	\$839	\$1,316	\$1,722	\$1,848	\$2,159	\$2,297	\$2,297	\$2,313
Countywide								
TOTAL REVENUE	\$839	\$1,316	\$1,722	\$1,848	\$2,159	\$2,297	\$2,297	\$2,313
EXPENDITURES								
Salary	\$538	\$910	\$1,217	\$1,189	\$1,350	\$894	\$1,388	\$909
Overtime Salary	0	0	0	0	0	0	0	0
Fringe	\$118	\$243	\$333	\$345	\$410	\$284	\$415	\$293
Overtime Fringe	0	0	0	0	0	0	0	0
Other Operating	\$172	\$150	\$121	\$285	\$310	\$1,060	\$993	\$1,052
Capital	\$11	\$13	\$51	\$29	\$89	\$59	\$59	\$59
TOTAL OPERATING EXPENDITURES	\$839	\$1,316	\$1,722	\$1,848	\$2,159	\$2,297	\$2,855	\$2,313
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	\$839	\$1,316	\$1,722	\$1,848	\$2,159	\$2,297	\$2,855	\$2,313
REVENUES LESS EXPENDITURES	\$0	\$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 =	10	25	25	23	17	16	16	16
Full-Time Positions Filled =	9	25	25	23	16		16	
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	
Implement CAMA System	n/a	n/a	n/a	n/a	0	Phase 2- Jan. 31	Oct. 31	0	ES8-5

Comments/Justification: The CAMA system will allow the department to perform its statutorily required functions in a more effective and productive manner by integrating the department's existing software applications into one comprehensive system. Percentage of Analysis and System Design completed and the Data Converted are measured on the ASE Scorecard.

Number of annual "unique visitors" to website (in thousands)	319	896	1,317	1,222	1,377	1,398	1,400	1,400	ES8-5
--	-----	-----	-------	-------	-------	-------	-------	-------	-------

Comments/Justification: Number of individuals that log onto the Property Appraiser's website for the first time

Activity: Operations

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	\$12,521	\$13,956	\$15,060	\$16,121	\$17,413	\$19,707	\$19,707	\$21,500
Countywide								
TOTAL REVENUE	\$12,521	\$13,956	\$15,060	\$16,121	\$17,413	\$19,707	\$19,707	\$21,500
EXPENDITURES								
Salary	\$10,174	\$11,085	\$11,960	\$12,541	\$13,422	\$15,060	\$14,746	\$16,305
Overtime Salary	\$0	\$0	\$0	\$0	\$0	\$0	\$46	\$0
Fringe	\$2,347	\$2,871	\$3,099	\$3,580	\$3,991	\$4,646	\$4,398	\$5,194
Overtime Fringe	0	0	0	0	0	0	0	0
Other Operating	\$0	\$0	\$1	\$0	\$0	\$1	\$0	\$1
Capital	0	0	0	0	0	0	0	0
TOTAL OPERATING EXPENDITURES	\$12,521	\$13,956	\$15,060	\$16,121	\$17,413	\$19,707	\$19,190	\$21,500
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	\$12,521	\$13,956	\$15,060	\$16,121	\$17,413	\$19,707	\$19,190	\$21,500
REVENUES								
LESS EXPENDITURES	\$0	\$0	\$0	\$0	\$0	\$0	\$517	\$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 =	226	219	240	248	277	277	277	277
Full-Time Positions Filled =	215	214	210	191	247		277	
Part-time FTEs Budgeted =								
Temporary FTEs Budgeted =								

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
Processing of inspections for real estate and condominium completed by April 30.	April 30, 2002	April 30, 2003	April 30, 2004	April 30, 2005	April 30, 2007	April 30, 2008	April 30, 2008	April 30, 2009	ES8-5
Comments/Justification: Processing deadlines set by the Department to meet the State Department of Revenue's mandated July 1 Tax Roll submission date for the certified assessment roll.									
Property ownership and sales information processing.	Jan 31, 2002	Jan. 31, 2003	Jan. 31, 2004	Jan. 31, 2005	Jan. 31, 2007	Jan. 31, 2008	Jan. 31, 2008	Jan. 31, 2009	ES8-5
Comments/Justification: Processing deadline set to meet Department of Revenue's requirements.									
Completion of sales analysis/pricing cycle	June 22, 2002	June 22, 2003	June 22, 2004	June 30, 2005	June 27, 2007	June 30, 2008	June 30, 2008	June 30, 2009	ES8-5
Comments/Justification: Cycle deadline set to meet Department of Revenue mandate of July 1 Tax Roll submission date. Percentage of data processed by January 31 updated on ASE scorecard.									
Percentage of public service requests resolved within 72 hours.	n/a	n/a	n/a	96%	95%	96%	96%	96%	ES1-4
Comments/Justification: Information requests on assessment, exemptions, and other tax related matters being forwarded to the Department by the 311 Answer Center for a response									
Percentage of early filed exemption applications processed by March 1.	n/a	n/a	n/a	57.5%	68%	75%	75%	80%	ES1-4
Comments/Justification: Milestones set by the Department to ensure that State required deadlines are met									
Number of personal property field inspections.	N/A	N/A	N/A	N/A	84,820	90,000	90,000	92,000	ES8-5
Comments/Justification: Division workload measure of physical field inspection of all tangible personal property accounts within Miami-Dade County area.									
Number of timely tangible personal property returns processed by June 15.	N/A	N/A	N/A	N/A	52,000	52,000	52,000	52,000	ES8-5
Comments/Justification: A new workload measure as of FY 2006-07. Division to supply data on the number of timely personal property returns processed by the June 15th deadline.									
Number of public service requests	n/a	n/a	n/a	5,187	29,003	33,000	33,000	36,000	ES1-4
Comments/Justification: The number of public service requests handled by the 311 Answer Center on behalf of the Department									
Number of exemption applications received	66,497	79,814	80,506	91,660	93,619	94,000	93,619	94,000	ES1-4
Comments/Justification: The total yearly intake by the Department of exemption applications									
Number of new buildings	n/a	n/a	n/a	5,807	5,420	5,600	5,600	5,600	ES8-5
Comments/Justification: The number of new residential and commercial buildings assessed for the roll year. New condo units not included in this count.									
Number of other new construction	n/a	n/a	n/a	n/a	4920	4200	4100	4100	ES8-5
Comments/Justification: Workload measure for the Residential and commercial permitted construction (such as building additions, enclosures and extra features).									

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 resources to meet the increased VAB petitions generated by the Real Estate market and the legislative changes.	1037	0	0	1037	658	216	112	51	No	No	15	ED1-1

COMMENTS/JUSTIFICATION: Budgeted at 75%. The appeal process is labor intensive and must be completed before the next year's appeal period begins, the Department must maintain a balance allocation of resources to complete the mandate roll approval dates. See addendum

2	Tax Reform Enhancement needed to meet the January 29, 2008 voters approved Tax Reform Package (SB-4D)	1267	0	0	1267	530	223	447	67	No	No	20	ES1-4
---	---	------	---	---	------	-----	-----	-----	----	----	----	----	-------

COMMENTS/JUSTIFICATION: Budgeted at 75%. The Tax Reform will include an additional 94,000 applications that will need processing. Additional legislative features include Personal Property Exemption, Portable Cap, and 10% Cap on non-homestead property. See Addendum

3	Bankruptcy Evaluation Specialists	59	0	0	59	46	8	5	0	No	No	1	ES8-5
---	-----------------------------------	----	---	---	----	----	---	---	---	----	----	---	-------

COMMENTS/JUSTIFICATION: Budgeted at 75%. Position needed to represent the County's interest at bankruptcy hearings as required by the Federal Bankruptcy Court. Work load has increased from approximately 10 folios a year in 2002 to over 180 folios in 2005. Each case requires extensive research in preparation for each hearing. Current case load is defending over \$200,000,000 in Personal Property value.

SELECTED LINE ITEM HIGHLIGHTS

Department: Property Appraisal

(\$ 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	21514	\$30	\$49	\$44	\$76	\$156	\$100	\$171	\$123
Travel	31210	\$14	\$10	\$7	\$3	\$0	\$10	\$2	\$0
Employee Overtime	00160	\$144	\$271	\$237	\$8	\$11	\$20	\$2	\$20
Printing and Reproduction	26050	\$77	\$64	\$419	\$173	\$194	\$260	\$215	\$320
Postage	26051	\$483	\$518	\$197	\$590	\$572	\$620	\$721	\$850

CAPITAL FUNDED REQUESTS REVENUE SUMMARY

(\$ in 000s)

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

DEPARTMENT:

Property Appraisal

	2007-08	PRIOR	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	FUTURE	TOTAL
Other County Sources										
Capital Outlay Reserve	0	6,446	722	0	0	0	0	0	0	7,168
Total:	0	6,446	722	0	0	0	0	0	0	7,168
Department Total:	0	6,446	722	0	0	0	0	0	0	7,168

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									
COMPUTER-AIDED MASS APPRAISAL SYSTEM	6,446	722	0	0	0	0	0	0	7,168
Department Total:	6,446	722	0	0	0	0	0	0	7,168

Strategic Business Management

Department-wide Issues

N/A

GENERAL DEPARTMENTAL FINANCIAL SUMMARY

Department: Strategic Business Management

(\$ 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	\$2,590	\$3,030	\$3,089	\$3,554	\$4,084	\$4,540	\$4,236	\$4,764
UMSA	General Fund UMSA	\$2,203	\$1,850	\$2,475	\$2,421	\$2,568	\$2,039	\$1,904	\$2,140
PROP	Bond Transaction Fees	\$100	\$150	\$150	\$0	\$0	\$0	\$0	\$0
PROP	CRA Administrative Reimbursement	\$0	\$0	\$193	\$226	\$345	\$316	\$524	\$581
INTERTRNF	Interagency Transfers	\$736	\$672	\$775	\$707	\$225	\$225	\$225	\$225
FED	Carryover	\$776	\$534	\$1,265	\$465	\$574	\$0	\$432	\$259
FED	Ryan White Care Act	\$26,561	\$25,754	\$25,540	\$24,551	\$23,999	\$25,493	\$25,061	\$25,030
TOTAL REVENUE		\$32,966	\$31,990	\$33,487	\$31,924	\$31,795	\$32,613	\$32,382	\$32,999
EXPENDITURES									
	Salary	\$4,114	\$4,908	\$5,917	\$6,186	\$5,695	\$5,565	\$5,488	\$6,179
	Overtime Salary	0	0	0	0	0	0	0	0
	Fringe	\$983	\$1,219	\$1,215	\$1,357	\$1,478	\$1,464	\$1,442	\$1,627
	Overtime Fringe	0	0	0	0	0	0	0	0
	Other Operating	\$27,848	\$25,839	\$25,840	\$23,704	\$24,153	\$25,393	\$25,121	\$25,110
	Capital	\$21	\$24	\$50	\$103	\$37	\$191	\$72	\$83
TOTAL OPERATING EXPENDITURES		\$32,966	\$31,990	\$33,022	\$31,350	\$31,363	\$32,613	\$32,123	\$32,999
	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		\$32,966	\$31,990	\$33,022	\$31,350	\$31,363	\$32,613	\$32,123	\$32,999
REVENUES LESS EXPENDITURES		\$0	\$0	\$465	\$574	\$432	\$0	\$259	\$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 =	73	78	79	74	68	62	62	63
Full-Time Positions Filled =	68	75	75	68	64		63	
Part-time FTEs Budgeted =	1	1	1	1	1	1	1	1
Temporary FTEs Budgeted =								

Activity: Administration

A) OPERATING BUDGET - REVENUES AND EXPENDITURES

	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
REVENUE								
General Fund Countywide	\$0	\$271	\$543	\$888	\$959	\$845	\$987	\$1,139
General Fund UMSA	\$0	\$127	\$258	\$381	\$431	\$378	\$444	\$512
TOTAL REVENUE	\$0	\$398	\$801	\$1,269	\$1,390	\$1,223	\$1,431	\$1,651
EXPENDITURES								
Salary	\$0	\$334	\$654	\$1,078	\$1,059	\$859	\$1,034	\$1,203
Overtime Salary	0	0	0	0	0	0	0	0
Fringe	\$0	\$63	\$146	\$190	\$267	\$226	\$282	\$317
Overtime Fringe	0	0	0	0	0	0	0	0
Other Operating	\$0	\$1	\$1	\$1	\$57	\$88	\$84	\$91
Capital	\$0	\$0	\$0	\$0	\$7	\$50	\$31	\$40
TOTAL OPERATING EXPENDITURES	\$0	\$398	\$801	\$1,269	\$1,390	\$1,223	\$1,431	\$1,651
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	\$0	\$398	\$801	\$1,269	\$1,390	\$1,223	\$1,431	\$1,651
REVENUES LESS EXPENDITURES	\$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 =	0	5	8	10	9	9	10	11
Full-Time Positions Filled =	0	5	8	10	9		11	
Part-time FTEs Budgeted =	0	0	0	0	0	0	0	0
Temporary FTEs Budgeted =								

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
Time taken to process check requests for Community-based Organizations	N/A	N/A	2 wks	1 wk	1wk	1wk	1wk	1 wk	ES9-5

Comments/Justification: Ensure Community-based Organizaions receive payment in a timely manner

Activity: Annexation and Incorporation

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	\$628	\$424	\$822	\$897	\$733	\$0	\$0	\$0
UMSA								
TOTAL REVENUE	\$628	\$424	\$822	\$897	\$733	\$0	\$0	\$0
EXPENDITURES								
Salary	\$407	\$306	\$613	\$584	\$479	\$0	\$0	\$0
Overtime Salary	0	0	0	0	0	0	0	0
Fringe	\$174	\$68	\$112	\$134	\$111	\$0	\$0	\$0
Overtime Fringe	0	0	0	0	0	0	0	0
Other Operating	\$0	\$45	\$94	\$172	\$143	\$0	\$0	\$0
Capital	\$0	\$5	\$3	\$7	\$0	\$0	\$0	\$0
TOTAL OPERATING EXPENDITURES	\$581	\$424	\$822	\$897	\$733	\$0	\$0	\$0
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	\$581	\$424	\$822	\$897	\$733	\$0	\$0	\$0
REVENUES								
LESS	\$47	\$0	\$0	\$0	\$0	\$0	\$0	\$0
EXPENDITURES								

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	6	6	0	0	0
Full-Time Positions Filled =	4	6	7	6	5		0	
Part-time FTEs Budgeted =								
Temporary FTEs Budgeted =								

Activity: Community Redevelopment & Economic Policy Analysis

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	\$19	\$2	\$193	\$24	\$30
General Fund UMSA	\$0	\$0	\$0	\$8	\$0	\$87	\$11	\$13
CRA Administrative Reimbursement	\$0	\$0	\$193	\$226	\$345	\$316	\$524	\$581
TOTAL REVENUE	\$0	\$0	\$193	\$253	\$347	\$596	\$559	\$624
EXPENDITURES								
Salary	\$0	\$0	\$144	\$388	\$272	\$437	\$434	\$466
Overtime Salary	0	0	0	0	0	0	0	0
Fringe	\$0	\$0	\$49	\$59	\$66	\$99	\$93	\$113
Overtime Fringe	0	0	0	0	0	0	0	0
Other Operating	\$0	\$0	\$0	\$-194	\$9	\$56	\$30	\$42
Capital	\$0	\$0	\$0	\$0	\$0	\$4	\$2	\$3
TOTAL OPERATING EXPENDITURES	\$0	\$0	\$193	\$253	\$347	\$596	\$559	\$624
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	\$0	\$0	\$193	\$253	\$347	\$596	\$559	\$624
REVENUES LESS EXPENDITURES	\$0	\$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 =	0	0	2	4	4	4	4	4
Full-Time Positions Filled =	0	0	2	4	4		4	
Part-time FTEs Budgeted =								
Temporary FTEs Budgeted =								

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
County TIF Revenues (in millions)**	N/A	N/A	N/A	\$23.0	\$30.5	\$31.9	\$30.5	\$32.4	ED4-1
Comments/Justification: Revenues collected through the Tax Increment Financing District									
Number of Community Redevelopment Agencies (CRAs)	N/A	N/A	N/A	12	12	12	12	12	NU1-1
Comments/Justification: Number of CRAs supported throughout Miami-Dade County									
Percent of total County Urban Development Boundary area within CRA districts	N/A	N/A	N/A	3.1%	3.6%	4.1%	3.6%	3.6%	ED4-1
Comments/Justification: Percent of CRA districts established throughout Miami-Dade County									
Percentage Increase in total CRA Taxable Value compared to the County	0	47%	61%	70%	56%	25%	25%	56%	ES4-1
Comments/Justification: An equal or higher percentage increase in CRA property tax rolls as compared to the Countywide, is a good trend indicating successful revitalization efforts									

Activity: Management and Budget

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	\$1,487	\$1,736	\$1,336	\$1,297	\$1,744	\$1,709	\$1,694	\$1,903
General Fund UMSA	\$1,011	\$817	\$822	\$556	\$784	\$769	\$761	\$855
Bond Transaction Fees	\$100	\$150	\$150	\$0	\$0	\$0	\$0	\$0
Interagency Transfers	\$616	\$672	\$775	\$707	\$225	\$225	\$225	\$225
TOTAL REVENUE	\$3,214	\$3,375	\$3,083	\$2,560	\$2,753	\$2,703	\$2,680	\$2,983
EXPENDITURES								
Salary	\$2,321	\$2,569	\$2,488	\$1,957	\$1,708	\$1,783	\$1,763	\$1,953
Overtime Salary	0	0	0	0	0	0	0	0
Fringe	\$482	\$683	\$463	\$432	\$461	\$452	\$433	\$486
Overtime Fringe	0	0	0	0	0	0	0	0
Other Operating	\$444	\$118	\$119	\$146	\$556	\$468	\$484	\$544
Capital	\$7	\$5	\$13	\$25	\$28	\$0	\$0	\$0
TOTAL OPERATING EXPENDITURES	\$3,254	\$3,375	\$3,083	\$2,560	\$2,753	\$2,703	\$2,680	\$2,983
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	\$3,254	\$3,375	\$3,083	\$2,560	\$2,753	\$2,703	\$2,680	\$2,983
REVENUES LESS EXPENDITURES	\$-40	\$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 =	29	24	23	21	17	17	17	17
Full-Time Positions Filled =	29	24	23	21	17		17	
Part-time FTEs Budgeted =								
Temporary FTEs Budgeted =								

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
Emergency Contingency Reserve Balance	N/A	N/A	11.0	25.0	60.9	61.0	67.7	88.6	ES8-1
Comments/Justification: Maintain Healty Reserves									
Government Financial Officers Association Award - average score	N/A	3.0	3.3	3.3	3.1	3.4	3.4	3.5	ES8-1
Comments/Justification: GFOA scores are reflective of previous years's budget efforts									

Activity: Management Planning and Performance Analysis

A) OPERATING BUDGET - REVENUES AND EXPENDITURES

	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
REVENUE								
General Fund Countywide	\$913	\$831	\$924	\$967	\$1,039	\$1,386	\$1,162	\$1,279
General Fund UMSA	\$492	\$391	\$437	\$415	\$467	\$622	\$522	\$575
Interagency Transfers	\$120	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL REVENUE	\$1,525	\$1,222	\$1,361	\$1,382	\$1,506	\$2,008	\$1,684	\$1,854
EXPENDITURES								
Salary	\$896	\$907	\$1,060	\$1,064	\$1,157	\$1,331	\$1,154	\$1,315
Overtime Salary	0	0	0	0	0	0	0	0
Fringe	\$176	\$214	\$207	\$254	\$283	\$346	\$311	\$348
Overtime Fringe	0	0	0	0	0	0	0	0
Other Operating	\$711	\$95	\$67	\$43	\$66	\$211	\$185	\$156
Capital	\$11	\$6	\$27	\$21	\$0	\$120	\$34	\$35
TOTAL OPERATING EXPENDITURES	\$1,794	\$1,222	\$1,361	\$1,382	\$1,506	\$2,008	\$1,684	\$1,854
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	\$1,794	\$1,222	\$1,361	\$1,382	\$1,506	\$2,008	\$1,684	\$1,854
REVENUES LESS EXPENDITURES	\$-269	\$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 =	20	20	16	12	14	14	14	14
Full-Time Positions Filled =	17	17	13	9	12		14	
Part-time FTEs Budgeted =	1	1	1	1	1	1	1	1
Temporary FTEs Budgeted =								

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 all strategic plan outcomes in the Active Strategy Enterprise System that have at least one measure or initiative linked (aligned) to it (or a child objective)	N/A	N/A	N/A	N/A	N/A	95%	95%	97%	ES9-1

Comments/Justification: New measure - Strategic Plan outcomes with aligned ASE objects (SORTIE)

Number of Active Strategy Enterprise users that have logged into the performance management system in the last 90 days (monthly measure)	N/A	N/A	N/A	N/A	N/A	1,000	1,001	1,000	ES9-1
--	-----	-----	-----	-----	-----	-------	-------	-------	-------

Comments/Justification: New measure - tracks the number of users that work with ASE on a monthly basis

Activity: Revenue Maximization

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	\$190	\$192	\$286	\$383	\$340	\$407	\$369	\$413
General Fund UMSA	\$72	\$91	\$136	\$164	\$153	\$183	\$166	\$185
TOTAL REVENUE	\$262	\$283	\$422	\$547	\$493	\$590	\$535	\$598
EXPENDITURES								
Salary	\$0	\$235	\$329	\$454	\$389	\$458	\$406	\$449
Overtime Salary	0	0	0	0	0	0	0	0
Fringe	\$0	\$46	\$65	\$87	\$96	\$110	\$102	\$118
Overtime Fringe	0	0	0	0	0	0	0	0
Other Operating	\$0	\$2	\$28	\$5	\$8	\$22	\$27	\$31
Capital	\$0	\$0	\$0	\$1	\$0	\$0	\$0	\$0
TOTAL OPERATING EXPENDITURES	\$0	\$283	\$422	\$547	\$493	\$590	\$535	\$598
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	\$0	\$283	\$422	\$547	\$493	\$590	\$535	\$598
REVENUES LESS EXPENDITURES	\$262	\$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 =	3	7	5	5	5	5	5	5
Full-Time Positions Filled =	3	7	5	5	5		5	
Part-time FTEs Budgeted =								
Temporary FTEs Budgeted =								

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 satisfactory rating received from County Departments on quality of grants training provided	N/A	N/A	N/A	95%	89%	98%	90%	90%	ES8-2
Comments/Justification: Indicates satisfaction of grant training sessions held with County Departments and/or Community-based organizations									
Grant dollars received as part of OSBM revenue enhancement activities (in millions)**	n/a	n/a	\$6.7	\$32.5	\$59.0	\$40.0	\$40.0	\$40.0	ES8-1
Comments/Justification: Reflects funding received through February 2006									
Percent of respondents expressing satisfaction with grant writing and technical assistance training provided to community-based organizations through district workshops	n/a	n/a	90%	95%	93%	98%	95%	98%	ES8-2
Comments/Justification: Percent depicts percent of above satisfactory ratings by participants of the OSBM grant writing and technical assistance training sessions									

Activity: Ryan White

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	\$776	\$534	\$1,265	\$465	\$574	\$0	\$432	\$259
Ryan White Care Act	\$26,561	\$25,754	\$25,540	\$24,551	\$23,999	\$25,493	\$25,061	\$25,030
TOTAL REVENUE	\$27,337	\$26,288	\$26,805	\$25,016	\$24,573	\$25,493	\$25,493	\$25,289
EXPENDITURES								
Salary	\$490	\$557	\$629	\$661	\$631	\$697	\$697	\$793
Overtime Salary	0	0	0	0	0	0	0	0
Fringe	\$151	\$145	\$173	\$201	\$194	\$231	\$221	\$245
Overtime Fringe	0	0	0	0	0	0	0	0
Other Operating	\$26,693	\$25,578	\$25,531	\$23,531	\$23,314	\$24,548	\$24,311	\$24,246
Capital	\$3	\$8	\$7	\$49	\$2	\$17	\$5	\$5
TOTAL OPERATING EXPENDITURES	\$27,337	\$26,288	\$26,340	\$24,442	\$24,141	\$25,493	\$25,234	\$25,289
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	\$27,337	\$26,288	\$26,340	\$24,442	\$24,141	\$25,493	\$25,234	\$25,289
REVENUES LESS EXPENDITURES	\$0	\$0	\$465	\$574	\$432	\$0	\$259	\$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 =	15	16	17	16	13	13	12	12
Full-Time Positions Filled =	15	16	17	13	12		12	
Part-time FTEs Budgeted =								
Temporary FTEs Budgeted =								

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
Total number of unduplicated HIV+ clients served by Ryan White Part A Program	n/a	n/a	11,500	11,232	10,265	11,000	10,965	10,965	HH4-4
Comments/Justification: Figures reflect a reduction in clients served due to reductions in federal funding									
Percentage of funds expended as part of the Ryan White HIV/AIDS Treatment Modernization Act Grant*	n/a	n/a	n/a	98.3%	98%	98%	98%	99%	HH4-4
Comments/Justification:									

PAYMENTS TO AND FROM OTHER DEPARTMENTS

Department: Strategic Business Management

(\$ in 000s)

PAYMENTS TO BE MADE TO OTHER DEPARTMENTS FROM STRATEGIC BUSINESS MANAGEMENT

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 STRATEGIC BUSINESS MANAGEMENT

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
Finance	Salary Reimbursement	Yes	\$175	\$175	\$175	\$175	\$175	\$175	\$175	\$175
Metropolitan Planning Organization	Salary Reimbursement	Yes	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50
Strategic Business Management	Ryan White - Salary Reimbursement	Yes	\$30	\$30	\$30	\$30	\$0	\$0	\$0	\$0
Total Transfer from other Departments			\$255	\$255	\$255	\$255	\$225	\$225	\$225	\$225

may include capital funds as well

SELECTED LINE ITEM HIGHLIGHTS
 Department: Strategic Business Management

(\$ 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
Legal Notices	31410; 31430	\$0	\$43	\$97	\$44	\$84	\$80	\$55	\$60
Travel	31210;31211;31215	\$24	\$58	\$35	\$26	\$33	\$40	\$35	\$33
Ryan White Grant (Federal Funding)		\$26,693	\$25,578	\$26,805	\$25,017	\$0	\$25,493	\$24,574	\$0