Memorandum

MIAMI-DADE COUNTY

Date:	April 12, 2011
To:	Honorable Lynda Bell, Chairperson and Members, Internal Management and Fiscal Responsibility Committee
From:	Alina T. Hudak, County Manager
Subject:	Departmental Budget Information

IMFR
Agenda Item No. 7(A)

Attached is departmental budget information. These packages include preliminary information from initial submissions. Base budget information will continue to be adjusted throughout the resource allocation process and any subsidies indicated should not be considered as final. We will continue to provide updated information throughout the resource allocation process.

Jennifer Glazer-Moon, Special Assistant/Director
Office of Strategic Business Management

Attachment

Cmo09711

Departmental Budget Presentations

Internal Management and Fiscal Responsibility Committee

Agenda Coordination

COMMITTEE REPORT

Department: Agenda Coordination

($ in 000s)

Department Budget Summary

FY 2010-11 Execution of Commitments

Highlight

- Reduction of printing costs

- Promote the availability of agenda items and agendas on-line and continue to enhance availability and amount of information pertaining to County Commission meetings on the County's website

Status

- The department has eliminated all printed Committee and Commission agenda kits for the Administration

- For FY 2010-11, the department estimates that about 800,000 agenda items will be viewed on-line; this will equate to approximately 60,000 visits to the Legistar Information Center site on the Office of Agenda Coordination website

GENERAL DEPARTMENTAL FINANCIAL SUMMARY

Department: Agenda Coordination

($ in 000s)

A) OPERATING BUDGET - REVENUES AND EXPENDITURES

		FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Budget	FY 2010-11 Projection	FY 2011-12 Base
REVENUE									
CW	General Fund Countywide	$870	$920	$941	$861	$389	$426	$447	$444
UMSA	General Fund UMSA	$284	$306	$314	$287	$130	$141	$150	$148
TOTAL REVENUE		**$1,154**	**$1,226**	**$1,255**	**$1,148**	**$519**	**$567**	**$597**	**$592**
EXPENDITURES									
	Salary	$698	$797	$831	$780	$359	$373	$413	$394
	Overtime Salary	0	0	0	0	0	0	0	0
	Fringe	$202	$216	$206	$198	$129	$86	$121	$130
	Overtime Fringe	0	0	0	0	0	0	0	0
	Court Cost	0	0	0	0	0	0	0	0
	Contractual Services	0	0	0	0	0	0	0	0
	Other Operating	$31	$29	$24	$22	$16	$40	$18	$25
	Charges for County Services	$220	$181	$188	$142	$7	$55	$36	$30

Grants to Outside Organization	0	0	0	0	0	0	0	0
Capital	$3	$3	$6	$6	$8	$13	$9	$13
TOTAL OPERATING EXPENDITURES	**$1,154**	**$1,226**	**$1,255**	**$1,148**	**$519**	**$567**	**$597**	**$592**
Transfers	0	0	0	0	0	0	0	0
Distribution of Funds In Trust	0	0	0	0	0	0	0	0
Debt Services	0	0	0	0	0	0	0	0
Depreciation, Amortizations and Depletion	0	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0	0
Other Non-Operating	0	0	0	0	0	0	0	0
TOTAL NON OPERATING EXPENDITURES	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
TOTAL EXPENDITURES	**$1,154**	**$1,226**	**$1,255**	**$1,148**	**$519**	**$567**	**$597**	**$592**
REVENUES LESS EXPENDITURES	$0	$0	$0	$0	$0	$0	$0	$0

B) POSITIONS

	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Budget	FY 2010-11 Projection	FY 2011-12 Base
Full-Time Positions Budgeted =	10	10	9	6	5	4	4	4
Full-Time Positions Filled =	10	10	9	6	5	[redacted]	4	[redacted]
Part-time FTEs Budgeted =								
Temporary FTEs Budgeted =								

PERFORMANCE INFORMATION BY SUB-ACTIVITY

Department: Agenda Coordination

($ in 000s)

Activity: Agenda Coordination and Processing (ES) (010)

Description	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Target	FY 2010-11 Projection	FY 2011-12 Target	Desired Outcomes
Number of working days (from developing the first draft) to generate and distribute official agendas	5	5	5	5		5	5	5	ES9-3

Comments/Justification: In order to meet the "4-Day" and "3-Day" Rules, the agenda packages must adhere to this schedule.

Average number of agenda kits delivered per meeting	55	53	53	38		30	30	30	ES9-3
Comments/Justification: This measures the average number of agenda kits delivered per meeting									
Agenda items processed for BCC meetings	2,955	2,425	2,504	2,466	2,187	2,500	2,300	2,300	ES9-3
Comments/Justification: This measures the number of agenda items processed during the fiscal year.									
Agenda items processed for BCC committee meetings	1,980	1,997	1,869	1,856	1,739	2,000	1,800	1,800	ES9-3
Comments/Justification: This measures the number of committee items processed during the fiscal year.									
Average customer satisfaction with website (1 to 4)	N/A	N/A	1.97	2.14	2.25	2.0	2.0	2.0	ES1-4
Comments/Justification: Measure looks at customer satisfaction with information provided on the Agenda Coordination website; Rating is based on a scale of 1 to 4 (1 being poor, 2 being satisfactory, 3 being good, and 4 excellent)									
Agenda items processed without errors	N/A	N/A	2.6%	97.6%	98.3%	97%	98%	98%	ES9-4
Comments/Justification: Measure number of issues or errors that occur during the agenda process on a yearly basis									

Americans with Disability Act Coordination

COMMITTEE REPORT

Department: Americans with Disabilities Act Coordination

Department Budget Summary

FY 2010-11 Execution of Commitments

Highlight

- Increase participation by the municipalities in the Municipal Parking Fines Reimbursement Program, which returns monies to communities to fund programs and services for people with disabilities

- Provide training and continuing education to County capital projects' staff and provide International Code Council (ICC) certification training and test preparation for capital project managers

Status

- Currently publicizing the program and preparing this year's invitation letters, with the goal of exceeding last year's participation by 19 municipalities that were collectively reimbursed $216,145

- Of the 20 capital project managers who have taken the ICC Accessibility Inspector/Plans Examiner Certification practice test, eight have passed the accreditation exam and seven more are scheduled to take the exam; in addition, an ADA training module is being presented each month during the OCI construction manager training

GENERAL DEPARTMENTAL FINANCIAL SUMMARY

Department: Americans with Disabilities Act Coordination

A) OPERATING BUDGET - REVENUES AND EXPENDITURES

		FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Budget	FY 2010-11 Projection	FY 2011-12 Base
REVENUE									
CW	General Fund Countywide	$363	$504	$316	$328	$289	$373	$341	$396
UMSA	General Fund UMSA	$170	$226	$136	$141	$118	$124	$113	$132
PROP	Carryover	$179	$202	$341	$331	$318	$186	$389	$371
PROP	Interagency Transfers	$0	$0	$0	$0	$0	$0	$0	$0
PROP	Municipal Fines	$301	$301	$290	$289	$288	$279	$289	$275
TOTAL REVENUE		$1,013	$1,233	$1,083	$1,089	$1,013	$962	$1,132	$1,174
EXPENDITURES									
	Salary	$411	$418	$322	$331	$276	$293	$289	$308
	Overtime Salary	0	0	0	0	0	0	0	0
	Fringe	$81	$72	$74	$93	$73	$85	$76	$119
	Overtime Fringe	0	0	0	0	0	0	0	0

Court Cost	$0	$0	$4	$4	$4	$7	$6	$7
Contractual Services	$0	$0	$0	$0	$0	$50	$39	$39
Other Operating	$316	$402	$151	$29	$38	$53	$39	$47
Charges for County Services	$0	$0	$7	$2	$16	$7	$11	$5
Grants to Outside Organization	0	0	0	0	0	0	0	0
Capital	$3	$0	$0	$7	$0	$2	$1	$3
TOTAL OPERATING EXPENDITURES	**$811**	**$892**	**$558**	**$466**	**$407**	**$497**	**$461**	**$528**
Transfers	$0	$0	$0	$0	$0	$0	$0	$0
Distribution of Funds In Trust	$0	$0	$194	$305	$217	$465	$300	$646
Debt Services	$0	$0	$0	$0	$0	$0	$0	$0
Depreciation, Amortizations and Depletion	$0	$0	$0	$0	$0	$0	$0	$0
Reserves	$0	$0	$0	$0	$0	$0	$0	$0
Other Non-Operating	$0	$0	$0	$0	$0	$0	$0	$0
TOTAL NON OPERATING EXPENDITURES	**$0**	**$0**	**$194**	**$305**	**$217**	**$465**	**$300**	**$646**
TOTAL EXPENDITURES	**$811**	**$892**	**$752**	**$771**	**$624**	**$962**	**$761**	**$1,174**
REVENUES LESS EXPENDITURES	$202	$341	$331	$318	$389	$0	$371	$0

B) POSITIONS

	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Budget	FY 2010-11 Projection	FY 2011-12 Base
Full-Time Positions Budgeted =	10	10	9	4	3	3	3	3
Full-Time Positions Filled =	9	8	8	4	3		3	
Part-time FTEs Budgeted =								
Temporary FTEs Budgeted =								

PERFORMANCE INFORMATION BY SUB-ACTIVITY

Department:Americans with Disabilities Act Coordination

Activity: ADA Coordination (ES) (050)

Description	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Target	FY 2010-11 Projection	FY 2011-12 Target	Desired Outcomes
ADA training sessions for County ADA Coordinators	4	3	5	4	5	5	5	6	ES5-1
Comments/Justification: Number of scheduled attendance and training sessions for Miami-Dade County ADA Coordinators									
ADA training sessions to County departments and municipalities	40	38	36	38	40	40	40	42	ES5-1
Comments/Justification: Individually developed ADA Training Curriculum for County Departments, municipalities, and other entities									
Number of Commission on Disability Issues (CODI) meetings held.	17	14	14	12	13	13	13	14	ES1-4
Comments/Justification: Plan, schedule and develop minutes for all monthly meetings, serve a liaison between CODI, Board of County Commissioners and County Administrative staff; follow up on CODI's initiatives and requests.									
Percentage of departments with which ADA has consulted on barrier removal priority plans	N/A	N/A	N/A	N/A	N/A	75%	80%	90%	ES6-1
Comments/Justification: Revised AO 10-10 requires County departments to set departmental priorities for removal of architectural barriers in buildings and facilities to ensure access to all County programs. All departments must have plans to remove architectural barriers to provide access to all programs and services. Departmental barrier removal plans shall be: (1) Developed in consultation and reviewed annually with the Office of ADA Coordiantion, and (2) Tracked in terms of funding and time on the department's ASE scorecard.									
Percentage of departments that have staff who obtain ICC Certification*	N/A	N/A	N/A	N/A	N/A	75%	90%	N/A	ES6-1
Comments/Justification: The Office of ADA Coordination's Built Environment Program is about the creation of procedures, guidelines, and an accompanying training program for capital departments to ensure that the County's capital improvement process maximizes integrated - rather than compartmentalized design procedures and results in buildings and facilities that are fully accessible to people with disabilities. One component of the program is to offer funding for capital departments to have staff members obtain the International Code Council's Certification for Accessibility Inspector /Plans Examiner.									
Percentage of clients with disabilities who rank home modification program services delivered as "Satisfactory" or better.	N/A	N/A	N/A	N/A	N/A	75%	100%	90%	HH5-2
Comments/Justification: Partner with HCD and CAA to Ensure Success of Single Family Rehab Loan: The objective of the Single Family Loan Rehabilitation Program is to provide oversight as Construction manager for those applicants who have received a house rehabilitation loan for barrier removal through Housing and Community Development (HCD) Upon approval by HCD, the customer is assigned a CAA Housing Inspector who assists the client by issuing a scope of work and aiding the homeowner in the selection of a contractor. The Office of ADA Coordination's role in the program is to to assist with client disability certification and advise on any related disability access issues associated with this program.									

Percentage of departments which have completed training on 2010 ADA/Architectural Barriers Act (ABA) standards	N/A	N/A	N/A	N/A	N/A	N/A	N/A	90	ES6-1

Comments/Justification: As an Enabling Strategies department, the Office of ADA Coordination helps County departments understand the importance of the ADA as a federal civil rights law, their obligations under the Act, the options for meeting those obligations, and how different options will impact people with disabilities. The Department provides technical assistance to County capital departments on built environment issues through training for capital project managers and departmental Built Environment Coordinators. US DOJ adopted ADA/ABA 2010 Standards on 7/23/10. Construction and alterations begun between 9/15/10 and 3/15/12 must comply with existing ADA standards or the 2010 Standards. Construction and alterations commenced on or after 3/15/12 must comply with the 2010 Standards. Therefore, County capital departments must be knowledgeable about these standards when carrying out construction projects.

Activity: ADA Coordination (ES) Municipal Fines (050)

Number of Municipalities Receiving Reimbursements from Muni Parking Fines Program	7	7	17	20	20	25	19	22	ES9-3

Comments/Justification: The Office of ADA Coordination administers the Municipal Parking Fines Reimbursement Program which refunds to the municipalities fines imposed on persons violating accessible ("handicapped") parking laws. The refunded monies must be used to improve accessibility and equal opportunity to qualified persons who have disabilities in the municipality and to conduct disability public awareness programs. It is our goal to increase participation in the program in order to get these monies back into the communities where they can be used to fund programs for persons with disabilities. Additionally, it is hoped that more reimbursements create additional incentives to enforce the accessible parking laws, thus freeing up more spaces for those who are entitled to use them

Audit and Management

($ in 000s)

Department Budget Summary

FY 2010-11 Execution of Commitments

Highlight

- Conduct audits aimed at operational efficiency and effectiveness in County departments and agencies; produce constructive recommendations that are high-impact, yield dollar savings, foster process improvements, or result in cost avoidance

- Conduct planned audits and follow-up resolutions to assure key audit findings are appropriately and timely addressed; assure timely communication of audit results

- Retain existing staff and enhance staff development through on-going professional training

Status

- The Department has completed 20 of 40 planned audits for the six months ended March 31, 2011. For the same period, assessments totaling $2.9 million have been primarily collected from prior year audits. Due to the loss of seven staff positions in 2010 and five in 2011, fewer audits will be completed than originally planned, increasing the County's exposure to lost revenue, abusive practices, and inefficiencies, among other risks.

- To date, the Department has issued 75% of the audit reports within 90 days of fieldwork completion and three of seven planned follow-up audits are underway.

- The Department will conduct training in the fourth quarter of 2011 to further enhance staff's operational auditing and information technology skills.

GENERAL DEPARTMENTAL FINANCIAL SUMMARY

Department: Audit and Management Services

($ in 000s)

A) OPERATING BUDGET - REVENUES AND EXPENDITURES

		FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Budget	FY 2010-11 Projection	FY 2011-12 Base
REVENUE									
CW	General Fund Countywide	$2,599	$2,598	$3,141	$3,523	$3,090	$2,652	$2,435	$3,381
UMSA	General Fund UMSA	$1,114	$1,223	$1,347	$1,510	$1,029	$884	$812	$1,128
PROP	Other Revenues	$0	$0	$0	$0	$0	$0	$887	$0
INTERTRNF	Carryover	$0	$0	$0	$0	$0	$886	$0	$0
INTERTRNF	Fees for Services	$1,210	$1,458	$1,492	$1,562	$1,558	$1,558	$1,558	$1,778
TOTAL REVENUE		**$4,923**	**$5,279**	**$5,980**	**$6,595**	**$5,677**	**$5,980**	**$5,692**	**$6,287**
EXPENDITURES									
	Salary	$3,498	$3,780	$4,301	$4,778	$4,208	$4,199	$4,048	$4,323

Overtime Salary	$0	$0	$2	$0	$0	$0	$0	$0
Fringe	$884	$1,015	$1,167	$1,306	$1,017	$1,131	$1,092	$1,308
Overtime Fringe	0	0	0	0	0	0	0	0
Court Cost	$0	$0	$0	$0	$0	$2	$0	$2
Contractual Services	$0	$0	$2	$2	$0	$0	$0	$0
Other Operating	$497	$455	$484	$501	$443	$601	$530	$607
Charges for County Services	$0	$2	$6	$2	$2	$25	$7	$25
Grants to Outside Organization	0	0	0	0	0	0	0	0
Capital	$44	$29	$26	$10	$7	$22	$15	$22
TOTAL OPERATING EXPENDITURES	**$4,923**	**$5,281**	**$5,988**	**$6,599**	**$5,677**	**$5,980**	**$5,692**	**$6,287**
Transfers	0	0	0	0	0	0	0	0
Distribution of Funds In Trust	0	0	0	0	0	0	0	0
Debt Services	0	0	0	0	0	0	0	0
Depreciation, Amortizations and Depletion	0	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0	0
Other Non-Operating	0	0	0	0	0	0	0	0
TOTAL NON OPERATING EXPENDITURES	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
TOTAL EXPENDITURES	**$4,923**	**$5,281**	**$5,988**	**$6,599**	**$5,677**	**$5,980**	**$5,692**	**$6,287**
REVENUES LESS EXPENDITURES	$0	$2	$8	$4	$0	$0	$0	$0

B) POSITIONS

	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Budget	FY 2010-11 Projection	FY 2011-12 Base
Full-Time Positions Budgeted =	49	58	61	61	60	49	49	49
Full-Time Positions Filled =	46	51	55	60	60		47	
Part-time FTEs Budgeted =	0	0	0	0	0	0	0	0
Temporary FTEs Budgeted =	0	0	0	0	0	0	0	0

PERFORMANCE INFORMATION BY SUB-ACTIVITY

Department:Audit and Management Services

Activity: Audit Services (ES) Audit Services AU205690 (010)

Description	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Target	FY 2010-11 Projection	FY 2011-12 Target	Desired Outcomes
Percentage of audit reports drafted and issued within 90 days of fieldwork completion*	66%	72%	52%	37%	50%	55%	55%	55%	ES1-1
Comments/Justification:									
Amount collected from assessments (in thousands)	$5,400	$3,678	$1,784	$292	$6,153	$1,500	$3,000	$1,500	ES8-1
Comments/Justification:									
Number of audits resulting in financial impact	14	21	6	3	9	12	12	12	ES8-1
Comments/Justification:									
Audit reports issued*	35	40	25	34	40	40	40	35	ES8-1
Comments/Justification:									
Provide 40 hours of Continuing Professional Education annually.	118	37	57	82	44	40	40	40	ES5-2
Comments/Justification:									
Percentage of planned follow-up audits completed**		13%	40%	33%	17%	65%	10%	50%	ED1-1
Comments/Justification:									

Commission Auditor

COMMITTEE REPORT

Department: Office of the Commission Auditor

($ in 000s)

Department Budget Summary

FY 2010-11 Execution of Commitments	
Highlight	**Status**
• Perform legislative analysis of agenda items for Board of County Commission and Committee agendas	• The OCA performed approximately 96 BCC agenda and committee agenda legislative reviews during FY 2009-10
• Review departmental budgets during the development of the resource allocation plan	• During FY 2009-10 OCA analyzed and reviewed all departmental budget submission and attended all Office of Strategic Business Management department resource allocation meetings
• Perform audit project review in accordance to the adopted work plan	• During FY 2009-10 OCA completed 82 percent of the audits described in the adopted work plan; for FY 2010-11 and FY 2011-12 OCA expects to complete 100 percent of the audit projects; in addition it anticipates increasing emphasis on budget-oriented projects

GENERAL DEPARTMENTAL FINANCIAL SUMMARY

Department: Office of the Commission Auditor

($ in 000s)

A) OPERATING BUDGET - REVENUES AND EXPENDITURES

		FY 2005-06	FY 2006-07	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	FY 2010-11	FY 2011-12
		Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
REVENUE									
CW	General Fund Countywide	$1,048	$1,200	$2,147	$2,785	$2,392	$2,367	$2,367	$2,659
UMSA	General Fund UMSA	$450	$515	$877	$1,082	$930	$789	$789	$886
PROP	Carryover	$0	$0	$0	$0	$0	$0	$0	$0
INTERTRNF	Interagency Transfers	$0	$0	$0	$0	$0	$0	$0	$0
FED	Fees for Services	$0	$0	$0	$0	$0	$0	$0	$0
TOTAL REVENUE		**$1,498**	**$1,715**	**$3,024**	**$3,867**	**$3,322**	**$3,156**	**$3,156**	**$3,545**
EXPENDITURES									
	Salary	$1,050	$1,224	$1,983	$2,652	$2,393	$2,237	$2,237	$2,639
	Overtime Salary	$0	$0	$0	$0	$0	$0	$0	$0
	Fringe	$332	$396	$509	$717	$651	$810	$810	$790
	Overtime	0	0	0	0	0	0	0	0

	Fringe								
	Court Cost	0	0	0	0	0	0	0	0
	Contractual Services	0	0	$194	$59	$1	0	0	$1
	Other Operating	$96	$91	$100	$88	$60	$62	$62	$68
	Charges for County Services	0	0	$57	$50	$48	$43	$43	$43
	Grants to Outside Organization	0	0	0	0	0	0	0	0
	Capital	$7	$23	$40	$32	$14	$4	$4	$4
TOTAL OPERATING EXPENDITURES		**$1,485**	**$1,734**	**$2,883**	**$3,598**	**$3,167**	**$3,156**	**$3,156**	**$3,545**
	Transfers	0	0	0	0	0	0	0	0
	Distribution of Funds in Trust	0	0	0	0	0	0	0	0
	Debt Services	0	0	0	0	0	0	0	0
	Depreciation, Amortizations and Depletion	0	0	0	0	0	0	0	0
	Reserves	0	0	0	0	0	0	0	0
	Other Non-Operating	0	0	0	0	0	0	0	0
TOTAL NON OPERATING EXPENDITURES		**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
TOTAL EXPENDITURES		**$1,485**	**$1,734**	**$2,883**	**$3,598**	**$3,167**	**$3,156**	**$3,156**	**$3,545**
REVENUES LESS EXPENDITURES		$13	$(19)	$141	$269	$155	$0	$0	$0

B) POSITIONS

	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Budget	FY 2010-11 Projection	FY 2011-12 Base
Full-Time Positions Budgeted =	19	19	30	31	31	31	31	31
Full-Time Positions Filled =	19	22	30	31	31		31	
Part-time FTEs Budgeted =	0	0	0	0	0	0	0	0
Temporary FTEs Budgeted =								

PERFORMANCE INFORMATION BY SUB-ACTIVITY

Department: Office of the Commission Auditor

($ in 000's)

Activity: Office of Commission Auditor (PF) (010)

Description	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Target	FY 2010-11 Projection	FY 2011-12 Target	Desired Outcomes
Number of legislative analyses produced during fiscal year (except BCC recess)	8 per month	0	0	96	94	96	80	80	ES8-1
Comments/Justification: Providing meaningful legislative research and analytical analysis to support regular commission, committee, and sub-committee meetings as well as workshps or special meetings of the Commission									
Percent of departmental budgets reviewed during the resource allocation process	75%	0	0	100%	100%	100%	100%	100%	ES8-2
Comments/Justification: Review all departmental budgets, attend resource allocation meetings and meet with departments, OSBM staff and County Manager's staff as necessary during the resource allocation process									
Percent of audit projects performed in accordance with adopted work plan	50%	0	0	100%	82%	100%	100%	100%	ES8-1
Comments/Justification: Conduct audits in accordance to adopted work plan - plan calls for 17 annual audit projects thru FY 07-08, increasing to 26 annual audits commencing FY 08-09.									
Analyze departmental budget for performance based principles	N/A	0	0	2	2	2	2	2	ES8-2
Comments/Justification: Analyze departmental budgets utilizing zero based principles in compliance with Ordinance 05-136; projected to complete two departmental reviews in FY 07-08; increasing to complete seven departments in FY 08-09									
Monitor intradepartmental budget amendments	N/A	0	0	100%	100%	100%	100%	100%	ES8-2
Comments/Justification: Monitor, review and report on intradepartmental budget amendments in compliance with Ordinance #07-45									
Review quarterly financial reports for variances between budget and projections	N/A	0	0	100%	100%	100%	100%	100%	ES8-2
Comments/Justification: Review each department's financial data on a quarterly basis for variance between allocated budget and budget projection.									

Commission on Ethics

COMMITTEE REPORT

Department: Commission on Ethics and Public Trust

($ in 000s)

Department Budget Summary

FY 2010-11 Execution of Commitments

Highlight

- Continue to provide the public with access to register their complaints and concerns via the Commission on Ethics and Public Trust "Ethics Complaint Hotline"
- Continues to provide Ethics training to all Miami-Dade County Advisory Board members per Resolution R-189-05
- Continue to increase awareness of Cone of Silence and Lobbyist Registration legislation

Status

- The Ethics Commission continues to receive and investigate those complaints generated through the 24-hour hotline; between 6 to 13 complaint calls are received each month
- The Ethics Commission continues ethics training for County Advisory Board members; as of March, 2011, 21 training sessions were held in which 214 Advisory Board members were trained
- As of March, 2011, The Ethics Commission has conducted six training workshops on Cone of Silence and Lobbyist Registration rules for County officials and employees

GENERAL DEPARTMENTAL FINANCIAL SUMMARY

Department: Commission on Ethics and Public Trust

($ in 000s)

A) OPERATING BUDGET - REVENUES AND EXPENDITURES

		FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Budget	FY 2010-11 Projection	FY 2011-12 Base
REVENUE									
CW	Carryover	$0	$0	$0	$0	$301	$0	$0	$0
CW	General Fund Countywide	$1,833	$1,991	$1,965	$2,047	$1,788	$2,074	$2,036	$2,299
PROP	Carryover	$46	$46	$46	$71	$0	$0	$0	$0
PROP	Lobbyist Trust Fund	$25	$25	$25	$25	$25	$38	$38	$38
PROP	Fees and Charges	$0	$0	$0	$0	$0	$0	$0	$30
TOTAL REVENUE		**$1,904**	**$2,062**	**$2,036**	**$2,143**	**$2,114**	**$2,112**	**$2,074**	**$2,367**
EXPENDITURES									
	Salary	$1,285	$1,436	$1,428	$1,568	$1,564	$1,531	$1,507	$1,680
	Overtime Salary	0	0	0	0	0	0	0	0
	Fringe	$305	$366	$360	$393	$390	$396	$383	$502

Overtime Fringe	0	0	0	0	0	0	0	0
Court Cost	$0	$0	$0	$0	$0	$0	$0	$0
Contractual Services	$0	$0	$0	$0	$11	$11	$10	$10
Other Operating	$258	$206	$172	$180	$141	$163	$167	$164
Charges for County Services	$0	$0	$0	$0	$3	$4	$3	$4
Grants to Outside Organization	0	0	0	0	0	0	0	0
Capital	$10	$8	$5	$2	$5	$7	$4	$7
TOTAL OPERATING EXPENDITURES	**$1,858**	**$2,016**	**$1,965**	**$2,143**	**$2,114**	**$2,112**	**$2,074**	**$2,367**
Transfers	0	0	0	0	0	0	0	0
Distribution of Funds In Trust	0	0	0	0	0	0	0	0
Debt Services	0	0	0	0	0	0	0	0
Depreciation, Amortizations and Depletion	0	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0	0
Other Non-Operating	0	0	0	0	0	0	0	0
TOTAL NON OPERATING EXPENDITURES	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
TOTAL EXPENDITURES	**$1,858**	**$2,016**	**$1,965**	**$2,143**	**$2,114**	**$2,112**	**$2,074**	**$2,367**
REVENUES LESS EXPENDITURES	$46	$46	$71	$0	$0	$0	$0	$0

B) POSITIONS

	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Budget	FY 2010-11 Projection	FY 2011-12 Base
Full-Time Positions Budgeted =	16	16	16	16	15	15	15	15
Full-Time Positions Filled =	16	15	14	15	15		14	
Part-time FTEs Budgeted =	1	2	2	1	0	1	1	1
Temporary FTEs Budgeted =								

PERFORMANCE INFORMATION BY SUB-ACTIVITY

Department:Commission on Ethics and Public Trust

Activity: Commission on Ethics and Public Trust (ES) (10)

Description	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Target	FY 2010-11 Projection	FY 2011-12 Target	Desired Outcomes
Number of complaints filed*	32	47	47	57	177	195	195	205	ES2-3
Comments/Justification: Number of complaints filed by citizens, County employees, and municipalities requesting ethics investigation violations									
Number of requests for opinions and inquiries filed	316	326	326	395	332	365	365	383	ES2-3
Comments/Justification: Number of request for opinions and inquiries filed by citizens, that are received by the Ethics Commission and handle by staff for a final opinion									
Number of investigations handled	N/A	128	128	155	208	228	228	240	ES9-4
Comments/Justification: Number of investigative files opened and investigations initiated based on information presented by the public, hotline calls, our own internal sources and/or referrals by other agencies/departments									
Ethics trainings and workshops	291	299	299	359	416	400	400	420	ES2-3
Comments/Justification: Number of trainings/ workshops provided to government officials and personnel, candidates for office, various community organizations, and schools									

Enterprise Technology Services

Department Budget Summary

FY 2010-11 Execution of Commitments

Highlight	Status
• In FY 2010-11, the Department will continue with the implementation of the core optical network upgrade, replacing aging fiber optic infrastructure to ensure continued reliability and performance of enterprise systems and the supporting core network ($201,000 from COR committed carryover)	• Implementation is underway with aging equipment in the process of being replaced, thereby improving network capacity. The project will be completed by September 2011
• During FY 2009-10, ETSD developed and awarded a solicitation to begin to upgrade Miami-Dade County's access network (Ethernet Edge Switch) to a state-of-the-art secure architecture for the delivery of data, telephony, and video services ($1.985 million funded from reprogrammed Capital Asset Bond 2007 proceeds); Phase I of the upgrade will be completed in FY 2010-11 and will allow secure access for County users and enable separate and secure Internet access for vendors, contractors, and visitors to County facilities through both wireless and wired connections for users at the Stephen P. Clark Center (SPCC) and the Data Processing and Communications Center (DPCC)	• ETSD is in the process of implementing the state-of-the art architecture. The data processing and communications center (DPCC) upgrade has been completed and preparatory work is underway for the Stephen P. Clark Center (SPCC). Implementation of SPCC is slated to be completed by September 2011
• In FY 2010-11, ETSD will complete the procurement of a new Enterprise Content Management (ECM) solution ($485,000), funded by reprogrammed Capital Asset Bond proceeds, that will provide capacity for growth and additional workflow functionality not available in the County's current electronic document management system (EDMS); the solution will facilitate the Finance Department's effort to create an integrated workflow accounts payable solution and will address other countywide workflow needs	• The County Executive Office has provided approval to proceed with negotiating with the top vendor selected through a competitive RFP process. The Enterprise Content Management Solution will be the core electronic repository for official County records

- In January 2010, the Board of County Commissioners approved the 800 MHz rebanding settlement between the County and Sprint/Nextel; pre-installation site work is slated for completion in the second quarter of FY 2010-11 and radio programming, testing, and deployment will begin in the third quarter of FY 2010-11; since the scope of the project now encompasses the total replacement of the entire 800 MHz radio infrastructure, the project has been renamed the Radio System Modernization Project (RSMP)

- Radios have been deployed for Public Works, Water and Sewer and Seaport Departments. The radio system is being staged in anticipation for the first group of equipment to be delivered and installed during the first quarter of FY 2011-12. On-going planning and work to get radio tower sites ready for the new system continues

GENERAL DEPARTMENTAL FINANCIAL SUMMARY

Department: Enterprise Technology Services

($ in 000s)

A) OPERATING BUDGET - REVENUES AND EXPENDITURES

		FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Budget	FY 2010-11 Projection	FY 2011-12 Base
REVENUE									
CW	General Fund Countywide	$23,521	$27,754	$26,246	$27,204	$25,667	$23,293	$22,292	$24,835
UMSA	General Fund UMSA	$11,064	$11,892	$11,662	$11,112	$10,484	$7,763	$7,832	$8,726
PROP	Carryover	$0	$0	$0	$355	$590	$0	[illegible]	$0
PROP	Proprietary Fees	$934	$938	$1,018	$906	$869	$804	$779	$800
PROP	Recording Fee for Court Technology	$4,605	$5,006	$3,611	$2,372	$2,054	$2,500	$2,500	$2,200
PROP	Traffic Violation Surcharge	$1,000	$1,386	$1,482	$1,256	$1,035	$1,100	$1,100	$1,200
INTERTRNF	Interagency Transfers	$78,744	$87,981	$94,059	$88,340	$86,654	$90,391	$91,531	$97,619
TOTAL REVENUE		**$119,868**	**$134,957**	**$138,078**	**$131,545**	**$127,353**	**$125,851**	**$126,031**	**$135,380**
EXPENDITURES									
	Salary	$50,601	$51,373	$51,784	$55,117	$52,986	$51,920	$53,517	$54,401
	Overtime Salary	$523	$1,700	$1,491	$1,242	$693	$1,335	$782	$1,092
	Fringe	$12,956	$14,103	$14,338	$13,628	$12,259	$13,481	$12,419	$15,874
	Overtime Fringe	$76	$227	$312	$352	$140	$267	$156	$222
	Court Cost	$0	$0	$0	$0	$1	$0	$0	$0
	Contractual Services	$0	$0	$0	$1,881	$1,371	$2,013	$2,166	$2,256
	Other Operating	$48,972	$54,248	$57,564	$47,408	$45,853	$42,897	$41,983	$44,057

	Charges for County Services	$0	$0	$0	$2,677	$2,746	$5,445	$4,861	$8,377
	Grants to Outside Organization	$0	$0	$0	$0	$0	$0	$0	$0
	Capital	$3,431	$9,972	$9,012	$5,567	$7,795	$4,683	$6,267	$5,265
TOTAL OPERATING EXPENDITURES		**$116,559**	**$131,623**	**$134,501**	**$127,872**	**$123,844**	**$122,041**	**$122,151**	**$131,544**
	Transfers	0	0	0	0	0	0	0	0
	Distribution of Funds In Trust	0	0	0	0	0	0	0	0
	Debt Services	$3,309	$3,334	$3,222	$3,083	$3,512	$3,810	$3,811	$3,836
	Depreciation, Amortizations and Depletion	0	0	0	0	0	0	0	0
	Reserves	0	0	0	0	0	0	0	0
	Other Non-Operating	0	0	0	0	0	0	0	0
TOTAL NON OPERATING EXPENDITURES		**$3,309**	**$3,334**	**$3,222**	**$3,083**	**$3,512**	**$3,810**	**$3,811**	**$3,836**
TOTAL EXPENDITURES		**$119,868**	**$134,957**	**$137,723**	**$130,955**	**$127,356**	**$125,851**	**$125,962**	**$135,380**
REVENUES LESS EXPENDITURES		$0	$0	$355	$590	[illegible]	$0	$69	$0

B) POSITIONS

	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Budget	FY 2010-11 Projection	FY 2011-12 Base
Full-Time Positions Budgeted =	647	636	630	605	589	547	550	550
Full-Time Positions Filled =	640	594	535	501	567	[redacted]	544	[redacted]
Part-time FTEs Budgeted =	0	0	0	0	0	0	0	0
Temporary FTEs Budgeted =	0	0	0	0	0	0	0	0

PERFORMANCE INFORMATION BY SUB-ACTIVITY

Department: Enterprise Technology Services

($ in 000s)

Activity: Data Center Services (ES) (060)

Description	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Target	FY 2010-11 Projection	FY 2011-12 Target	Desired Outcomes
Production systems availability	99%	99%	99%	100%	99.992%	99%	99%	99%	ES4-2

Comments/Justification:

Mainframe production jobs (in millions)	N/A	N/A	N/A	1.86	2.057	2.2	2.1	2.2	ES4-2
Comments/Justification:									
Mainframe On-line transactions (in billions)	N/A	N/A	N/A	2.03	2.210	2.4	2.3	2.4	ES4-2
Comments/Justification:									
Percentage of effective mainframe capacity utilized	N/A	82%	90%	90%	74%	90%	75%	79%	ES4-2
Comments/Justification: New equipment, Central Processing Unit (CPU). Installed January 2009									
UNIX processors supported per full time equivalent (FTE)	N/A	39	34	41	53	50	70	70	ES4-2
Comments/Justification:									
Activity: Enterprise Applications Division (ES) (060)									
Average calendar days to resolve reported problems*	N/A	10	9	15	8.59	10	10	10	ES4-3
Comments/Justification:									
Percentage of application batch jobs completed successfully	N/A	99.0%	99.2%	99.3%	99.25%	99%	99%	99%	ES4-3
Comments/Justification:									
Activity: Enterprise Programs Division (ES) (060)									
Work orders - EAMS (in thousands)	N/A	258	237	156	334	270	320	350	ES4-6
Comments/Justification:									
System users - EAMS	N/A	1,072	1,554	1,860	3,690	3,150	3,800	3,900	ES4-6
Comments/Justification:									
Assets tracked - EAMS (in thousands)*	N/A	83	107	116	147	140	160	170	ES4-6
Comments/Justification:									
Number of items (system objects) in thousands - EDMS	N/A	21,192	28,300	35,000	40,900	36,900	41,500	44,500	ES4-6
Comments/Justification:									
System users - EDMS*	N/A	3,321	3,847	5,730	6,127	5,000	6,300	6,500	ES4-6
Comments/Justification:									

New system users - EDMS	N/A	1,465	560	154	439	1200	270	250	ES4-6
Comments/Justification: Delay in growth due to pending EDMS system replacement anticipated to occur during FY10-11									
Users with access to financials - ERP*	N/A	5,412	9,531	9,779	622	2,420	2,420	2,420	ES4-6
Comments/Justification: As of FY09-10 actuals, the metric tracked reflects the average number of unique users each month. Financials used by WASD and MDAD only.									
Users with access to human resources - ERP*	N/A	16,402	50,333	59,296	695	1375	1375	1941	ES4-6
Comments/Justification: As of FY09-10 actuals, the metric tracked reflects the average number of unique users each month. ERP not deployed as expected - County only.									
Applications for employment via the eRecruiting system - ERP	N/A	30,661	315,503	5,411	60,068	16,000	10,000	12,000	ES4-6
Comments/Justification: Limited jobs posted in FY09-10.									
Visits to GIS applications (in thousands)	N/A	3,364	3,331	2,882	2,807	2,900	2,400	2,500	ES4-6
Comments/Justification:									
Street segments and address ranges maintained quarterly - GIS	N/A	102,761	102,844	103,204	103,629	103,246	103,500	103,500	ES4-6
Comments/Justification:									
Condominium addresses maintained quarterly	N/A	263,472	306,142	101,599	311,934	304,148	304,150	304,150	ES4-6
Comments/Justification:									
Departments using electronic time reporting (ePAR)	N/A	N/A	N/A	6	32	48	51	62	ES4-6
Comments/Justification:									
Activity: Field Services (ES) (060)									
Percentage of computer equipment repairs completed within 48 hours	90%	93%	94%	95%	96.51%	92%	94%	92%	ES4-3
Comments/Justification:									
Percentage of telephone equipment repairs completed within 48 hours	90%	91%	90%	91%	91.22%	92%	93%	92%	ES4-3
Comments/Justification:									

Percentage of participation in County-wide "Power IT Down" initiative	N/A	N/A	N/A	N/A	37.66%	50%	60%	60%	NU3
Comments/Justification:									
Percentage of new computer equipment purchased that meets Energy Star Standards	N/A	N/A	N/A	N/A	98%	95%	99%	99%	NU3
Comments/Justification:									

Activity: Office of the Director and Operational Support (ES) (060)

Description	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Target	FY 2010-11 Projection	FY 2011-12 Target	Desired Outcomes
Percentage of financial reports completed by the 15th of each month	100%	100%	100%	100%	100%	100%	100%	100%	ES1-1
Comments/Justification:									
Average monthly contact volume*	N/A	5,069	7,757	8,305	8025	N/A	N/A	N/A	ES4-3
Comments/Justification:									
Percentage of calls to Help Desk resolved on first contact*	N/A	69%	74%	77%	70.49%	N/A	N/A	N/A	ES4-3
Comments/Justification: The Enterprise IT Help Desk was transferred to the Government Information Center in FY10-11.									
Average customer satisfaction with the Help Desk	N/A	88%	90%	93%	91.07%	80%	N/A	N/A	ES4-3
Comments/Justification: The Enterprise IT Help Desk was transferred to the Government Information Center in FY10-11.									
Percentage of contacts answered within threshold*	0	86%	94%	79%	79%	75%	N/A	N/A	ES4-3
Comments/Justification: The Enterprise IT Help Desk was transferred to the Government Information Center in FY10-11.									
Percentage completion of Cyber Awareness Training Initiative*	N/A	N/A	N/A	N/A	N/A	100%	100%	N/A	ES4-2
Comments/Justification: Deployment of Cyber Awareness Training is scheduled for countywide deployment for FY10-11.									
Develop IT Systems Patching Policy	N/A	N/A	N/A	90%	100%	100%	100%	100%	ES4-2
Comments/Justification: The goal is to establish a patching strategy for IT systems to help decrease the risk of security breaches and significant infrastructure failure									

Implement County Standards for IT Data Loss Prevention	N/A	0	0	0%	0%	100%	100%	100%	ES4-2

Comments/Justification: The goal is to implement systems necessary to identify critical and confidential information (security, customer data, public safety data, financial data, HIPPA data) which is inadvertently or intentionally being made available in an unsecure/unauthorized fashion to external or internal entities. This project was delayed due to the availability of Phase 2 security funding for FY08/09. RFP under development during FY09/10 with implementation to be completed during FY10-11.

Activity: Radio Services Division (ES) (060)

Cost of portable radio repair				$161	$167.04	$198	$198	$198	ES3-3

Comments/Justification: Target is industry benchmark cost

Percentage of vehicle installations completed on time				100%	100%	95%	95%	95%	ES4-2

Comments/Justification:

Activity: Telecommunications Network (ES) (060)

911 availability	N/A	99.9%	99.9%	99.9%	100%	99.9%	99.9%	99.9%	ES4-2

Comments/Justification: Continued improvements to the 911 environment have helped maintain an average network and telephone availability of 99.9%

Data Center Network availability	N/A	99.1%	99.3%	99.3%	100%	99.7%	99.9%	99.9%	ES4-2

Comments/Justification: Data Center Networks redesign have helped increase availability

Core Network availability	0	99.8%	99.8%	100%	100%	100%	99.9%	99.9%	ES4-2

Comments/Justification: Core Network availability has achieved 100% over the past year due to the redundancy engineered into the network

Finance

COMMITTEE REPORT

Department: Finance

Department Budget Summary

FY 2010-11 Execution of Commitments

Highlight	Status
• Implement a tax collection system for the Tax Collector's Division to facilitate the collection of taxes, reporting and data management of information	• For FY 2010-11, the implementation of the new tax collection and billing system is 45% complete. Due to staffing shortages and the unexpected complexity of data conversion, the original go live date of August 2011 has been moved to October 2012
• Monitor the County's portfolio composition on a daily basis	• During FY 2009-10, the average rate of return on County funds was 0.78%, for FY 2010-11 it is projected at 0.60%, and for FY 2011-12 is estimated at 0.40%
• Expedite payment invoices 45 days at 90 percent and 30 days at 70 percent	• For FY 2010-11, 90% percent of invoices are expected to be paid within 45 days of receipt; in addition, the department is now tracking the percentage of invoices paid within 30 days and in FY 2010-11, 75% of invoices are expected to be complete within this time frame
• Implement an accounts payable workflow system to streamline the payment process and centralize the receipt of invoices	• The Request for Proposal is in the final stages; project expected to be completed by FY 2011-12

GENERAL DEPARTMENTAL FINANCIAL SUMMARY

Department: Finance

($ in 000s)

A) OPERATING BUDGET - REVENUES AND EXPENDITURES

		FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Budget	FY 2010-11 Projection	FY 2011-12 Base
REVENUE									
PROP	Ad Valorem Fees	$10,911	$16,960	$24,331	$23,398	$17,250	$20,159	$19,585	$19,088
PROP	Bond Transaction Fees	$814	$1,350	$1,895	$1,260	$3,505	$1,254	$1,136	$930
PROP	Carryover	$5,672	$8,406	$11,922	$14,526	$9,588	$1,779	$4,430	$3,633
PROP	Credit and Collections	$3,810	$3,795	$3,021	$2,176	$1,783	$2,080	$2,132	$2,132
PROP	Local Business Tax Receipt	$3,425	$1,135	$1,076	$1,079	$3,276	$3,212	$3,212	$2,917
PROP	Other Revenues	$2,130	$2,398	$2,908	$2,596	$2,789	$2,769	$2,432	$3,230
PROP	Tourist Tax Fees	$2,171	$2,328	$2,403	$2,079	$2,254	$2,155	$2,519	$2,805
PROP	Auto Tag Fees	$12,104	$11,776	$10,929	$10,525	$10,287	$10,700	$10,700	$11,234
PROP	QNIP Bond	$100	$100	$100	$100	$100	$100	$100	$0

	Proceeds								
PROP	Occupational License Surcharge	$0	$0	$0	$0	$0	$0	$0	$0
INTERTRNF	Intradepartmental Transfers	$6,282	$6,907	$7,262	$7,211	$8,454	$759	$689	$667
FED	Federal Funds	$481	$406	$511	$604	$532	$657	$657	$694
TOTAL REVENUE		**$47,900**	**$55,561**	**$66,358**	**$65,554**	**$59,818**	**$45,624**	**$47,592**	**$47,330**
EXPENDITURES									
	Salary	$16,332	$17,976	$18,632	$19,430	$18,900	$17,138	$17,021	$18,946
	Overtime Salary	$204	$140	$134	$72	$47	$121	$135	$96
	Fringe	$5,141	$5,980	$5,836	$6,115	$5,577	$6,341	$5,550	$6,406
	Overtime Fringe	$30	$26	$24	$6	$0	$24	$0	$14
	Court Cost	0	0	0	0	0	0	0	0
	Contractual Services	$0	$0	$184	$399	$1,042	$517	$385	$406
	Other Operating	$7,071	$7,883	$7,953	$7,801	$4,495	$7,886	$7,190	$8,106
	Charges for County Services	$0	$0	$379	$400	$2,360	$886	$1,022	$1,068
	Grants to Outside Organization	0	0	0	0	0	0	0	0
	Capital	$239	$370	$877	$760	$565	$5,708	$5,684	$4,449
TOTAL OPERATING EXPENDITURES		**$29,017**	**$32,375**	**$34,019**	**$34,983**	**$32,986**	**$38,621**	**$36,987**	**$39,491**
	Transfers	$4,195	$4,800	$10,551	$13,772	$13,948	$6,244	$6,244	$4,156
	Distribution of Funds In Trust	0	0	0	0	0	0	0	0
	Debt Services	0	0	0	0	0	0	0	0
	Depreciation, Amortizations and Depletion	0	0	0	0	0	0	0	0
	Reserves	$1	$0	$0	$0	$0	$0	$0	$0
	Intradepartmental	$6,281	$6,464	$7,262	$7,211	$8,454	$759	$728	$691
TOTAL NON OPERATING EXPENDITURES		**$10,477**	**$11,264**	**$17,813**	**$20,983**	**$22,402**	**$7,003**	**$6,972**	**$4,847**
TOTAL EXPENDITURES		**$39,4943**	**$43,639**	**$51,832**	**$55,966**	**$55,388**	**$45,624**	**$43,959**	**$44,338**
	REVENUES LESS EXPENDITURES	$8,406	$11,922	$14,526	$9,588	$4,430	$0	$3,633	$2,992

B) POSITIONS

	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Budget	FY 2010-11 Projection	FY 2011-12 Base
Full-Time Positions Budgeted =	347	354	336	322	303	285	282	287
Full-Time Positions Filled =	322	340	331	307	116	[redacted]	121	[redacted]
Part-time FTEs Budgeted =	6	8	8	10	8	8	12	12
Temporary FTEs Budgeted =	10	13	9	12	14	10	22	13

PERFORMANCE INFORMATION BY SUB-ACTIVITY

Department:Finance

($ in 000s)

Activity: Bond Administration (ES) Bond Administration (030)

Description	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Target	FY 2010-11 Projection	FY 2011-12 Target	Desired Outcomes
Issue debt as required (100% = debt issued on time)	N/A	100%	100%	100%	100%	100%	100%	100%	ES8-1
Comments/Justification:									
Produce the County's annual report to bond holders by June 1st (100% = report completed on time)	N/A	100%	100%	100%	100%	100%	100%	100%	ES8-3
Comments/Justification:									
Number of Sunshine State Government Finance Commission sessions attended (maximum of four/year)	N/A	4	4	4	4	4	4	4	ES8-3
Comments/Justification:									
Bond ratings evaluation by Fitch	N/A	AA-	AA-	AA-	AA-	AA-	AA-	AA-	ES8-1
Comments/Justification:									
Bond ratings evaluation by Moody's	N/A	Aa3	Aa3	Aa3	Aa3	Aa3	Aa3	Aa3	ES8-1
Comments/Justification:									
Bond ratings evaluation by Standard and Poor's	N/A	AA-	AA-	AA-	AA-	AA-	AA-	AA-	ES8-1
Comments/Justification:									

Activity: Cash Management (ES) Cash Management (050)

Compliance with investment policy and guidelines	N/A	100%	100%	100%	100%	100%	100%	100%	ES8-1
Comments/Justification:									

Average rate of return earned from County investments*	1.66%	2.65%	3.7%	1.6%	.61	.60%	.50	.40	ES8-1
Comments/Justification:									
General Fund interest earnings (in millions)*	N/A	N/A	$14.7	$5.3	1.7	$1.7	1.3	1.1	ES8-1
Comments/Justification:									
Total portfolio interest earnings (in millions)**	N/A	N/A	$146.8	$61.0	30.1	$35.0	22.5	17.5	ES8-1
Comments/Justification:									
Securities lending earnings (in thousands)***	N/A	N/A	$2,063	$268	0	$0	0	0	ES8-1
Comments/Justification:									
Average value of total portfolio size (in billions)	N/A	N/A	$4.004	$3.775	3.730	$3.500	$3.600	$3.700	ES8-1
Comments/Justification:									
Activity: Controller's Division (ES) Controller (030)									
Comply with IRS reporting requirements for 1099 forms, 941 and W2's (100% = full compliance)	N/A	100%	100%	100%	100%	100%	100%	100%	ES8-3
Comments/Justification:									
Develop County financial statements in accordance with Governmental Accounting Standards and post by 03/31 (100% = completed and posted on time)	N/A	100%	100%	100%	100%	100%	100%	100%	ES8-3
Comments/Justification:									
Percent of vendor disbursements made via Automated Clearing House (ACH)	55%	55%	59%	60%	74%	60%	60%	60%	ES8-4
Comments/Justification: Automated Clearing House (ACH) is the process to electronically transmit a payment directly to the vendor's bank account									
Percentage of invoices paid within 45 calendar days	85%	87%	89%	92%	93%	92%	93%	93%	ES8-3
Comments/Justification:									
Incidence of IRS penalties/interest (payroll)	N/A	N/A	0	0	0	0	0	0	ES8-3
Comments/Justification:									

Compliance with special audits and reports	N/A	N/A	100%	100%	100%	100%	100%	100%	ES8-3

Comments/Justification:

Percentage of invoices paid within 30 calendar days	N/A	N/A	N/A	75%	77%	75%	73%	73%	ES8-3

Comments/Justification:

Activity: Director's Office (ES) Director (030)

Mission critical positions in need of being filled	N/A	N/A	2	2	2	2	1	1	ES5-4

Comments/Justification:

Activity: Tax Collector's Office (ES) Tax Collector (030)

Description	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Target	FY 2010-11 Projection	FY 2011-12 Target	Desired Outcomes
Percent complete of initiative to increase customer awareness of Tax Collector services	N/A	75%	75%	80%	85%	90%	90%	80%	ES8-5

Comments/Justification: Includes the following activities: create overall rating of objective based activities, improve design of tax bills, continue to improve design of auto tag courtesy mail renewal notice, expand outreach and availability of information, enhance on-line tax payment services, develop tangible personal property website (now complete), implement acceptance of tax payments by credit and debit card.

Percent complete of initiative to improve payments processing systems	N/A	65%	65%	65%	90%	80%	90%	95%	ES8-5

Comments/Justification: Includes the following activities: achieve Check 21 compliance, procure and implement a new tax collection system, and investigate point-of-sale technology; purchase and implement new payment processing hardware and software to enable all payment processing (including that performed by lockbox) to be completed in-house thereby reducing costs, improving efficiency and raising levels of customer satisfaction by more timely payment processing.

Percent complete of initiative to refine the Tax Collector's organizational alignment	N/A	70%	70%	70%	90%	90%	90%	90%	ES8-5

Comments/Justification: Includes the following activities: review lockbox function, review management information systems, and conduct a comprehensive review of the Exception and Enforcement Units

Transient Lodging Taxes collected (in millions)	$58.725	$90.421	$93.6	$81.3	$67.9	$70.6	$78.86	$88.84	ES8-5

Comments/Justification: This is the total of all "bed" taxes including TDT, CDT, and Sports Tax

Certificates sold*	N/A	68,500	55,500	62,214	58,011	60,000	58,000	56,000	ES8-4

Comments/Justification: Tax Certificates sold by means of an online auction held annually commencing on or before June 1st each year.

Online vehicle/vessel registration renewals**	N/A	350,000	351,000	407,256	389,000	436,000	400,000	420,000	ES8-4

Comments/Justification: Online vehicle, vessel and mobile home registrations are performed on the DMV website by Miami-Dade customers. The renewal file is transmitted to the Fast Payment Processing Unit where registrations and decals are printed and mailed to customers the next day. E Commerce (as it is named) is the quickest means available to renew and receive vehicle, vessel and mobile home registration and decal

Percentage of real estate payments processed as exceptions***	N/A	40%	10%	10%	2.5%	9%	2.5%	2.0%	ES8-4

Comments/Justification: These are the Ad Valorem payments received at the Tax Collector's Office that cannot be processed within the Fast Payments Processing Unit and are referred to the Exceptions Processing Unit for further research or investigation

Convention Development Tax (CDT) collected (in millions)*	N/A	$44.6	$47.2	$40.7	$44.7	$44.0	$52.20	$59.3	ES8-4

Comments/Justification: The three percent (3%) Convention Development Tax (CDT) is collected throughout Miami-Dade County, with the exception of the cities of Surfside and Bal Harbour. CDT receipts are distributed to Miami-Dade County, 1/3 of which must be used in the most populous city of the County.

Homeless and Domestic Violence Tax collected (in millions)*	N/A	$14.0	$14.4	$14.5	$15.31	$15.2	$17.05	$18.49	ES8-4

Comments/Justification: one percent (1%) Homeless and Domestic Violence Tax is collected on all food and beverage sales by establishments that are licensed by the State of Florida to sell alcoholic beverages for consumption on the premises, except for hotels and motels. Only businesses that make over $400,000 in gross receipts annually are obligated to collect this tax. The Homeless and Domestic Violence Tax is collected throughout Miami-Dade County with the exception of facilities in the cities of Miami Beach, Surfside and Bal Harbour. Eighty-five percent (85%) of the tax receipts goes to the Miami-Dade County Homeless Trust, and fifteen percent (15%) goes to Miami-Dade County for domestic violence centers.

Professional Sports Tax Revenues (PST) collected (in millions)*	N/A	$8.6	$8.8	$7.1	$7.7	$7.5	$8.9	$9.8	ES8-4

Comments/Justification: One percent (1%) Professional Sports Facilities Franchise Tax is collected throughout Miami-Dade County, with the exception of the cities of Surfside, Bal Harbour and Miami Beach. This one percent (1%) tax is used only for debt service payments on county debt for professional sports facilities.

Tourist Development Room Tax Revenues (TDT) collected (in millions)*	N/A	$17.3	$17.7	$14.3	$15.3	$15.0	$17.8	$19.7	ES8-4

Comments/Justification: The two percent (2%) Tourist Development Tax (TDT) is collected throughout Miami-Dade County, with the exception of the cities of Surfside, Bal Harbour and Miami Beach. Sixty percent (60%) of the TDT is distributed to the Greater Miami Convention and Visitors Bureau, twenty percent (20%) to the Miami-Dade County Department of Cultural Affairs, and twenty percent (20%) to the City of Miami.

Tourist Development Surtax collected (in millions)*	N/A	$5.6	$5.7	$4.6	$4.9	$4.8	$5.5	$6.1	ES8-4

Comments/Justification: The TDS is collected throughout Miami-Dade County with the exceptions of facilities in the cities of Surfside, Bal Harbour or Miami Beach. TDS receipts are distributed to the Greater Miami Convention and Visitors Bureau.

Daily accounts worked per collector	N/A	N/A	85	78	87	75	85	85	ES8-3

Comments/Justification: Accounts worked are a standard for attempts made. When there are lots of mailings of letters, not yet assigned to collectors, however the number of attempts will decrease, although the number of contacts increase with the incoming calls.

Outside agency collections of account assignments	N/A	N/A	32	32	0	55	0	0	ES8-3
Comments/Justification:									
Portfolio fees collected (in thousands)*	N/A	N/A	$3,021	$2,176	$1782	$2132	$2132	$2132	ES8-3
Comments/Justification: Gross Collections less distributions. The percentage fee varies, but averages over 30%.									

General Services Administration

Department Budget Summary

FY 2010-11 Execution of Commitments

Highlight	Status
• Complete the implementation of a Sustainable Technologies Demonstration Program, which received EECBG funding and will enable the Department to evaluate and deploy new sustainable technologies, such as light-emitting diodes, fuel cells, and solar-tracking skylights	• The department has identified and is in the process of implementing (6) different sustainable, energy-efficient initiatives for implementation with the available grant funds. 1. High-efficiency lighting demonstration project, which will install LED and/or Induction lighting in six downtown facilities and one park site (in Bidding & Award Phase) 2. Install digital energy monitoring equipment on four floors in the Lawson E. Thomas Courthouse Center (Awarded and installed; currently monitoring consumption) 3. Install occupancy-based lighting and temperature controls on four Floors in Lawson E. Thomas Courthouse Center (in Bidding & Award Phase) 4. Install energy efficient fan array within Air Handler No. 4 at the Richard E. Gerstein Justice Building (in Perrnitting Phase) 5. Install occupancy-based lighting and temperature controls on four Floors in Overtown Transit Village (Awarded; installation in progress) 6. Wireless integration of park lighting and irrigation controls with existing Building Management System at Stephen P. Clark Center (Awarded and installation in progress)
• Fleet Management will continue with planned overtime reductions, which will result in a 26 percent reduction compared to the previous year in the absence of emergencies like hurricanes	• Fleet Management overtime expenses are within targeted goals and projected to come in slightly lower than the previous year despite the slowdown in the filling of production vacancies.
• The Joint Development Section of Real Estate Development will complete and present the Asset Management and Countywide Real Estate Master Plan Report	• A disposal plan for GSA managed vacant property has been completed and submitted to the County Manager. The plan for improved property is ongoing with the focus being on GSA managed facilities

- Increase production capacity of two-owned chilled water plants and complete the interconnection of two underground distribution loops in order to provide air conditioning to County buildings in downtown Miami in a more energy efficient and cost-effective manner

- The Board has awarded a $20.3 million energy performance contract for this project. Currently in design, it is projected for completion in mid-FY2011-12. This energy efficient project will enable the County to add three buildings to the chilled water system, yet reduce its overall electrical energy usage by 585,000 kilowatts per year. The project avoids capital debt, as it will be funded in part by the savings in electricity and maintenance created by the project (and guaranteed by the contractor), and in part by the added revenues generated from increased sales of chilled water to existing private customers

GENERAL DEPARTMENTAL FINANCIAL SUMMARY

Department: General Services Administration

A) OPERATING BUDGET - REVENUES AND EXPENDITURES

		FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Budget	FY 2010-11 Projection	FY 2011-12 Base
REVENUE									
CW	General Fund Countywide	$19,880	$25,133	$33,082	$34,850	$34,787	$34,842	$33,890	$39,413
UMSA	General Fund UMSA	$8,434	$10,775	$14,125	$14,976	$14,889	$11,615	$11,297	$13,138
PROP	Carryover	$23,371	$25,632	$23,650	$34,434	$34,963	$12,034	$27,855	$15,406
PROP	External Fees	$2,178	$5,563	$6,374	$6,432	$6,828	$8,464	$7,940	$8,647
PROP	Interest Income	$0	$0	$0	$0	$34	$30	$14	$14
INTERTRNF	Documentary Stamp Surtax	$0	$0	$580	$590	$0	$0	$0	$150
INTERTRNF	Interagency Transfers	$0	$1,204	$0	$406	$0	$0	$0	$0
INTERTRNF	Internal Service Charges	$186,965	$222,279	$231,754	$209,844	$193,151	$239,704	$225,896	$229,894
TOTAL REVENUE		**$240,828**	**$290,586**	**$309,565**	**$301,532**	**$284,652**	**$306,689**	**$306,892**	**$306,662**
EXPENDITURES									
	Salary	$40,893	$44,878	$51,119	$53,527	$50,261	$51,372	$50,254	$52,799
	Overtime Salary	$3,008	$2,682	$2,230	$2,015	$1,000	$1,687	$1,531	$1,447
	Fringe	$12,871	$14,648	$14,529	$16,237	$14,401	$16,547	$16,368	$19,455
	Overtime Fringe	$492	$825	$470	$790	$236	$606	$431	$415
	Court Cost	$0	$0	$15	$0	$0	$3	$1	$1
	Contractual	$0	$0	$50,711	$45,511	$41,352	$58,197	$48,180	$48,968

	Services							
	Other Operating	$127,514	$149,305	$88,970	$80,797	$73,960	$81,122	$81,488	$82,180
	Charges for County Services	$0	$0	$30,943	$31,238	$30,895	$58,688	$59,987	$48,578
	Grants to Outside Organization	0	0	0	0	0	0	0	0
	Capital	$22,335	$38,407	$14,137	$6,906	$5,568	$6,460	$4,947	$6,547
TOTAL OPERATING EXPENDITURES		**$207,113**	**$250,745**	**$253,124**	**$237,021**	**$217,673**	**$274,682**	**$263,187**	**$260,390**
	Transfers	$2,496	$253	$500	$2,733	$1,654	$2,300	$2,300	$2,300
	Distribution of Funds In Trust	$0	$0	$60	$550	$0	$0	$0	$0
	Debt Services	$4,487	$15,938	$21,447	$26,265	$25,674	$24,456	$24,152	$35,236
	Depreciation, Amortizations and Depletion	0	0	0	0	0	0	0	0
	Reserves	$0	$0	$0	$0	$592	$5,251	$1,847	$8,736
	Other Non-Operating	$1,100	$0	$0	$0	$11,204	$0	$0	$0
TOTAL NON OPERATING EXPENDITURES		**$8,083**	**$16,191**	**$22,007**	**$29,548**	**$39,124**	**$32,007**	**$28,299**	**$46,272**
TOTAL EXPENDITURES		**$215,196**	**$266,936**	**$275,131**	**$266,569**	**$256,797**	**$306,689**	**$291,486**	**$306,662**
REVENUES LESS EXPENDITURES		$25,632	$23,650	$34,434	$34,963	$27,855	$0	$15,406	$0

B) POSITIONS

	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Budget	FY 2010-11 Projection	FY 2011-12 Base
Full-Time Positions Budgeted =	798	850	869	879	841	797	806	806
Full-Time Positions Filled =	750	812	836	845	806		805	
Part-time FTEs Budgeted =	14	21	23	23	19.93	27	27.4	28.75
Temporary FTEs Budgeted =	25	34	33	35	28.78	27	25.44	25.44

PERFORMANCE INFORMATION BY SUB-ACTIVITY

Department:General Services Administration

($ In 000s)

Activity: Administration and Business Services (ES) Divisional Performance Measures (050)

Description	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Target	FY 2010-11 Projection	FY 2011-12 Target	Desired Outcomes
Percentage of customers satisfied with parking services and facilities*	92%	88%	88%	93%	94%	80%	90%	90%	ES1-4
Comments/Justification: Parking customers are the reason we exist in this business; if they are dissatisfied with our service, then we must either correct that dissatisfaction or leave the business. We want to 'Deliver Excellence Every Day' so we annually survey of patrons and respond to their concerns. However, customer satisfaction and revenues are expected to decline over the next 24 months as we close the North and West Lots due to construction of a new West Lot garage.									
Percentage of information technology service calls completed within 24 hours	70%	100%	100%	95%	96%	100%	97%	98%	ES4-3
Comments/Justification: Many calls to the IT Service Desk can be resolved within 24 business hours. Our goal is to remotely resolve as many calls as possible thereby increasing staff efficiency and minimizing user downtime.									
Percentage of invoices paid within 30 calendar days of receipt	85%	86%	86%	88%	78%	93%	85%	85%	ES9-3
Comments/Justification: Vendors rely on the Prompt Payment Act and County contract terms to receive timely payments of their invoices. It is hoped that rapid turnaround time of their invoices will reduce their cost of capital and lower their bid prices on subsequent contracts.									
Revenues returned to departments and agencies from surplus property sales	$5,701,000	$5,941,601	$3,052,059	$2,247,796	$1,653,635	$2,300,000	$2,300,000	$2,300,000	ED1-1
Comments/Justification: As surplus property is turned in, the Capital Inventory Section disposes of it in public auctions. A slowed economy has resulted in fewer departments replacing their old assets, so there are fewer items to sell.									
Moving crew production	400	639	576	470	286	500	250	250	ED1-1
Comments/Justification: This measure will monitor the number of jobs performed by the Moving Crew.									
Processed outgoing U.S. Mail - number of pieces processed	2,745,900	2,640,511	2,281,142	1,859,330	1,647,057	1,700,000	1,650,000	1,600,000	ED1-1
Comments/Justification: This measure will report on the number of pieces of processed outgoing U.S. Mail.									
Training/Seminars	N/A	451	676	657	1447	500	300	300	ED1-1
Comments/Justification: To provide at least 30 hours of training per quarter to the Graphic Design staff.									

Business supply orders filled	19,089	17,742	15,315	1,277	1,195	1,200	1,250	1,300	ED1-1

Comments/Justification: This measure will monitor the number of regular business supply requests received and filled on a quarterly basis.

Special orders for business supplies	840	1,491	1,501	1,277	1,195	1,200	1,250	1,300	ED1-1

Comments/Justification: This measure will quantify the number of special orders processed on a quarterly basis.

Increase user satisfaction with IT services - percent of users stating that they are satisfied with IT services	N/A	98%	98%	99%	96%	90%	95%	96%	ES4-1

Comments/Justification: IT services the department in a multiplicity of roles. It is important to know that those services are being well received and that they are what the customers want. Users will be surveyed to determine their satisfaction level and corrective measures taken as appropriate.

Expedite Tables of Organization to divisions - number of business days	7	17	17	5	8.25	8	8	7	ES5-1

Comments/Justification: Recruitment is a lengthy process Countywide. If we speed up vacancy information to the divisions, they could save a few days off each recruitment thereby hastening the hiring of qualified personnel.

Average number of days to process an invoice*	12.8	10	10	3	4.25	5	4	4	ES8-3

Comments/Justification: Paying invoices within 30 days helps vendors and the County and may lower contract prices.

Reduce prior year's accounts receivable by 80% - percent of receivables reduced	N/A	98%	98%	88%	99%	85%	90%	95%	ES8-3

Comments/Justification: Revenue collections are very important to cash flow. Failure to collect receivables can lead to debt write-offs and inefficient cash management.

Activity: Design and Construction Services (ES) Divisional Performance Measures (050)

Percentage of customers satisfied with Design and Construction Services project management services	N/A	97%	83%	93%	95	95%	98	98	ES6-1

Comments/Justification: Monitor client responses to improve staff ratings. Continuing to monitor results for staff evaluation.

Average daily work orders and service tickets assigned per project manager	N/A	35	44	14	14	11	17	17	ES6-1

Comments/Justification: Recent staff additions should help begin to reduce individual project workload

Average quarterly ongoing construction projects	357	353	353	447	311	400	450	450	ES6-1

Comments/Justification: Number of construction projects ongoing from work orders only, s/t equals 5,533 as of end of previous fiscal year

Percentage of customers satisfied with Interior Design staff	N/A	97%	97%	90%	95%	95	95	98	ES6-1

Comments/Justification: Survey of User Agency to occur after completion of each project to rate quality of work performed and quality of Project Manager performance. Percent of Users stating they are satisfied.

Number of Projects assigned per Interior Design Project Manager.	N/A	27	27	25	20	11	17	17	ES6-3

Comments/Justification: The current ratio of projects assignments per Interior Design project manager is 17 to 1.

Percentage of customers satisfied with Architectural and Engineering staff.	N/A	97%	97	85	95	95	95	98	ES6-1

Comments/Justification: Survey of User Agency to occur after the completion of each project to rate quality of work performed and quality of Project Manager performance.

Number of Libraries in the Design phase.	4	6	6	5	5	4	2	2	ES6-2

Comments/Justification: Design phases of North East Branch, Coconut Grove, Palm Springs, Coral Gables, Little River, Miami Springs, Miami Lakes, Kendall, Palmetto Bay will continue in design and Arcola Branch in construction into FY 10-11.

Creation and implementation of WEB based Customer Satisfaction survey - percent complete.	N/A	80	80	85	99	99	99	100	ES6-1

Comments/Justification: Finalize survey contents. Work with GSA MIS to improve system for client usage. Continuing to monitor results for staff evaluations.

Number of service tickets and work orders completed within the Division.	5787	5648	5648	5886	4822	5000	5000	5000	ES6-1

Comments/Justification: Completed number of service tickets and work orders requested by clients.

Total dollar value of projects under construction in thousands (000)	$227,485	$269,377	$269,377	$234,0931	$278,687	$300,000	$275,000	$300,000	ES6-1

Comments/Justification: Stated monetary value of projects being worked on by DCS staff at fiscal year end.

Increase in cost (based on actual expenditures) over the original amount, expressed as a percentage of the original contract amount and target 10% or less						10	5	5	ES6-1

Comments/Justification: Identify baseline and measure increases in change ordrs over original estimae. determine % of change, target 10% or less

Percentage of customers satisfied with Renovation Services project management services	N/A	97	97	85	95	95	98	98	ES6-1

Comments/Justification: Survey of User Agency to occur after completion of each project to rate quality of work performed and quality of Project Manager performance. Percent of Users stating they are satisfied

Activity: Facilities and Utilities Management (ES) Divisional Performance Measures (050)

Description	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Target	FY 2010-11 Projection	FY 2011-12 Target	Desired Outcomes
Satisfied Customers with FUMD Security Management Section.	86%	94%	94%	85%	89%	90%	90%	90%	ES1-4

Comments/Justification: It allows the office of the Division-Director to remain informed about ways to improve service following survey feedback and avoid the future loss of customers due to performance issues. Annual surveys are used to measure customer satisfaction with services provided by the three units of GSA Security Management: (1) Security Investigative Services and Contract Supervision; Alarm Installation and Repair Unit; and the Security Operations Center.

Maintain total operating expenses per square foot at or below that of the private sector (Using BOMA standards as benchmarking tool).	8.28	8.05	8.35	8.53	8.52	9.45	8.52	9.40	ES8-1

Comments/Justification: Compares operating cost in GSA office buildings with similar private sector buildings, as reported by Building Owners and Managers International (BOMI). Reported once, during the first quarter of each fiscal year.

Satisfied Customers with GSA FUMD Building Management Services.						75%	75%	80%	ES1-4

Comments/Justification: This is a new measure for FY2010-11 that will measure the customer satisfaction with GSA-managed building services and condition. Budget constraints on staffing levels and funding for building improvements may hinder efforts to improve future increases in survey ratings.

Complete chilled water district cooling loop expansion by interconnecting former-TECO and County distribution loops. Numbers represent percent of completion. This project is being executed via the Energy Performance Contracting Program.						50%	75%	100%	ES8-1

Comments/Justification: By completing the physical interconnection of County's two chilled water loops in Downtown Miami, the Central Support Facility loop serving the Downtown Government Center and the North District Ice Plant loop that serves the NAP of the Americas and other commercial customers (FY11-12)we will ensure that adequate chilled water is available to meet demands of existing and future customers: (Overtown Transit Village Tower 2, Children's Courthouse, West Lot Building, future load growth at NAP of the Americas Center).

Percentage of contracted emergency generators preventive maintenance visits performed by staff.						90%	85%	90%	ES6-4

Comments/Justification: This is a new performance measure for FY2011. The Emergency Generator Team has annual contracts with County agencies to maintain their generators. Depending on the contracted service level, GSA performs weekly, biweekly, and monthly inspections. This statistic will measure the actual % of scheduled / expected maintenance visits made by staff.

Percent of customers satisfied with the quality of service provided by contract security firms					81%	80%	85%	85%	ES1-4

Comments/Justification: GSA Security Management annually administers surveys to measure customer satisfaction with departmental services. This is a new measure for FY2009-10 that measures customer satisfaction with the performance of the contract security vendors themselves.

Percentage of regulated elevators with valid current Certificates of Operation.	92%	77%	54%	66%	73%	80%	78%	83%	ES6-4

Comments/Justification: The Certificate year runs 7/1 through 6/31 each year. Numbers reported are for the certificate year ending 07/31 (not FY). A current certificate is the best indicator of a safe unit. The cost to force higher compliance is high, but increased outreach, easier access to GSA-OES services, and fair but firm punitive action for violations are most likely to encourage greater voluntary compliance.

Average calendar days to issue new elevator permits.	58	39	39	25	23	25	25	20	ES6-4

Comments/Justification: Increase satisfaction of private elevator companies by minimizing processing time for elevator equipment installation permits. Faster processing will speed private construction projects. Planned system improvements will improve processing times.

Rentable square	59,454	58,825	69,374	74,671	90,834	65,000	90,000	90,000	ES6-4

footage maintained per maintenance employee									

Comments/Justification: The private sector, as reported by the Building Owners and Managers Association (BOMA), maintains roughly 52,000 - 66,100 square feet per maintenance staff person (varies by year and number of buildings reporting). This measure should be evaluated in relation to the quality of building condition and services; that is, the more square footage maintained per staff person, the better, AS LONG AS building condition and service quality is adequate. Recent increases are due to the assumption of new buildings without a corresponding increase in staff.

Inspections completed at contract security sites			6,072	7,595	6,043	5,000	5,000	5,000	ES6-1

Comments/Justification: Workload measure to quantify the volume of field visits made by County monitoring staff, under the assumption that increased site visits will induce greater contract compliance by vendors. The fall-off in number of inspections is due to staffing cutbacks due to reductions in funding.

Projects completed under GSA Enhanced Maintenance and Repair (Sparkle) Program		0	12	38	12	10	10	10	ES6-4

Comments/Justification: Tracks extraordinary facility refurbishment initiatives performed by in-house staff through Preventive Maintenance & Repair Program at various GSA facilities. The man hours expended in FY08 and FY09 were similar; however, project counts have increased as projects have shifted from large total facility refurbishments to smaller targeted projects. In FY10 and beyond, the counts are declining significantly due to staffing reductions following budgetary cutbacks.

Activity: Fleet Management (ES) Divisional Performance Measures (050)

Percentage of selected heavy equipment repairs that surpass industry standards*, **	N/A	N/A	N/A	N/A	N/A	78%	78%	78%	ES1-4

Comments/Justification: Fleet Management will monitor production employee productivity by comparing billable versus available hours.

Percentage of selected light equipment repairs that surpass industry standards*	N/A	N/A	N/A	62%	62%	70%	70%	70%	ES1-4

Comments/Justification: Fleet Management will monitor production employee productivity by comparing billable versus available hours.

Percent GSA rate is below private sector rate for light equipment	N/A	N/A	N/A	-25%	-26%	-25%	-26%	-26%	ES1-4

Comments/Justification: Through an initiative Fleet will monitor hourly rate for equipment repair vs. average industry rate

Percent GSA rate is below private sector rate for heavy equipment	N/A	N/A	N/A	-33%	-32%	-35%	-32%	-32%	ES1-4

Comments/Justification: Through an initiative Fleet will monitor hourly rate for equipment repair vs. average industry rate

Activity: Real Estate Development (ES) Divisional Performance Measures (050)

Average business days to complete projects to lease private property or building space*	185	154	118	119	172	185	185	167	ES1-4

Comments/Justification: Average of all new leases completed during the measurement period, from date of request to BCC meeting.

Average business days to complete projects to acquire private property or buildings**	222	300	376	279	359	360	360	270	ES1-4

Comments/Justification: Average of all acquisitions completed during the measurement period, from date of request to BCC meeting.

Surplus County-owned parcels sold or conveyed for Infill or Affordable Housing development	98	39	39	25	92	60	60	60	HH5-1

Comments/Justification: The County has made available surplus property for the development of affordable housing in the infill area. The inventory of surplus property has been significantly reduced.

Percent of available surplus properties sold or conveyed.	N/A	N/A	N/A	N/A	36	25	25	0	ED1-1

Comments/Justification:

Activity: Risk Management (ES) Workers Compensation (050)

Improve Workers' Compensation claims management process by utilizing performance measures.	88%	87%	87%	82%	89%	92%	92%	93%	ES8-1

Comments/Justification: Best practice guidelines were implemented in October 2008 to ensure consistency in claims handling. Guidelines are included for investigation; evaluation; indemnity; medical and legal management; file direction and control; customer service and compliance.

Improve Workers' Compensation claims management process by reducing number of penalties imposed by State of Florida.		$16,800	$19,500	$26,405	$17,534	$0	$0	$0	ES8-1

Comments/Justification: In FY 08-09,we had challenges with the new electronic reporting. A new report has been created to monitor required reporting events more timely. The new reporting process is also creating penalty situations for very old claims that were not identified under the paper filing system. Our goal is to increase compliance with new filing requirements and eliminate associated penalties.

Government Information Center

COMMITTEE REPORT

Department: Government Information Center

($ in 000s)

Department Budget Summary

FY 2010-11 Execution of Commitments

Highlight	Status
• FY 10-11 Service Enhancements	• GIC developed and launched a smart device (iPhone & Blackberry) mobile applications enabling residents to submit neighborhood issues to 311 right from their cell phones. Additional applications that address the highest needs of our customers (based on call volumes) are being considered for development; GIC started broadcasting/webcasting meetings of the Public Health Trust in County Commission chambers and established connection with a new cable provider, AT&T UVerse, enabling more residents access to government information
• Reverse 311	• GIC continues to expand the Reverse 311 system to reach residents through automated information/notification by phone such as ASD license renewal reminders, event notices, PWD mosquito control advisory, DHS child care services advisory, and Cultural Affairs Golden Guide Ticket notices

GENERAL DEPARTMENTAL FINANCIAL SUMMARY

Department: Government Information Center

($ in 000s)

A) OPERATING BUDGET - REVENUES AND EXPENDITURES

		FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Budget	FY 2010-11 Projection	FY 2011-12 Base
REVENUE									
CW	General Fund Countywide	$8,275	$7,441	$9,684	$11,043	$9,227	$8,069	$7,830	$8,781
UMSA	General Fund UMSA	$0	$0	$3,690	$4,511	$3,076	$2,689	$2,610	$2,927
PROP	Carryover	$0	$1,421	$0	$0	$0	$0	$0	$0
PROP	Fees for Services	$0	$0	$21	$78	$73	$30	$40	$50
INTERTRNF	Interagency Transfers	$1,791	$1,099	$3,826	$4,319	$4,300	$6,769	$7,136	$7,582
TOTAL REVENUE		$10,066	$9,961	$17,221	$19,951	$16,676	$17,557	$17,616	$19,340

EXPENDITURES									
	Salary	$5,101	$6,296	$11,203	$12,961	$11,908	$12,014	$12,174	$13,160
	Overtime Salary	$132	$52	$182	$102	$36	$85	$39	$39
	Fringe	$1,586	$2,006	$3,597	$4,165	$3,448	$3,623	$3,736	$4,439
	Overtime Fringe	$0	$0	$33	$19	$7	$15	$7	$7
	Court Cost	0	0	0	0	0	0	0	0
	Contractual Services	$0	$0	$0	$0	$137	$211	$202	$192
	Other Operating	$1,725	$1,452	$2,046	$2,572	$748	$1,405	$1,207	$1,293
	Charges for County Services	$0	$0	$0	$0	$356	$179	$226	$185
	Grants to Outside Organization	$0	$0	$0	$0	$0	$0	$0	$0
	Capital	$101	$155	$160	$132	$36	$25	$25	$25
TOTAL OPERATING EXPENDITURES		**$8,645**	**$9,961**	**$17,221**	**$19,951**	**$16,676**	**$17,557**	**$17,616**	**$19,340**
	Transfers	0	0	0	0	0	0	0	0
	Distribution of Funds In Trust	0	0	0	0	0	0	0	0
	Debt Services	0	0	0	0	0	0	0	0
	Depreciation, Amortizations and Depletion	0	0	0	0	0	0	0	0
	Reserves	0	0	0	0	0	0	0	0
	Other Non-Operating	0	0	0	0	0	0	0	0
TOTAL NON OPERATING EXPENDITURES		**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
TOTAL EXPENDITURES		**$8,645**	**$9,961**	**$17,221**	**$19,951**	**$16,676**	**$17,557**	**$17,616**	**$19,340**
REVENUES LESS EXPENDITURES		$1,421	$0	$0	$0	$0	$0	$0	$0

B) POSITIONS

	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Budget	FY 2010-11 Projection	FY 2011-12 Base
Full-Time Positions Budgeted =	149	192	215	237	212	194	198	198
Full-Time Positions Filled =	134	182	199	209	186		198	
Part-time FTEs Budgeted =	0	0	8	8	8	9	8	8
Temporary FTEs Budgeted =								

PERFORMANCE INFORMATION BY SUB-ACTIVITY

Department:Government Information Center

Activity: 311 Answer Center Operations & Outreach (ES) (030)

Description	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Target	FY 2010-11 Projection	FY 2011-12 Target	Desired Outcomes
Call volume (in millions)*	1.0	2.3	2.5	2.6	2.4	2.4	2.4	2.4	NU2-2
Comments/Justification: Number of annual calls answered by the 311 Answer Center. Calls are handled by a call specialist to provide the caller with information in accordance with the knowledge base or open a service request based on the caller's need.									
Average call wait time (in seconds)*	N/A	63	102	103	112	180	130	90	NU2-2
Comments/Justification: The average time that a caller has to wait to speak with a 311 call specialist after choosing the language of preference.									

Activity: Administrative Support Services (ES) (030)

Invoices processed within 45 calendar days	N/A	N/A	85%	98%	98%	95%	95%	95%	ES9-3
Comments/Justification:									
Recruitments processed within 45 calendar days of approval	N/A	N/A	75%	89%	98%	80%	85%	85%	ES9-3
Comments/Justification:									

Activity: eGov Solutions (ES) (030)

Number of portal subscribers	N/A	22,013	28,058	56,275	85,002	80,000	87,500	91,000	ES2-1
Comments/Justification: Annual subscribers to the county's web portal.									

Activity: Miami-Dade TV (ES) (030)

New Miami-Dade Now and Miami-Dade Ahora episodes	N/A	20	19	16	18	20	20	20	NU2-1
Comments/Justification:									

Activity: Online Services (ES) (030)

Description	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Target	FY 2010-11 Projection	FY 2011-12 Target	Desired Outcomes
Visitors to the internet portal (in millions)	N/A	8.1	8.9	9.9	11.6	10.8	11.8	12	ES2-1
Comments/Justification: Annual visits to the web portal.									

Grants Coordination

COMMITTEE REPORT

Department: Grants Coordination

($ in 000s)

Department Budget Summary

FY 2010-11 Execution of Commitments

Highlight

- Identify grant and sponsorship funding opportunities to maximize revenue support for County departments and community-based organizations (CBOs)

- Manage contracts and federal grants assigned to the Department to ensure performance and compliance

Status

- During FY 2010-11 OGC expects to receive $32 million in grant funding to be managed and administered by County departments and CBOs; and actively begin to pursue alternative funding for County initiatives and projects through sponsorships and/or donations

- OGC currently monitors approximately 420 CBO allocations; including the Mom and Pop Small Business Grant program; also administers and manages the Ryan White Program ($25.699 million); Justice Assistance Grant ($958,375); two grants under the American Recovery and Reinvestment Act (ARRA) of 2009 ($5.469 million as of FY 2009-10, for a period of three years and five months); and a portion of the Energy Efficiency and Conservation Block Grant (EECBG) Program under the Office of Sustainability ($1.185 million as of FY 2009-10, for a period of two years)

GENERAL DEPARTMENTAL FINANCIAL SUMMARY

Department: Grants Coordination

($ in 000s)

A) OPERATING BUDGET - REVENUES AND EXPENDITURES

		FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Budget	FY 2010-11 Projection	FY 2011-12 Base
REVENUE									
CW	Carryover	$0	$0	$0	$0	$0	$0	$223	$0
CW	General Fund Countywide	$0	$0	$0	$3,656	$2,756	$2,968	$2,650	$3,307
UMSA	General Fund UMSA	$0	$0	$0	$147	$504	$555	$555	$634
FED	Carryover	$0	$0	$0	$0	$47	$0	$677	$0
FED	Federal Grants	$0	$0	$0	$0	$1,008	$5,080	$4,566	$594
FED	Ryan White Grant	$0	$0	$0	$26,638	$25,249	$25,699	$25,699	$0
TOTAL REVENUE		**$0**	**$0**	**$0**	**$30,441**	**$29,564**	**$34,302**	**$34,370**	**$4,535**

EXPENDITURES								
Salary	$0	$0	$0	$3,073	$3,234	$3,693	$3,564	$2,982
Overtime Salary	$0	$0	$0	$0	$0	$0	$0	$0
Fringe	$0	$0	$0	$849	$871	$1,113	$1,055	$1,015
Overtime Fringe	$0	$0	$0	$0	$0	$0	$0	$0
Court Cost	0	0	0	0	0	0	0	0
Contractual Services	$0	$0	$0	$0	$0	$4,405	$4,008	$95
Other Operating	$0	$0	$0	$25,799	$25,141	$24,753	$25,561	$210
Charges for County Services	$0	$0	$0	$512	$85	$262	$112	$213
Grants to Outside Organization	$0	$0	$0	$93	$0	$0	$0	$0
Capital	$0	$0	$0	$68	$10	$76	$70	$20
TOTAL OPERATING EXPENDITURES	**$0**	**$0**	**$0**	**$30,394**	**$29,341**	**$34,302**	**$34,370**	**$4,535**
Transfers	0	0	0	0	0	0	0	0
Distribution of Funds In Trust	0	0	0	0	0	0	0	0
Debt Services	0	0	0	0	0	0	0	0
Depreciation, Amortizations and Depletion	0	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0	0
Other Non-Operating	0	0	0	0	0	0	0	0
TOTAL NON OPERATING EXPENDITURES	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
TOTAL EXPENDITURES	**$0**	**$0**	**$0**	**$30,394**	**$29,341**	**$34,302**	**$34,370**	**$4,535**
REVENUES LESS EXPENDITURES	$0	$0	$0	$47	$223	$0	$0	$0

B) POSITIONS

	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Budget	FY 2010-11 Projection	FY 2011-12 Base
Full-Time Positions Budgeted =	0	0	0	49	46	46	46	45
Full-Time Positions Filled =	0	0	0	49	46	[redacted]	46	[redacted]
Part-time FTEs Budgeted =								
Temporary FTEs Budgeted =								

PERFORMANCE INFORMATION BY SUB-ACTIVITY

Department:Grants Coordination

($ in 000s)

Activity: Contracts and Grants Management (ES) (030)

Description	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Target	FY 2010-11 Projection	FY 2011-12 Target	Desired Outcomes
General Fund CBO programs reviewed	0	0	475	511	448	450	595	300	ES1-1

Comments/Justification: The variance from budget to projection in FY 2009-10 is due to: agencies declining County funding, programs not funded due to organizational instability, and certain scope and services were combined by the agencies.

Percentage of reimbursement requests processed within 21 calendar days	0	0	0	94%	84%	85%	85%	85%	ES9-3

Comments/Justification: Measures the percentage of reimbursement requests processed within twenty-one calendar days by the Contracts and Grants Management staff per month, from arrival date to the Department to the final approval by the Finance Department.

Technical assistance meetings with CBOs on financial and programmatic deficiencies	0	0	0	316	591	350	400	350	ES9-3

Comments/Justification: One-on-one meetings with funded CBOs to provide specific technical assistance. This assistance is meant to minimize/resolve fiscal and/or programmatic deficiencies of the agency and help CBOs improve adherence to County grant procedures.

Site visits - CBOs *	0	0	0	141	185	180	100	150	ES9-3

Comments/Justification: Site visits to monitor a contracted service provider's documentation for fiscal, programmatic and administrative operations.

ASB meetings	0	4	4	11	11	11	11	11	HH4-3

Comments/Justification: The amount of Addiction Services Board (ASB) meetings held throughout the fiscal year. The meetings are held monthly; with the exception of August.

Activity: Contracts and Grants Management (ES) Edward Byrne Memorial Justice Assistance Grant (JAG) (720)

Sub grantees in compliance with federal mandate of JAG/Byrne Grant*	0	0	33	3	35	33	37	37	ED1-7

Comments/Justification: The grant was reduced by 67% in FY 2008-09.

Activity: Executive Office (ES) Executive and Administrative Duties (030)

Visitors accessing the Office of Grants Coordination (OGC) Website	0	0	0	31,918	31,979	25,000	34,000	34,000	ES4-6

Comments/Justification: Provide outreach efforts to the CBOs, Faith-based organizations, and the community about current grant and CBO funding opportunities, resources, and workshops.

Activity: Revenue Maximization (ES) Revenue Maximization (030)

Percentage of customers satisfied with grant writing and technical assistance workshops provided to CBOs and County departments	97%	93%	95%	97%	98%	95%	95%	95%	ED1-7

Comments/Justification: Percent of participants/customers that agree or strongly agree that grant writing workshops and trainings were beneficial for community organizations and County Departments.

Grant and sponsorship funding received (in millions) associated with OGC revenue enhancement activities *	$25.8	$58.7	$64	$119	$66.9	$40	$32	$40	ED1-7

Comments/Justification: Grant funding received ($ in millions) by County and CBOs as part of OGC revenue enhancement activities. In FY 2010-11, the Department will begin to pursue funding opportunities through sponsorships and/or donations to secure resources for County initiatives and projects that enhance service delivery to the community and citizens of Miami-Dade County.

Activity: Ryan White Program (HH) Ryan White Program (720)

Description	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Target	FY 2010-11 Projection	FY 2011-12 Target	Desired Outcomes
HIV+ clients served by Ryan White Program (includes Part A and Minority AIDS Initiative [MAI])	10,673	10,265	9,826	9,630	9,631	10,000	10,000	10,000	HH2-2

Comments/Justification: These unduplicated client counts are based on the Federal fiscal year for Ryan White Part A and MAI funding which starts on March 1st through the end of February (Ex: Ryan White Fiscal Year 2003 is from March 1, 2003 through February 29, 2004).

Contracts processed and executed under Ryan White Program	35	32	38	33	32	35	32	35	HH7-2

Comments/Justification: In FY 2007, MAI became a separate contract. However, for FY 2011 the MAI is under the same notice of grant award as Part A. It is anticipated that separate contracts will continue to be needed; however if guidelines are changed this will lower the number of contracts.

Ryan White Program reimbursement requests processed	0	2,095	2,221	2,260	1,845	1,400	1,500	1,500	HH7-2

Comments/Justification: Number of timely and accurate Ryan White Program reimbursement requests received and approved by the Accountant 3 (Fiscal Manager).

Percentage of payments processed within 21 calendar days	0	78%	90%	93%	87%	85%	85%	85%	ES9-3

Comments/Justification: Measures the percentage of timely and accurate Ryan White Program reimbursement requests reviewed and approved by the Accountant 3 (Fiscal Manager) within 21 days of submission to OGC. This percentage is calculated by taking the number of reimbursement requests that were processed in 21 days or less divided by the total number of reimbursement packages received during the month. [Ex. March 2007: 182 reimbursement requests processed in 21 days or less divided by 191 total requests received = approx. 95%]

Comprehensive site visits (per County's fiscal year)*	0	4	2	3	1	4	8	20	HH7-1

Comments/Justification: To review a contracted provider's fiscal, program, and administrative operations. Special emphasis is placed on a review of documentation to support client eligibility, service delivery, and billing practices.

Limited scope site visits (per County's fiscal year)	0	2	3	2	4	4	0	N/A	HH7-1

Comments/Justification: Limited scope site visits monitor a contracted service provider's documentation to support client eligibility and/or billing practices. Due to the risk-based approach, this office focused more on comprehensive site visits in FY 2008-09 and will resume the normal target of four limited site visits in FY 2009-10. Please note that during FY 2010-11 there will be no more limited scope site visits due to new federal guidelines requiring comprehensive site visits for every contracted provider.

Human Resources

COMMITTEE REPORT

Department: Human Resources

($ in 000s)

Department Budget Summary

FY 2010-11 Execution of Commitments

Highlight

- Complete departmental reorganization to meet customer demands within the current budget constraints; the reorganization involves recasting positions that previously supported manual processes maximizing remaining workforce and accommodating changing personnel

- Continue to analyze the implementation of the PeopleSoft Time and Labor module (e-PAR) to enhance the employee self-service online time collection program

Status

- The Department is currently in the process of revaluating its table of organization to better align with the County's strategic plan and the County Manager initiatives, as well as, undergoing a complete performance overhaul

- In FY 2010-11, the Department will continue the implementation of the PeopleSoft Time and Labor module (e-PAR) to enhance the employee self-service, online time collection program; it is anticipated that prior to the close of FY 2010-11, 51 departments will participate in the self-service online time collection program

GENERAL DEPARTMENTAL FINANCIAL SUMMARY

Department: Human Resources

($ in 000s)

A) OPERATING BUDGET - REVENUES AND EXPENDITURES

		FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Budget	FY 2010-11 Projection	FY 2011-12 Base
REVENUE									
CW	General Fund Countywide	$6,450	$7,721	$7,081	$6,878	$6,255	$6,457	$6,275	$6,530
UMSA	General Fund UMSA	$2,766	$3,470	$3,034	$2,810	$2,680	$2,152	$2,092	$2,176
INTERTRNF	Interagency Transfers	$3,295	$2,036	$2,781	$2,471	$2,261	$1,425	$1,457	$1,483
TOTAL REVENUE		**$12,511**	**$13,227**	**$12,896**	**$12,159**	**$11,196**	**$10,034**	**$9,824**	**$10,189**
EXPENDITURES									
	Salary	$8,265	$8,287	$8,571	$8,036	$7,222	$6,832	$6,738	$6,777
	Overtime Salary	$367	$276	$184	$136	$21	$0	$10	$0
	Fringe	$2,305	$2,427	$2,375	$2,353	$1,920	$1,966	$1,892	$2,228
	Overtime Fringe	$56	$49	$30	$41	$7	$0	$3	$0
	Court Cost	$0	$0	$0	$0	$0	$0	$0	$0
	Contractual	$0	$0	$0	$0	$1,185	$500	$549	$520

	Services							
	Other Operating	$1,401	$2,068	$1,680	$1,581	$647	$546	$489	$494
	Charges for County Services	$0	$0	$0	$0	$183	$174	$135	$157
	Grants to Outside Organization	$0	$0	$0	$0	$8	$0	$0	$0
	Capital	$117	$120	$56	$12	$3	$16	$8	$13
TOTAL OPERATING EXPENDITURES		**$12,511**	**$13,227**	**$12,896**	**$12,159**	**$11,196**	**$10,034**	**$9,824**	**$10,189**
	Transfers	$0	$0	$0	$0	$0	$0	$0	$0
	Distribution of Funds In Trust	$0	$0	$0	$0	$0	$0	$0	$0
	Debt Services	0	0	0	0	0	0	0	0
	Depreciation, Amortizations and Depletion	$0	$0	$0	$0	$0	$0	$0	$0
	Reserves	0	0	0	0	0	0	0	0
	Other Non-Operating	0	0	0	0	0	0	0	0
TOTAL NON OPERATING EXPENDITURES		**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
TOTAL EXPENDITURES		**$12,511**	**$13,227**	**$12,896**	**$12,159**	**$11,196**	**$10,034**	**$9,824**	**$10,189**
REVENUES LESS EXPENDITURES		$0	$0	$0	$0	$0	$0	$0	$0

B) POSITIONS

	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Budget	FY 2010-11 Projection	FY 2011-12 Base
Full-Time Positions Budgeted =	159	158	152	142	136	106	106	106
Full-Time Positions Filled =	158	158	142	139	130	[redacted]	106	[redacted]
Part-time FTEs Budgeted =	0	0	1	1	1	1	1	1
Temporary FTEs Budgeted =								

PERFORMANCE INFORMATION BY SUB-ACTIVITY

Department:Human Resources

($ In 000s)

Activity: Employee and Labor Relations (ES) (GF)

Description	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Target	FY 2010-11 Projection	FY 2011-12 Target	Desired Outcomes
Percentage of employee physicals' results processed within five business days	N/A	N/A	82%	89%	89%	90%	90%	90%	ES1-1
Comments/Justification: This measure helps to expedite the recruitment process, helps to determine the ability of an employee to return to work after annual physicals, and meet Department of Transportation requirements.									
Percentage of collective bargaining grievances at step four that are resolved prior to arbitration	N/A	42%	78%	53%	63%	50%	60%	50%	ES1-1
Comments/Justification: This measure identifies how effective the Labor Unit negotiates Collective bargaining grievances at department director's level prior to arbitration									
Percentage of classification decisions in which decisions are sustained by the appeal process*	77%	90%	99%	100%	98%	100%	97%	100	ES1-1
Comments/Justification: This measure tracks how effective compensation studies are, when challenged by the compensation appeal process									

Activity: Employee Development (ES) (GF)

County employees trained*	16,101	15,806	9,610	11,790	6,058	6,000	5,950	6,000	ES5-4
Comments/Justification: Total number of employees trained (in-house, on-line, and outsourced); training decreased over fiscal years as a result of completion of online ethics training									
Percentage of customers satisfied with training	N/A	N/A	99%	99%	99%	95%	98%	95%	ES5-4
Comments/Justification: Overall satisfaction assessment immediately after training (New Employee Orientation and Supervisory Certification courses)									
Percentage of employees who completed New Employee Orientation within two weeks of date of hire	N/A	N/A	91%	98%	98%	95%	97%	95%	ES5-4
Comments/Justification: This ensures that new employees are promptly educated in areas of concern to the employees and the County i.e. Results Oriented Government, mission, vision, etc									

Activity: Office of the Director (ES) (GF)

Overall Department of Human Resources satisfaction rating from annual survey (goal is a rating of 4.5 on a scale of 1 to 5)	4.55	N/A	N/A	N/A	N/A	4.5	N/A	N/A	ES5-1
Comments/Justification: Currently, HR is looking into alternatives to effectively measure customer satisfaction. This measure will be eliminated and replaced by a new measure to track customer satisfaction.									

Activity: Payroll and Information Management (ES) (GF)

Accuracy of HR payroll and paycheck processing	98%	99%	99%	99%	99%	97%	98%	97%	ES9-5

Comments/Justification: This measure keeps track of errors made by the payroll process to assist streamlining of process

Percentage of completed tuition reimbursement packets processed within 30 days of receipt	N/A	N/A	100%	100%	100%	97%	100%	97%	ES9-5

Comments/Justification: This measure ensures all tuition reimbursement requests are processed timely

Percentage of historical personnel documents scanned, and audited into the Electronic Document Management System	N/A	N/A	100%	0%	100%	0%	0%	0%	ES9-5

Comments/Justification: This measure keeps track of scanning all new personnel files into the Electronic Document Management System to facilitate easy retrieval; due to funding issues, the project is on hold

Activity: Recruitment, Compensation, and Testing (ES) (GF)

Description	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Target	FY 2010-11 Projection	FY 2011-12 Target	Desired Outcomes
Average recruitment time (in calendar days)	93	59	43	49	46	55	48	55	ES5-1

Comments/Justification: This measure is calculated from the time a department enters a job opening in PeopleSoft to hiring the new employee

Inspector General

COMMITTEE REPORT

Department: Inspector General

($ in 000s)

Department Budget Summary

FY 2010-11 Execution of Commitments

Highlight	Status
• Continue to provide the public with access to register their concerns via the OIG website and "Fraud Hotline"	• The OIG continues to respond to citizens' requests for inquiries of potential fraud, waste, and mismanagement; where the OIG does not provide oversight, citizens are directed to the correct agency to handle their request
• Increase the public's awareness of investigative and audit findings by providing easy access to OIG reports and information distributed by the office via the OIG website	• The OIG continues to post press releases and audit reports online for citizen access and communicates its mission through speaking engagements and participation at community forums
• Continue professional education in public oversight function investigations, audits, inspections, and reviews; continue professional development towards certification in related fields	• The OIG ensures that its staff receive the required professional training and is embarking on a state accreditation process for offices of inspector general
• Provide independent oversight on capital projects funded with general obligation bonds (GOB)	• The OIG is providing on-site oversight for the construction of the new Marlins baseball stadium; the OIG also continues to monitor capital projects at WASD and Transit, and projects funded by GOB grants
• Increase the integrity and compliance of County contracts and programs	• The OIG continues to conduct audits, reviews and inspections of random county contracts and programs and also selects its reviews of programs based on allegations of fraud, waste and abuse

GENERAL DEPARTMENTAL FINANCIAL SUMMARY

Department: Inspector General

($ in 000s)

A) OPERATING BUDGET - REVENUES AND EXPENDITURES

		FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Budget	FY 2010-11 Projection	FY 2011-12 Base
REVENUE									
CW	General Fund Countywide	$1,265	$1,654	$828	$56	$460	$922	$826	$1,202
PROP	Carryover	$613	$943	$2,308	$2,315	$1,531	$674	$996	$571
PROP	Departmental Oversight (MOUs)	$521	$962	$1,243	$1,227	$828	$1,150	$1,150	$1,150
PROP	Interest Earnings	$60	$105	$73	$31	$16	$15	$15	$15

PROP	Miscellaneous Revenues	$0	$226	$99	$0	$0	$10	$0	$0
PROP	Proprietary Fees	$2,243	$3,015	$2,541	$3,143	$3,216	$2,850	$3,109	$3,080
TOTAL REVENUE		**$4,702**	**$6,905**	**$7,092**	**$6,772**	**$6,051**	**$5,621**	**$6,096**	**$6,018**
EXPENDITURES									
	Salary	$2,737	$3,057	$3,307	$3,749	$3,726	$4,043	$3,961	$4,288
	Overtime Salary	0	0	0	0	0	0	0	0
	Fringe	$696	$816	$890	$995	$913	$1,024	$1,010	$1,162
	Overtime Fringe	0	0	0	0	0	0	0	0
	Court Cost	$0	$0	$0	$0	$0	$2	$2	$2
	Contractual Services	$0	$0	$0	$0	$1	$10	$10	$10
	Other Operating	$313	$669	$576	$483	$394	$493	$493	$507
	Charges for County Services	$0	$0	$0	$0	$16	$26	$26	$26
	Grants to Outside Organization	0	0	0	0	0	0	0	0
	Capital	$13	$55	$4	$14	$5	$23	$23	$23
TOTAL OPERATING EXPENDITURES		**$3,759**	**$4,597**	**$4,777**	**$5,241**	**$5,055**	**$5,621**	**$5,525**	**$6,018**
	Transfers	0	0	0	0	0	0	0	0
	Distribution of Funds In Trust	0	0	0	0	0	0	0	0
	Debt Services	0	0	0	0	0	0	0	0
	Depreciation, Amortizations and Depletion	0	0	0	0	0	0	0	0
	Reserves	0	0	0	0	0	0	0	0
	Other Non-Operating	0	0	0	0	0	0	0	0
TOTAL NON OPERATING EXPENDITURES		**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
TOTAL EXPENDITURES		**$3,759**	**$4,597**	**$4,777**	**$5,241**	**$5,055**	**$5,621**	**$5,525**	**$6,018**
REVENUES LESS EXPENDITURES		$943	$2,308	$2,315	$1,531	$996	$0	$571	$0

B) POSITIONS

	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Budget	FY 2010-11 Projection	FY 2011-12 Base
Full-Time Positions Budgeted =	31	38	38	38	38	38	38	38
Full-Time Positions Filled =	30	33	35	36	36	[redacted]	36	[redacted]
Part-time FTEs Budgeted =								
Temporary FTEs Budgeted =								

PERFORMANCE INFORMATION BY SUB-ACTIVITY

Department:Inspector General

($ in 000s)

Activity: Inspector General (ES) (010)

Description	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Target	FY 2010-11 Projection	FY 2011-12 Target	Desired Outcomes
Contracts/programs audited and reviewed	27	23	22	28	33	25	20	25	ES9-4
Comments/Justification: Increase the integrity and compliance of county contracts and programs									
Reports issued	20	13	23	19	18	20	15	20	ES9-4
Comments/Justification: Posting reports and audits online promotes accountability and integrity of County government and allows the citizens access to the findings and the remedies taken to recover losses, and reduce waste and mismanagement									
Written complaints received	181	216	119	124	192	125	125	125	ES9-4
Comments/Justification: The OIG's Complaint Registry tracks complaints received by the office, case initiations, and referrals made to other agencies									
Complaints received via the OIG's website	149	176	136	166	168	150	150	150	ES9-4
Comments/Justification: Provides an internet-based way for county employees and the public to report government fraud, waste, and abuse confidentially and conveniently									
Complaints received via the OIG's hotline	159	194	166	187	128	125	125	125	ES9-4
Comments/Justification: Provides a way for county employees and the public to call and speak to an agent regarding their complaints of government fraud, waste, and abuse									

Intergovernmental Affairs

COMMITTEE REPORT

Department: Office of Intergovernmental Affairs

($ in 000s)

Department Budget Summary

FY 2010-11 Execution of Commitments

Highlight

- Monitor all state and federal legislative items
- Monitor federal and state contracts

Status

- OIA aggressively monitored a total of hundreds of legislative items on the County's behalf during the federal and state legislative sessions
- In FY 2010-11, OIA monitored a total of four federal contracts and two state contracts

GENERAL DEPARTMENTAL FINANCIAL SUMMARY

Department: Office of Intergovernmental Affairs

($ in 000s)

A) OPERATING BUDGET - REVENUES AND EXPENDITURES

		FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Budget	FY 2010-11 Projection	FY 2011-12 Base
REVENUE									
CW	General Fund Countywide	$330	$537	$849	$925	$820	$786	$786	$788
UMSA	General Fund UMSA	$141	$252	$383	$397	$335	$262	$262	$263
PROP	Carryover	$0	$0	$0	$0	$0	$0	$0	$0
INTERTRNF	Interagency Transfers	$523	$523	$0	$0	$0	$0	$0	$0
FED	Fees for Services	$0	$0	$0	$0	$0	$0	$0	$0
TOTAL REVENUE		**$994**	**$1,312**	**$1,232**	**$1,322**	**$1,155**	**$1,048**	**$1,048**	**$1,051**
EXPENDITURES									
	Salary	$508	$713	$817	$827	$635	$612	$612	$618
	Overtime Salary	$0	$0	$0	$0	$0	$0	$0	$0
	Fringe	$140	$177	$205	$213	$166	$164	$164	$196
	Overtime Fringe	$0	$0	$0	$0	$0	$0	$0	$0
	Court Cost	$0	$0	$0	$0	$0	$0	$0	$0
	Contractual Services	$0	$0	$0	$6	$0	$5	$5	$5
	Other	$0	$0	$154	$205	$108	$171	$246	$224

	Operating							
	Charges for County Services	$0	$0	$24	$18	$3	$17	$17	$4
	Grants to Outside Organization	$161	$82	$0	$0	$0	$0	$0	$0
	Capital	$6	$5	$0	$1	$3	$4	$4	$4
TOTAL OPERATING EXPENDITURES		**$815**	**$1,077**	**$1,200**	**$1,270**	**$978**	**$1,048**	**$1,048**	**$1,051**
	Transfers	0	0	0	0	0	0	0	0
	Distribution of Funds In Trust	0	0	0	0	0	0	0	0
	Debt Services	0	0	0	0	0	0	0	0
	Depreciation, Amortizations and Depletion	0	0	0	0	0	0	0	0
	Reserves	0	0	0	0	0	0	0	0
	Other Non-Operating	0	0	0	0	0	0	0	0
TOTAL NON OPERATING EXPENDITURES		**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
TOTAL EXPENDITURES		**$815**	**$1,077**	**$1,200**	**$1,270**	**$978**	**$1,048**	**$1,048**	**$1,051**
REVENUES LESS EXPENDITURES		$179	$235	$32	$52	$156	$0	$0	$0

B) POSITIONS

	FY 2005-06	FY 2006-07	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	FY 2010-11	FY 2011-12
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	7	7	7	8	8	8	8	7
Full-Time Positions Filled =	7	7	7	9	6	[redacted]	6	[redacted]
Part-time FTEs Budgeted =	1	1	0	0	0	0	0	0
Temporary FTEs Budgeted =								

Procurement Management

COMMITTEE REPORT

Department: Procurement Management

($ in 000s)

Department Budget Summary

FY 2010-11 Execution of Commitments

Highlight

- Continue to improve Request for Proposal (RFP) and Invitation to Bid (ITB) processing times through the implementation of business process improvements and advance acquisition planning

- Consolidation of vendor services including outreach, registration, enrollment, training classes, small and disadvantaged business certification, prequalification of architects and engineers, qualification of vendors for miscellaneous construction contracts and the affirmative action planning process

Status

- Through the first quarter of FY 2010-11, the Department has processing cycle times of 264 calendar days for ITBs over $1 million and 179 calendar days for RFP and 74 calendar days for ITBs under $1 million Note: There were no awards in the first quarter for RFP over $1 million.

- Efforts are underway to improve upon the ease of doing business with the county, improve the quality of service to the vendor community, enhance competition, and offer a seamless, unified vendor service function; an on-line vendor portal to incorporate all consolidated functions and countywide information on upcoming and available projects for competition for goods and services, design and construction; a scope of services has been developed for automation and streamlining of the distinct technology application

GENERAL DEPARTMENTAL FINANCIAL SUMMARY

Department: Procurement Management

($ in 000s)

A) OPERATING BUDGET - REVENUES AND EXPENDITURES

		FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Budget	FY 2010-11 Projection	FY 2011-12 Base
REVENUE									
CW	General Fund Countywide	$420	$0	$0	$0	$0	$0	$0	$0
UMSA	General Fund UMSA	$180	$0	$0	$0	$0	$0	$0	$0
PROP	Carryover	$3,234	$4,101	$6,317	$7,603	$5,558	$3,225	$3,843	$321
PROP	Interest Earnings	$0	$0	$380	$84	$20	$14	$14	$0
PROP	Miscellaneous	$36	$67	$85	$44	$7	$6	$6	$6
PROP	Miscellaneous Revenues	$0	$0	$0	$0	$0	$0	$0	$0
PROP	Surcharge Revenues	$7	$10	[illegible]	$0	$0	$0	$0	$0
PROP	User Access Program Fees	$8,189	$11,072	$10,807	$10,529	$10,160	$9,712	$9,800	$10,800

INTERTRNF	Capital Working Fund	$0	$0	$0	$0	$0	$0	$0	$0
INTERTRNF	Interagency Transfers	$0	$0	$0	$0	$0	$0	$0	$0
INTERTRNF	Bond Proceeds	$0	$0	$0	$0	$0	$83	$83	$83
TOTAL REVENUE		**$12,066**	**$15,250**	**$17,578**	**$18,260**	**$15,745**	**$13,040**	**$13,746**	**$11,210**
EXPENDITURES									
	Salary	$5,514	$6,307	$6,884	$7,323	$7,374	$6,032	$6,237	$6,699
	Overtime Salary	$10	$5	$20	$18	$17	$16	$15	$16
	Fringe	$1,534	$1,812	$2,024	$2,151	$1,948	$1,578	$1,771	$2,176
	Overtime Fringe	$1	$1	$3	$3	$3	$2	$2	$2
	Court Cost	$0	$0	$1	$0	$2	$0	$0	$0
	Contractual Services	$0	$0	$124	$184	$2	$2	$2	$2
	Other Operating	$866	$767	$361	$927	$836	$932	$933	$962
	Charges for County Services	$0	$0	$542	$856	$1,087	$1,063	$1,050	$800
	Grants to Outside Organization	0	0	0	0	0	0	0	0
	Capital	$40	$41	$16	$0	$0	$0	$0	$0
TOTAL OPERATING EXPENDITURES		**$7,965**	**$8,933**	**$9,975**	**$11,462**	**$11,269**	**$9,625**	**$10,010**	**$10,657**
	Transfers	$0	$0	$0	$1,240	$633	$3,415	$3,415	$553
	Distribution of Funds In Trust	0	0	0	0	0	0	0	0
	Debt Services	0	0	0	0	0	0	0	0
	Depreciation, Amortizations and Depletion	0	0	0	0	0	0	0	0
	Reserves	$0	$0	$0	$0	$0	$0	$0	$0
	Other Non-Operating	$0	$0	$0	$0	$0	$0	$0	$0
TOTAL NON OPERATING EXPENDITURES		**$0**	**$0**	**$0**	**$1,240**	**$633**	**$3,415**	**$3,415**	**$553**
TOTAL EXPENDITURES		**$7,965**	**$8,933**	**$9,975**	**$12,702**	**$11,902**	**$13,040**	**$13,425**	**$11,210**
	REVENUES LESS EXPENDITURES	$4,101	$6,317	$7,603	$5,558	$3,843	$0	$321	$0

B) POSITIONS

	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Budget	FY 2010-11 Projection	FY 2011-12 Base
Full-Time Positions Budgeted =	110	114	114	116	122	92	92	92
Full-Time Positions Filled =	96	103	105	105	107	[redacted]	85	[redacted]
Part-time FTEs Budgeted =	0	0	0	0	0	2	2	2
Temporary FTEs Budgeted =	0	0	0	2	0	1	1.58	1

PERFORMANCE INFORMATION BY SUB-ACTIVITY

Department:Procurement Management

($ in 000s)

Activity: Purchasing (ES) (050)

Description	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Target	FY 2010-11 Projection	FY 2011-12 Target	Desired Outcomes
Contracts Awarded		1202	1035	1004	857	920	900	900	ES3-1

Comments/Justification: Numbers include Options to Renew (OTRs)

Average calendar days to process RFPs valued under $1 million*		113	104	75	110	286	286	286	ES3-1

Comments/Justification: To achieve the County's strategic plan goal and the departments objective for a streamlined and responsive procurement process, programs and initiatives will give emphasis to reducing procurement cycle times. Procurement cycle time is measured from the date the requisition was posted, the scope of work was received or the first action that starts the process (whichever is earlier), to the date of contract award. Targets for processing times assume full staffing levels, implementation of proposed legislative changes to decrease cycle times and implementation of pending process improvement and IT initiatives. Several procurements are complex, very involved and are multi-year procurements. When awarded, these will significantly skew average processing times.

Average calendar days to process RFPs valued over $1 million*		172	252	213	218	369	319	319	ES3-1

Comments/Justification: To achieve the County's strategic plan goal and the departments objective for a streamlined and responsive procurement process, programs and initiatives will give emphasis to reducing procurement cycle times. Procurement cycle time is measured from the date the requisition was posted, the scope of work was received or the first action that starts the process (whichever is earlier), to the date of contract award. Targets for processing times assume full staffing levels, implementation of proposed legislative changes to decrease cycle times and implementation of pending process improvement and IT initiatives. Several procurements are complex, very involved and are multi-year procurements. When awarded, these will significantly skew average processing times.

Average calendar days to process bids valued under $1 million*		105	94	79	75	215	215	215	ES3-1

Comments/Justification: To achieve the County's strategic plan goal and the departments objective for a streamlined and responsive procurement process, programs and initiatives will give emphasis to reducing procurement cycle times. Procurement cycle time is measured from the date the requisition was posted, the scope of work was received or the first action that starts the process (whichever is earlier), to the date of contract award. Targets for processing times assume full staffing levels, implementation of proposed legislative changes to decrease cycle times and implementation of pending process improvement and IT initiatives. Several procurements are complex, very involved and are multi-year procurements. When awarded, these will significantly skew average processing times.

Average calendar days to process bids valued over $1 million*		253	327	247	237	352	312	312	ES3-1

Comments/Justification: To achieve the County's strategic plan goal and the departments objective for a streamlined and responsive procurement process, programs and initiatives will give emphasis to reducing procurement cycle times. Procurement cycle time is measured from the date the requisition was posted, the scope of work was received or the first action that starts the process (whichever is earlier), to the date of contract award. Targets for processing times assume full staffing levels, implementation of proposed legislative changes to decrease cycle times and implementation of pending process improvement and IT initiatives. Several procurements are complex, very involved and are multi-year procurements. When awarded, these will significantly skew average processing times.

Percentage of contracts that are bid waiver or sole source	17%	15%	14%	14%	14%	14%	14%	14%	ES3-2

Comments/Justification: DPM works with client departments to reduce the number of non-competitive actions. There are typically 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		1435	1431	1454	1355	1,087	1313	1300	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: Technical Services and Information Systems (ES) (050)

Activity: Vendor Services (ES) Vendor Services Section (050)

Solicitations advertised	N/A	438	347	289	224	260	220	220	ES3-1

Comments/Justification:

Vendor workshops	N/A	28	28	32	38	28	14	8	ES3-1

Comments/Justification: Monthly vendor workshop reduced to quarterly in FY 2010-11

Vendor surveys satisfactory or above	N/A	82%	87%	89%	88%	90%	90%	90%	ES3-1

Comments/Justification:

Small Business Development

COMMITTEE REPORT

Department: Small Business Development

($ in 000s)

Department Budget Summary

FY 2010-11 Execution of Commitments

Highlight

- Provide small businesses with management and technical, bonding and financial assistance through collaborative partnerships with banking and financial institutions supplemented with workshops, seminars, and various training opportunities
- Provide a customer-friendly environment for small businesses to become certified to do business with Miami-Dade County

Status

- To date, over 89 firms have been assisted with bonding and 8 firms were assisted with small business loan applications; SBD continues to facilitate the provision of business development assistance and information regarding certification, small business programs, County-wide contracting opportunities and initiatives
- As of the end of the first quarter, over 1,572 small businesses are certified to do business with Miami-Dade County

GENERAL DEPARTMENTAL FINANCIAL SUMMARY

Department: Small Business Development

($ in 000s)

A) OPERATING BUDGET - REVENUES AND EXPENDITURES

		FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Budget	FY 2010-11 Projection	FY 2011-12 Base
REVENUE									
CW	General Fund Countywide	$787	$5,060	$3,195	$0	$89	$107	$103	$103
UMSA	General Fund UMSA	$370	$2,168	$1,435	$0	$0	$0	$0	$0
PROP	Carryover	$1,644	$1,248	$245	$534	$231	$0	$0	$0
PROP	Certification Fees	$36	$0	$0	$0	$0	$0	$0	$0
PROP	Fees and Charges	$0	$0	$0	$0	$0	$0	$0	$0
PROP	Interest Earnings	$0	$0	$0	$0	$0	$0	$0	$0
PROP	Miscellaneous Revenues	$0	$5	$122	$3	$19	$0	$4	$5
PROP	Contract Monitoring Fees	$2,439	$70	$1,774	$1,094	$251	$195	$195	$195
INTERTRNF	Capital Working Fund	$4,282	$0	$0	$3,048	$3,620	$3,000	$3,000	$3,445
INTERTRNF	Fees for Services	$0	$0	$0	$0	$78	$177	$177	$56
INTERTRNF	Interagency	$0	$0	$67	$0	$0	$0	$0	$0

	Transfers								
INTERTRNF	Transfer From Other Funds	$0	$0	$0	$0	$91	$0	$0	$0
INTERTRNF	User Access Program Fees	$0	$0	$0	$1,240	$633	$972	$972	$553
TOTAL REVENUE		**$9,558**	**$8,405**	**$6,838**	**$5,919**	**$5,012**	**$4,451**	**$4,451**	**$4,357**
EXPENDITURES									
	Salary	$5,308	$5,781	$4,533	$4,198	$3,543	$2,876	$2,874	$3,015
	Overtime Salary	$0	$0	$9	$3	$1	$25	$25	$6
	Fringe	$1,499	$1,664	$1,360	$1,232	$888	$813	$833	$993
	Overtime Fringe	$0	$0	$0	$0	$0	$0	$0	$0
	Court Cost	$0	$0	$0	$0	$0	$0	$0	$0
	Contractual Services	$0	$0	$153	$62	$22	$53	$53	$53
	Other Operating	$1,465	$676	$177	$142	$430	$524	$513	$546
	Charges for County Services	$0	$0	$49	$40	$121	$144	$142	$150
	Grants to Outside Organization	$0	$0	$0	$0	$0	$0	$0	$0
	Capital	$38	$39	$23	$11	$7	$16	$11	$13
TOTAL OPERATING EXPENDITURES		**$8,310**	**$8,160**	**$6,304**	**$5,688**	**$5,012**	**$4,451**	**$4,451**	**$4,776**
	Transfers	0	0	0	0	0	0	0	0
	Distribution of Funds In Trust	$0	$0	$0	$0	$0	$0	$0	$0
	Debt Services	$0	$0	$0	$0	$0	$0	$0	$0
	Depreciation, Amortizations and Depletion	$0	$0	$0	$0	$0	$0	$0	$0
	Reserves	$0	$0	$0	$0	$0	$0	$0	$0
	Other Non-Operating	$0	$0	$0	$0	$0	$0	$0	$0
TOTAL NON OPERATING EXPENDITURES		**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
TOTAL EXPENDITURES		**$8,310**	**$8,160**	**$6,304**	**$5,688**	**$5,012**	**$4,451**	**$4,451**	**$4,776**
	REVENUES LESS EXPENDITURES	$1,248	$245	$534	$231	$0	$0	$0	

B) POSITIONS

	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Budget	FY 2010-11 Projection	FY 2011-12 Base
Full-Time Positions Budgeted =	101	101	71	52	48	36	36	36
Full-Time Positions Filled =	88	94	68	54	35	[redacted]	36	[redacted]
Part-time FTEs Budgeted =	0	0	0	0	0	0	0	0
Temporary FTEs Budgeted =	2	1	0	0	0	0	0	0

PERFORMANCE INFORMATION BY SUB-ACTIVITY

Department:Small Business Development

Activity: Administration and Fiscal Management (ED) (120)

Description	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Target	FY 2010-11 Projection	FY 2011-12 Target	Desired Outcomes
Provide employee professional development training opportunities	25	39	39	25	18	20	20	15	ES5-4

Comments/Justification: Development of employee skill level and knowledge base, leading to increased morale, efficiency, productivity and improved customer service.

Activity: Business Opportunity Services (ED) Profess. Support Servs +Certification (120)

Certified Businesses provided bonding assistance	82	192	144	199	140	125	125	ED1-9

Comments/Justification: During the first quarter of FY10-11, 19 firms were provided referral resources and/or assistance in the review, analysis and/or ultimate submission of financial and bonding documentation. First quarter numbers are in direct correlation to the County contract activity and small business enterprise contracting opportunities during the quarter. Projection (125) for FY10-11 EOY is based on the targeted focus on small business training in this area and a gradual tapering off of Countywide contracting opportunities. during the quarter. Projection (125) for FY 11-12 EOY is based on the targeted focus on small business training in this area and a gradual tapering off of Countywide contracting opportunities.

Certified Businesses assisted with small business loan applications	55	69	29	58	48	48	50	ED1-9

Comments/Justification: During the first quarter of FY10-11, eleven (11) firms were provided referral resources and/or assistance in the review, analysis and/or submission of applications to lending entities. The current lending environment has negatively impacted small businesses' ability to obtain loans, and decreased the number of firms requesting financial assistance. Projection of 48 for FY10-11 EOY is based on the prospective easing of restrictions and increased lending activity as the local economy recovers.

Certified Businesses obtaining small business loans	2	7	8	2	8	5	5	ED1-9

Comments/Justification: The overall lending activity has been difficult for all businesses and especially difficult for small businesses. There were no loans approved during the first quarter of FY10-11. The EOY projection is based on recent economic reports of a projected gradual increase in the number of financial entities providing access to loans and SBD's targeted focus on small business trainings in this area allowing firms to be better equipped to qualify for and ultimately obtain loans.

Percentage of County contract expenditures with small business goals	10%	14%	15%	10%	15%	10%	ED1-1	

Comments/Justification: SBD anticipates that 15% of FY 10-11 identified capital projects meet the criteria for review with opportunities for small business measures.

Value of assigned goals (in millions)*			$237	$280	$118	$165	$165	$165	ED1-1
Comments/Justification:									
Certified Businesses obtaining bonding		15	39	48	33	36	36	40	ED1-9
Comments/Justification: During the first quarter of FY10-11, Six (6) firms (all first time) obtained bonding with a total of 36 firms projected for EOY. Based on prior actuals as well as an improved economy, 40 firms are projected in the FY11-12 Base Budget Submission.									
Number of partnerships developed				1	1	3	3	3	ED4-2
Comments/Justification: Partnerships are being pursued with MDCC, South Florida Workforce (MOU in place currently), Department of Treasury (IRS) Taxpayer Education and Communication , Miami-Dade Blue, MDEAT (targeting certified small businesses), LEED Training provider) with others to be identified and targeted.									
Number of contract/payment assistance activities			227	97	92	90	60	54	ED4-2
Comments/Justification: Due to resource reductions, staff is no longer able to take a proactive approach to assisting firms with contract/payment disputes. With the corresponding reduction in compliance monitoring, it is anticipated that the number of contract/payment complaints will increase. Fifteen firms were assisted in first quarter FY 10-11. Assuming the quarterly trend holds, the FY 10-11 projection is 60. As the economic challenges persist, so will the complexity of contracting/payment issues, reducing staff's ability to maintain the projected level of service, resulting in a target 10% reduction in assistance for FY 11-12.									
Number of firms assisted with accounting reimbursement program		19	27	48	42	25	25	25	ED1-9
Comments/Justification: The goal is for all certified firms to begin and continually utilize the services of a CPA for proper tax/financial statement preparations. EOY projection is based on increased targeted outreach efforts/ financial training activities and information disseminated to firms that have never had access to CPA-assisted services.									
Number of applications approved for accounting reimbursements		19	27	36	15	50	20	20	ED1-9
Comments/Justification: During the first quarter of FY10-11, 3 firms were assisted, but none approved for funding. Projection for EOY and FY11-12 are based on the prior year's activity and an increase in the number of firms assisted and subsequently approved applications.									
Number of firms provided training opportunities					61	120	125	60	ED4-2
Comments/Justification:									
Small business graduations	0	27	32	40	6	15	15	15	ED4-2
Comments/Justification:									
Certified small businesses*	N/A	774	792	1,373	1,112	1,550	1,700	1,700	ED4-2
Comments/Justification: During the first quarter of FY10-11, SBD focused on reducing the certification backlog through strategically aligned staffing efforts and successful weekly blitzes.									

Activity: Contract Monitoring and Compliance (ED) Contract Rev & Compliance (120)

Value of underpaid wages recovered on County contracts (in thousands)*	$432	$536	$330	$141	$164	$141	ED2-4

Comments/Justification: The County's Responsible and Living Wage Ordinances are Miami-Dade County's commitment to ensure that local workers on construction and service contracts earn sufficient wages to support themselves and their families. The goal is to recover 25% of all underpaid wages identified in previous fiscal year plus 25% of projected underpayments resulting from ongoing investigations. The FY 2010-11 Projection was calculated by taking 25% of the underpaid wages identified in FY 2009-10, which was $531,000 and adding 25% of projected ongoing investigations, which is $124,000. NOTE: Wages recovered in one fiscal year may not have been identified in the same fiscal year.

Percentage of completed projects where small business opportunities were achieved*	79%	96%	100%	50%	100%	100%	ED2-4

Comments/Justification: The Department is striving to educate firms on program requirements to increase compliance with applicable legislation. This measure tracks the percent of **completed** projects that are in compliance with small business goals.

Percentage of monitored projects in compliance with living and responsible wages*	85%	96%	97%	50%	50%	40%	ED2-4

Comments/Justification: Compliance monitoring methodology is currently based on complaint management. Monitoring by random sampling is expected to be implemented in the third quarter of FY 10-11.

Value of underpaid wages identified on County contracts (in thousands)*	$422	$456	$496	$178	$124	$124	ED2-4

Comments/Justification: The County's Responsible and Living Wage Ordinances are Miami-Dade County's commitment to the local workers that provide services on its construction and service contracts to ensure that they earn sufficient wages to support themselves and their families. Due to a 50% reduction in compliance staff and the change to complaint driven monitoring, the FY 2010-11 projection is expected to be 25% of those identified in FY 2009-10. NOTE: Wages recovered in one fiscal year may not have been identified in the same fiscal year.

Pre-Work Conference Meetings	105	122	114	116	N/A	N/A	ED4-2

Comments/Justification: SBD will only attend Pre-work conferences as needed for high profile projects.

Number of Business provided Compliance Training	23	194	141	183	35	35	ED4-2

Comments/Justification: Training on compliance with small business, wage and workforce requirements is available to any firm upon request. Training is offered to all firms found in non-compliance with governing legislation on active County Contracts and to newly certified small business. However, due to a 50% reduction in compliance staffing levels and the change to sampling and complaint driven monitoring, it is expected that the number of firms found in non-compliance will be 75% lower. As such, the number of training requests is projected to be 25% of the number of business compliance trainings provided in FY 2009-10.

Strategic Business Management

COMMITTEE REPORT

Department: Strategic Business Management

($ in 000s)

Department Budget Summary

FY 2010-11 Execution of Commitments

Highlight	Status
• Providing the community with user-friendly documents to understand the County's financial and strategic performance	• The annual publication of budget documents continues to be revised in order to provide detailed information on the County's budget and performance in a user-friendly manner while achieving the recognition of a Distinguished Budget Presentation Award for the past eight years
• Oversee the activities of all Community Redevelopment Areas (CRAs)	• The Department will continue to monitor redevelopment plans through the annual budget process for 12 CRAs and manage daily operations for three Unicoporated Municipal Service Area (UMSA) CRAs
• Implement department sustainable initiatives	• The Department continues to reduce the number of budget books printed as the budget is available on-line from over 450 in FY 2008-09 to 250 in FY 2010-11
• Improve alighnment and performance of strategic priorities throughout the County	• The Department continues to perform its efforts to revise the Countywide Strategic Plan and it is expected to be presented to the Board of County Commissioners in FY 2010-11
• Provide employee development opportunities to support County priorities through the budget development process	• As part of the budget development process, the Department provided County employees training on the County's financial databases and budget development processes through over 29 sessions over two months

GENERAL DEPARTMENTAL FINANCIAL SUMMARY

Department: Strategic Business Management

($ in 000s)

A) OPERATING BUDGET - REVENUES AND EXPENDITURES

		FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Budget	FY 2010-11 Projection	FY 2011-12 Base
REVENUE									
CW	General Fund Countywide	$3,171	$3,744	$3,921	$3,683	$2,563	$2,396	$2,353	$2,660
UMSA	General Fund UMSA	$1,360	$1,682	$1,670	$1,578	$998	$1,042	$962	$980
PROP	Bond Transaction Fees	$0	$0	$0	$0	$0	$0	$0	$0
PROP	CRA	$226	$345	$316	$555	$468	$690	$690	$689

	Administrative Reimbursement								
PROP	Reimbursements from Departments	$0	$0	$0	$0	$18	$0	$0	$0
INTERTRNF	Interagency Transfers	$707	$225	$225	$230	$1,173	$1,388	$1,388	$1,402
TOTAL REVENUE		**$5,464**	**$5,996**	**$6,132**	**$6,046**	**$5,220**	**$5,516**	**$5,393**	**$5,731**
EXPENDITURES									
	Salary	$4,487	$4,196	$4,236	$4,302	$3,855	$3,762	$3,654	$3,858
	Overtime Salary	0	0	0	0	0	0	0	0
	Fringe	$935	$1,077	$1,117	$1,014	$844	$930	$944	$1,072
	Overtime Fringe	0	0	0	0	0	0	0	0
	Court Cost	$0	$0	$0	$0	$0	$0	$0	$0
	Contractual Services	$0	$0	$0	$0	$0	$4	$4	$4
	Other Operating	$[illegible]	$688	$722	$659	$81	$235	$210	$218
	Charges for County Services	$0	$0	$17	$10	$417	$541	$538	$535
	Grants to Outside Organization	$0	$0	$0	$0	$0	$0	$0	$0
	Capital	$46	$35	$40	$61	$23	$44	$43	$44
TOTAL OPERATING EXPENDITURES		**$5,464**	**$5,996**	**$6,132**	**$6,046**	**$5,220**	**$5,516**	**$5,393**	**$5,731**
	Transfers	$0	$0	$0	$0	$0	$0	$0	$0
	Distribution of Funds In Trust	$0	$0	$0	$0	$0	$0	$0	$0
	Debt Services	$0	$0	$0	$0	$0	$0	$0	$0
	Depreciation, Amortizations and Depletion	$0	$0	$0	$0	$0	$0	$0	$0
	Reserves	$0	$0	$0	$0	$0	$0	$0	$0
	Other Non-Operating	0	0	0	0	0	0	0	0
TOTAL NON OPERATING EXPENDITURES		**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
TOTAL EXPENDITURES		**$5,464**	**$5,996**	**$6,132**	**$6,046**	**$5,220**	**$5,516**	**$5,393**	**$5,731**
	REVENUES LESS EXPENDITURES	$0	$0	$0	$0	$0	$0	$0	$0

B) POSITIONS

	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Budget	FY 2010-11 Projection	FY 2011-12 Base
Full-Time Positions Budgeted =	47	44	39	40	36	33	33	33
Full-Time Positions Filled =	44	42	39	37	34	[redacted]	33	[redacted]
Part-time FTEs Budgeted =	1	2	1	1	0	0	0	0
Temporary FTEs Budgeted =								

PERFORMANCE INFORMATION BY SUB-ACTIVITY

Department:Strategic Business Management

($ in 000s)

Activity: Administration (ES) (010)

Description	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Target	FY 2010-11 Projection	FY 2011-12 Target	Desired Outcomes
Percentage of check requests from CBOs processed within five business days	95%	95%	100%	100%	100%	100%	100%	100%	ES9-5

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

Activity: Community Redevelopment and Municipal Services (ED) (010)

County TIF Revenue Payments (in millions)	$31.6	$43.8	$43.5	$50.4	$48.0	$43.9	$45.8	$43.5	ED4-1

Comments/Justification: Revenues collected through the Tax Increment Financing District; includes Countywide and UMSA payments and North Miami refund

Number of Community Redevelopment Agencies (CRAs)	12	12	12	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	3.1%	3.1%	3.6%	3.6%	3.6%	3.6%	3.6%	3.6%	ED4-1

Comments/Justification: Percent of CRA districts established throughout Miami-Dade County; dependent on Board of County Commissioners action

Activity: Management and Budget (ES) (010)

Countywide Emergency Contingency Reserve balance (in millions)*	$25.0	$60.9	$67.1	$73.1	$32.1	$53.1	$53.1	$74.1	ES8-1

Comments/Justification: Maintain Healthy Reserves

Government Financial Officers Association Award - average score	3.3	3.0	3.1	3.2	TBD	3.4	TBD	3.4	ES8-1

Comments/Justification: GFOA scores are reflective of previous years's budget efforts

Carryover as a percentage of the General Fund Budget**		4.4%	3.9%	5.7%	2.3%	3.0%	3.28%	4.91%	ES8-1

Comments/Justification: excludes emergency contingency reserve

Activity: Management Planning and Performance Analysis (ES) (010)

Percentage of Strategic Plan Outcomes supported by department business plans*	N/A	0	97%	97%	97%	97%	97%	97%	ES9-1

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

Average number of active users of the County performance management system	N/A	0	1,022	1,176	1,184	1,200	1,150	1,200	ES9-1

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

Strategic Area business reviews supported by OSBM**		N/A	26	37	28	28	28	28	ES9-2

Comments/Justification: Measure was revised in FY 2010-11 to reflect a meeting once a quarter per strategic area

Performance analysis projects completed		0	10	12	11	9	7	7	ES9-2

Comments/Justification: A decrease is expected for the FY 2010-11 projection and base resulting from a change in staff and additional projects outside performance analysis projects

Sustainability

Department Budget Summary

FY 2010-11 Execution of Commitments

Highlight	Status
• Implement Energy Efficiency and Conservation Block Grant (EECBG) projects	• The EECBG program is implemented and administered by the Office of Sustainability (OOS); the 13 EECBG projects, managed by eight County departments, are currently underway. The replacement of Homestead Library's existing roof with a high-reflective Cool Roof System was completed. On average, the branch has reduced its energy consumption nearly 2,500 KWH per month, saving over $1,000 a month on their electrical bill. Other on-going projects include energy management projects, citizen outreach and education, grants and loans, renewable and alternative energy demonstration projects and construction projects.
• Implement "GreenPrint" Sustainability Initiatives	• In February, Miami-Dade County launched "GreenPrint-Our Design for a Sustainable Future," a plan to reduce the Board of County Commissioners' aggressive greenhouse gas (GHG) emission goals; cut energy, water and fuel consumption; and help develop a sustainable community for future generations. GreenPrint is the first collective and comprehensive roadmap to address climate change and to create a resilient Miami-Dade County in terms of sustainability, environmental protection and climate change. The plan, which contains 137 separate initiatives, will result in a reduction of 1.5 million metric tons (mt) of emissions and an avoidance of 3.1 million mt over the next five years. It is estimated that 1.5 million mt of CO2e are approximately equivalent to an energy cost savings of $241,555,880 (utilizing $0.09 per kWh as an average) over the next five years.
• Enforce Sustainable Buildings Ordinance	• The Board adopted Sustainable Buildings Program requires new construction projects to obtain LEED silver certification and remodeling/renovation projects to obtain basic LEED certification. Currently, Miami-Dade County has 32 green building projects in planning, design or under construction, including the Marlins Ballpark and the Children's Courthouse. And recently, the General Services Administration Trade Shop became the first silver LEED-certified County facility.

GENERAL DEPARTMENTAL FINANCIAL SUMMARY

Department: Sustainability

($ in 000's)

A) OPERATING BUDGET - REVENUES AND EXPENDITURES

		FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Budget	FY 2010-11 Projection	FY 2011-12 Base
REVENUE									
CW	General Fund Countywide	$0	$0	$355	$515	$0	$0	$0	$0
INTERTRNF	Interagency Transfers	$0	$0	$0	$0	$180	$542	$452	$491
FED	Federal Grants	$0	$0	$0	$0	$4,427	$6,994	$6,934	$1,137
TOTAL REVENUE		**$0**	**$0**	**$355**	**$515**	**$4,607**	**$7,536**	**$7,386**	**$1,628**
EXPENDITURES									
	Salary	$0	$0	$159	$297	$724	$984	$792	$793
	Overtime Salary	0	0	0	0	0	0	0	0
	Fringe	$0	$0	$40	$75	$167	$231	$191	$221
	Overtime Fringe	0	0	0	0	0	0	0	0
	Court Cost	$0	$0	$0	$0	$0	$0	$0	$0
	Contractual Services	$0	$0	$0	$0	$1	$17	$2	$2
	Other Operating	$0	$0	$151	$143	$3,664	$6,204	$6,330	$536
	Charges for County Services	$0	$0	$0	$0	$50	$97	$70	$75
	Grants to Outside Organization	$0	$0	$0	$0	$0	$0	$0	$0
	Capital	$0	$0	$5	$0	$1	$3	$1	$1
TOTAL OPERATING EXPENDITURES		**$0**	**$0**	**$355**	**$515**	**$4,607**	**$7,536**	**$7,386**	**$1,628**
	Transfers	$0	$0	$0	$0	$0	$0	$0	$0
	Distribution of Funds In Trust	$0	$0	$0	$0	$0	$0	$0	$0
	Debt Services	$0	$0	$0	$0	$0	$0	$0	$0
	Depreciation, Amortizations and Depletion	$0	$0	$0	$0	$0	$0	$0	$0
	Reserves	$0	$0	$0	$0	$0	$0	$0	$0

Other Non-Operating	$0	$0	$0	$0	$0	$0	$0	$0
TOTAL NON OPERATING EXPENDITURES	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
TOTAL EXPENDITURES	**$0**	**$0**	**$355**	**$515**	**$4,607**	**$7,536**	**$7,386**	**$1,628**
REVENUES LESS EXPENDITURES	$0	$0	$0	$0	$0	$0	$0	$0

B) POSITIONS

	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Budget	FY 2010-11 Projection	FY 2011-12 Base
Full-Time Positions Budgeted =	0	0	2	2	7	6	6	5
Full-Time Positions Filled =	0	0	2	2	7	[redacted]	6	[redacted]
Part-time FTEs Budgeted =								
Temporary FTEs Budgeted =								

PERFORMANCE INFORMATION BY SUB-ACTIVITY

Department:Sustainability

($ in 000s)

Activity: Sustainability (ES) Sustainability (030)

Description	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Target	FY 2010-11 Projection	FY 2011-12 Target	Desired Outcomes
Education and outreach events	N/A	N/A	N/A	N/A	77	70	70	70	ES2-3

Comments/Justification: With increased staffing and programs (EECBG), the target has increased to 15-25 events a quarter.

Sustainability policies, procedures, or practices formulated with the assistance of the Office of Sustainability	N/A	N/A	2	2	4	4	4	4	ES9-5

Comments/Justification:

Monthly Green Portal Visits from External Customers	N/A	N/A	N/A	N/A	1,500	1,750	1,700	1,700	ES2-3

Comments/Justification: With increased marketing, publicity and re-vamped green portal, the target for FY 2010-11 will increase.

Activity: Sustainability (ES) Energy Efficiency Conservation Block Grant (720)

Percentage of EECBG reports submitted by required Federal Reporting and Department of Energy reporting deadlines	N/A	N/A	N/A	N/A	100%	100%	100%	100%	ES9-2

Comments/Justification: EECBG reporting deadlines include: Federal Reporting (by the 10th day after end of quarter) and Department of Energy (by the 30th day after of end of quarter)