

# Memorandum



**Date:** September 12, 2012

INLUC  
Agenda Item No. 1(D)2

**To:** Honorable Audrey M. Edmonson, Chairperson  
and Members, Infrastructure and Land Use Committee

**From:** Carlos A. Gimenez  
Mayor

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**Subject:** Departmental Budget Presentations

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In order to assist the Committee Members with your review of the FY 2012-13 Proposed Budget, attached are the Proposed Budget narratives for each department. Each narrative includes financial summary information, details on selected line items, capital budget information, division descriptions and comments, and information on selected performance measures. This information can also be found in the FY 2012-13 Proposed Budget, Volume 2, on the following pages:

Elections – pg. 276

Internal Services (Office of Capital Improvements) – pg. 314

Office of Management and Budget (Incorporation and Annexation) – pg. 326

Public Works and Waste Management – pg. 177

Regulatory and Economic Resources (Building and Neighborhood Compliance, Planning and Zoning, Environmental Resources Management, Agricultural Manager) – pg. 244

Water and Sewer Department – pg. 190

The FY 2012-13 Proposed Budget may be viewed on-line at [www.miamidade.gov/budget](http://www.miamidade.gov/budget)

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Edward Marquez  
Deputy Mayor

Attachments

Mayor13712f

# **Elections**

# FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

## Elections

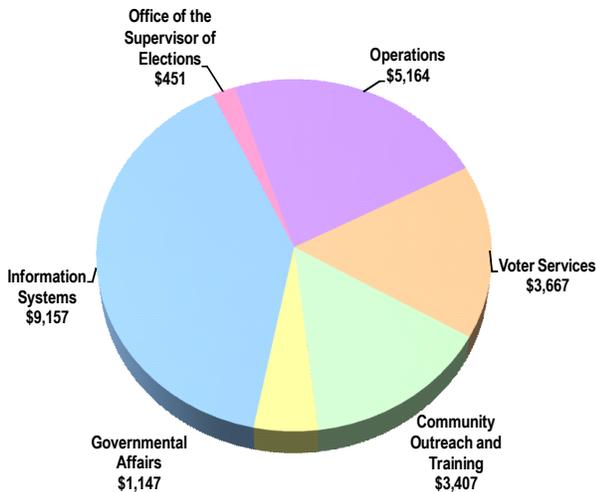
The Elections Department conducts elections that are fair, free, accurate, convenient, and accessible to all eligible voters throughout Miami-Dade County. The Department ensures that all federal, state, county, municipal, school district, and special taxing district elections are conducted and tabulated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

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

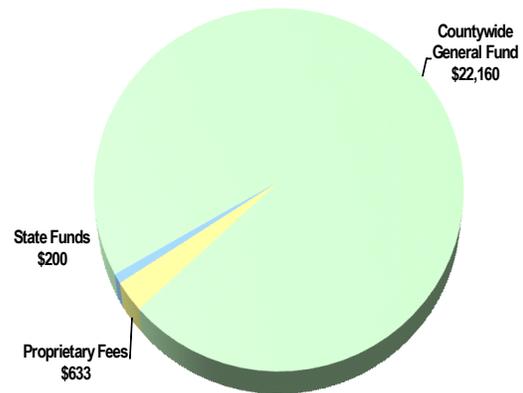
The Elections Department serves more than one million registered voters in Miami-Dade County and serves all citizens and municipalities in election-related matters. The Elections Department follows policy established by the Board of County Commissioners while operating under state and federal mandates.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

### FY 2012-13 Proposed Budget

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

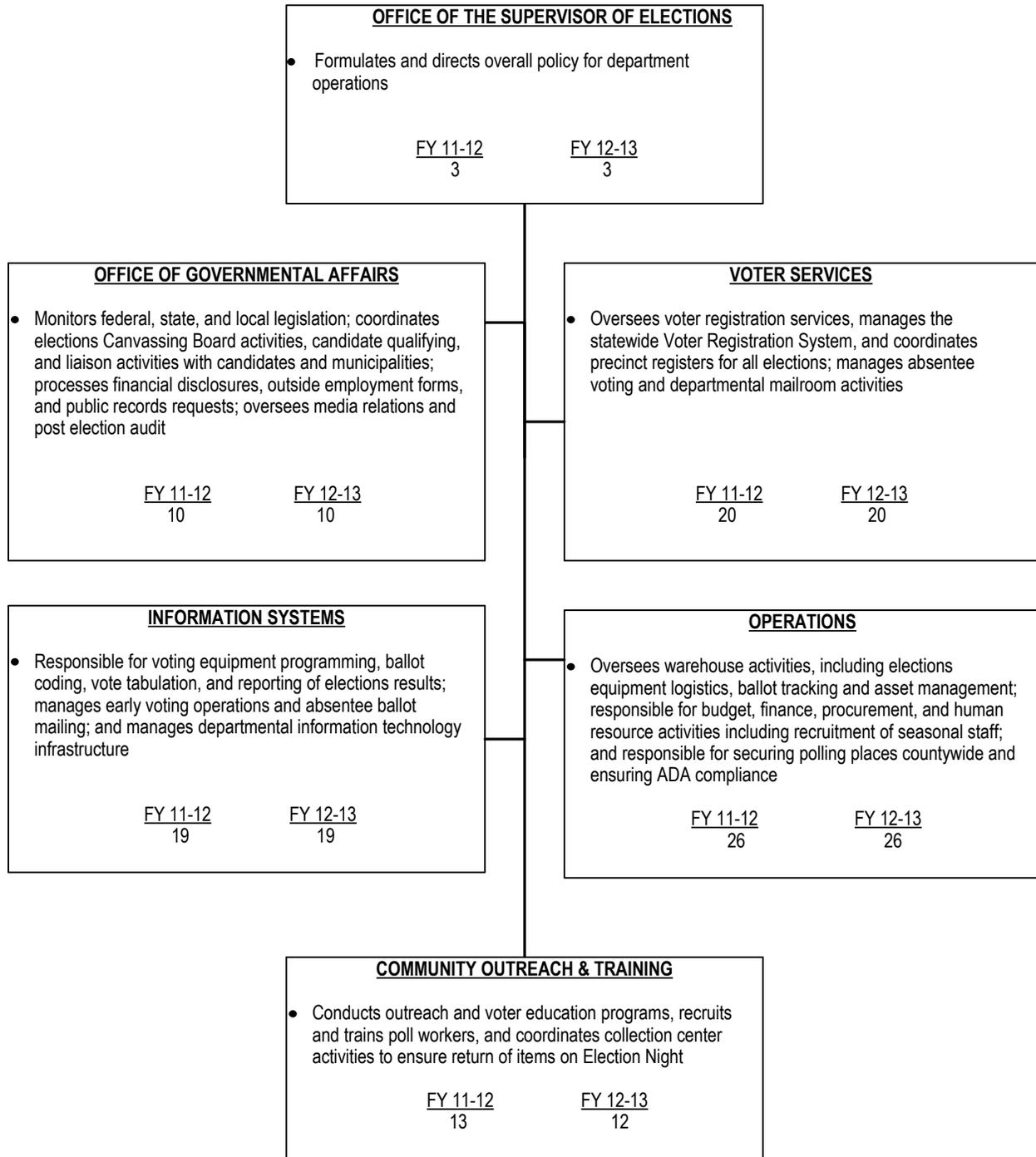


**Revenues by Source**  
(dollars in thousands)



# FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

## TABLE OF ORGANIZATION



## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

### FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 09-10	Actual FY 10-11	Budget FY 11-12	Proposed FY 12-13	(dollars in thousands)	Total Funding Budget FY 11-12	Total Funding Proposed FY 12-13	Total Positions Budget FY 11-12	Total Positions Proposed FY 12-13
<b>Revenue Summary</b>					<b>Expenditure By Program</b>				
General Fund Countywide	14,845	27,333	23,777	22,160	<b>Strategic Area: General Government</b>				
Municipal Reimbursement	2,080	406	2,400	633	Community Outreach and Training	5,065	3,407	13	12
State Grants	0	200	200	200	Governmental Affairs	1,096	1,147	10	10
Total Revenues	16,925	27,939	26,377	22,993	Information Systems	8,595	9,157	19	19
<b>Operating Expenditures Summary</b>					Office of the Supervisor of Elections	477	451	3	3
Salary	8,117	11,931	13,132	9,488	Operations	6,438	5,164	26	26
Fringe Benefits	2,619	2,536	3,044	2,270	Voter Services	4,706	3,667	20	20
Contractual Services	480	1,075	1,150	1,717	Total Operating Expenditures	26,377	22,993	91	90
Other Operating	3,471	5,972	4,825	3,888					
Charges for County Services	1,369	6,039	3,406	5,260					
Grants to Outside Organizations	33	33	0	0					
Capital	836	353	820	370					
Total Operating Expenditures	16,925	27,939	26,377	22,993					
<b>Non-Operating Expenditures Summary</b>									
Transfers	0	0	0	0					
Distribution of Funds In Trust	0	0	0	0					
Debt Service	0	0	0	0					
Depreciation, Amortizations and Depletion	0	0	0	0					
Reserve	0	0	0	0					
Total Non-Operating Expenditures	0	0	0	0					

### SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 09-10	Actual FY 10-11	Budget FY 11-12	Projection FY 11-12	Proposed FY 12-13
Advertising	308	140	242	729	319
Fuel	22	60	30	30	78
Overtime	713	2,161	2,800	2,801	1,688
Rent	0	0	0	0	0
Security Services	44	60	38	38	98
Temporary Services	0	0	0	0	0
Travel and Registration	12	10	35	35	38
Utilities	581	659	661	624	743

## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

### CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FUTURE	TOTAL
<b>Revenue</b>									
Capital Asset Series 2004B Bond Proceeds	1,167	0	0	0	0	0	0	0	1,167
Capital Outlay Reserve	86	0	74	0	0	0	0	0	160
Total:	1,253	0	74	0	0	0	0	0	1,327
<b>Expenditures</b>									
<b>Strategic Area: General Government</b>									
ADA Accessibility Improvements	1,187	66	74	0	0	0	0	0	1,327
Total:	1,187	66	74	0	0	0	0	0	1,327

### CAPITAL HIGHLIGHTS AND OPERATIONAL IMPACTS

- The FY 2012-13 Proposed Budget and Multi-Year Capital Plan includes funding to remove architectural barriers in County polling places to increase access for individuals with disabilities (\$66,000)

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

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

- Manages day-to-day operations of the Department
- Maintains compliance with all federal, state, and local policies related to elections

### **Strategic Objectives - Measures**

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

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Effectively administer countywide and municipal elections	Customer satisfaction with Elections Department overall	OC	↑	94%	95%	95%	95%	95%

## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

### DIVISION: INFORMATION SYSTEMS

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

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

#### Strategic Objectives - Measures

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

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Effectively administer countywide and municipal elections	Percentage of voters who voted early (countywide elections)	OC	↑	13%	20%	20%	25%	25%

### DIVISION: VOTER SERVICES

The Voter Services Division oversees public services, manages the statewide Voter Registration System, coordinates precinct registers, and coordinates all absentee ballot distribution.

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

#### Strategic Objectives - Measures

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

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Provide voter registration services and opportunities for Absentee voting	New voter registrations*	OP	↔	71,109	39,092	45,000	50,000	25,000
	Percentage of voters voting absentee	EF	↑	33%	34%	30%	30%	30%

\*The FY 2011-12 Budget anticipates an increase in voter registration activity leading up to the 2012 General Election

## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

### DIVISION: COMMUNITY OUTREACH AND TRAINING

The Community Outreach and Training Division conducts voter education programs, recruits and trains poll workers, and staffs polling places.

- Coordinates voter outreach and education events
- Recruits and assigns poll workers
- Ensures poll worker staffing at all polling locations and collection centers countywide
- Recruits, trains, and assigns County employees as troubleshooters and specialists
- Processes poll worker payroll
- Coordinates non-governmental elections

#### Strategic Objectives - Measures

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

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Ensure well trained poll workers and educated voters	Community events held annually to promote voter education*	OP	↔	216	89	100	305	280
	New Poll Workers recruited*	OP	↔	2,738	1,580	2,000	2,000	1,000

\* The increases in FY 2011-12 Budget are due to two scheduled countywide elections and the 2012 General Election

#### DIVISION COMMENTS

- The FY 2012-13 Proposed Budget includes the elimination of one Community Information Specialist (\$38,000)

### DIVISION: OPERATIONS

The Operations Division manages the preparation and deployment of all voting equipment; secures polling place facilities; oversees warehouse activities and asset management; administers all departmental personnel matters including recruitment of seasonal staff; coordinates all budget and finance activities; and develops logistical plans for elections.

- Coordinates the maintenance and repair of voting equipment
- Responsible for budget and finance including budget coordination, accounts payable, elections billing and collection
- Responsible for grants administration and procurement activities
- Manages warehouse activities, including ballot tracking and asset management
- Responsible for delivery and pick up of all voting equipment at polling places countywide
- Responsible for securing all polling places countywide, including ensuring Americans with Disabilities Act (ADA) compliance
- Manages personnel and human resource activities for the department, including hiring of seasonal staff for countywide elections

#### Strategic Objectives - Measures

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

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Provide quality service delivery	Election Central - Average call wait time (in minutes)	EF	↓	1.35	.38	1.0	1.03	1.0

## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

### DIVISION: GOVERNMENTAL AFFAIRS

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

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

### Strategic Objectives - Measures

- GG7-2: Maintain the integrity and availability of election results and other public records

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Ensure compliance with regulations regarding candidates for elective office	Percentage of Treasurers' reports audited within 15 calendar days	EF	↑	95%	92%	95%	95%	95%

### Department Operational Unmet Needs

Description	(dollars in thousands)		Positions
	Startup Costs/ Non Recurring Costs	Recurring Costs	
Increase printing of Election Day ballots to 65% of active and inactive registered voters to ensure ballot availability in case of an emergency	\$0	\$976	0
Fund three positions to provide community outreach events and training	\$0	\$101	3
Fund seven positions to process voter registration applications and petition signature verifications	\$0	\$300	7
Provide funding to re-establish a poll worker and election specialist certification program	\$100	\$0	0
Fund one Elections Logistics Manager to manage election logistical and warehouse support activities	\$0	\$66	1
Fund one position to provide Early Voting support	\$0	\$34	1
<b>Total</b>	<b>\$100</b>	<b>\$1,477</b>	<b>12</b>

**Internal Services**  
**(Capital Improvements)**

# FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

## Internal Services

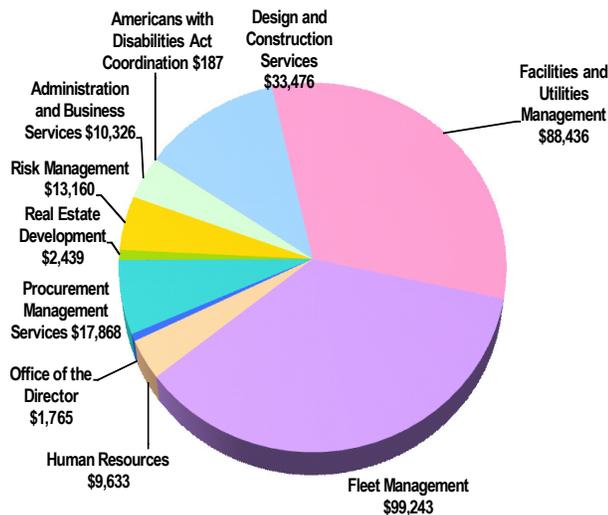
The Internal Services Department (ISD) provides a wide range of internal support services for the ongoing operation of County government. The Department focuses on promoting operational best practices and efficient government operations.

As part of the General Government strategic area, ISD supports governmental operations by providing human resources, procurement services, facility management, design and construction management, fleet management, and risk management. Additionally, ISD is engaged in real estate development, Americans with Disabilities Act compliance, elevator regulation, employee benefits, and parking services.

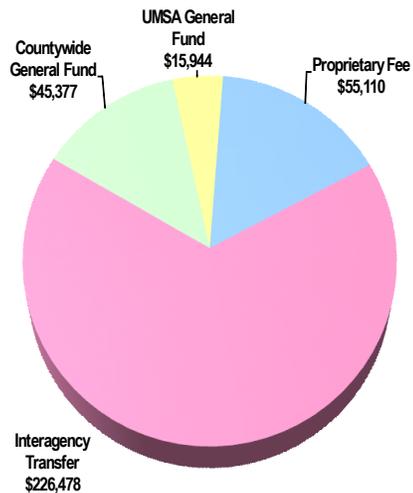
The Department's customers and stakeholders include County departments and employees, union representatives, vendors and contractors, municipalities, not-for-profit organizations, Commission on Disability Issues (CODI), and Miami-Dade County residents and visitors.

### FY 2012-13 Proposed Budget

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

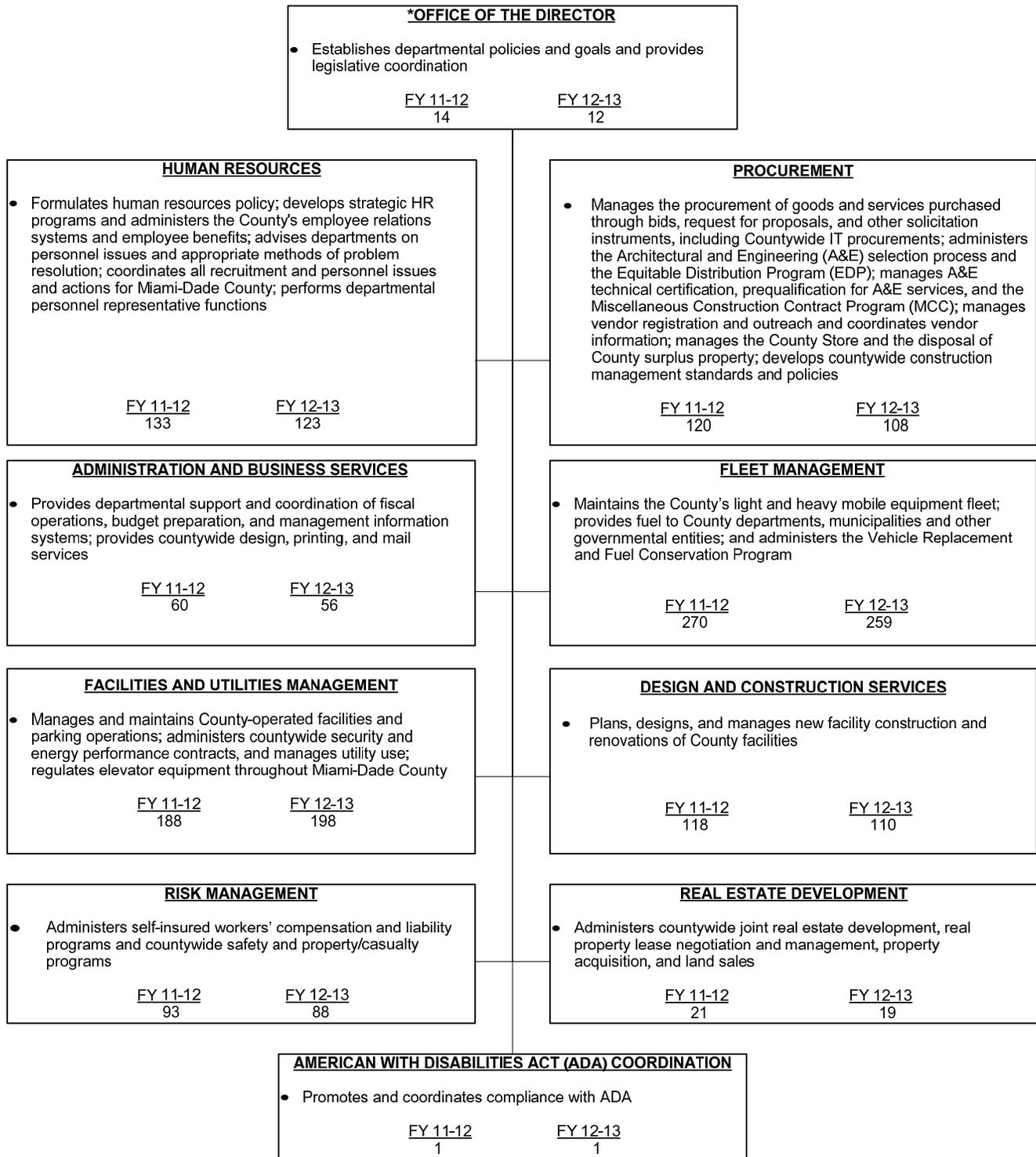


**Revenues by Source**  
(dollars in thousands)



# FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

## TABLE OF ORGANIZATION



## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

### FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 09-10	Actual FY 10-11	Budget FY 11-12	Proposed FY 12-13
<b>Revenue Summary</b>				
General Fund Countywide	41,613	39,748	43,932	45,377
General Fund UMSA	17,404	13,277	16,250	15,944
Building Better Communities				
Bond Interest	1,645	1,354	0	0
Capital Working Fund	2,140	2,308	2,087	0
Carryover	40,839	31,531	17,362	36,630
External Fees	6,828	1,435	8,647	0
Fees for Services	0	6,505	50	7,886
Interest Earnings	20	0	1	0
Interest Income	34	17	14	22
Miscellaneous	7	0	6	0
Municipal Fines	288	268	275	272
SNP Bond Interest Revenue	159	159	0	0
User Access Program Fees	10,160	10,335	10,800	10,300
Other Revenues	0	0	0	767
Internal Service Charges	193,124	209,333	226,957	223,308
Interagency Transfers	2,261	2,388	1,483	2,403
Bond Proceeds	0	0	83	0
<b>Total Revenues</b>	<b>316,522</b>	<b>318,658</b>	<b>327,947</b>	<b>342,909</b>

### **Operating Expenditures**

#### **Summary**

Salary	68,702	64,987	65,432	63,778
Fringe Benefits	19,142	18,888	15,847	13,793
Court Costs	6	4	9	18
Contractual Services	42,553	38,927	49,246	47,478
Other Operating	75,523	81,171	84,074	88,759
Charges for County Services	33,268	41,263	49,644	52,536
Grants to Outside Organizations	8	0	0	0
Capital	5,571	-239	6,550	10,171
<b>Total Operating Expenditures</b>	<b>244,773</b>	<b>245,001</b>	<b>270,802</b>	<b>276,533</b>

### **Non-Operating Expenditures**

#### **Summary**

Transfers	13,729	5,124	4,031	5,800
Distribution of Funds In Trust	467	462	901	755
Debt Service	25,424	22,399	38,119	40,244
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	592	0	14,094	19,577
<b>Total Non-Operating Expenditures</b>	<b>40,212</b>	<b>27,985</b>	<b>57,145</b>	<b>66,376</b>

(dollars in thousands) Expenditure By Program	Total Funding		Total Positions	
	Budget FY 11-12	Proposed FY 12-13	Budget FY 11-12	Proposed FY 12-13
<b>Strategic Area: General Government</b>				
Office of the Director	2,975	1,765	14	12
Administration and Business Services	11,146	10,326	60	56
Americans with Disabilities Act (ADA) Coordination	190	187	1	1
Design and Construction Services	37,426	33,476	118	110
Facilities and Utilities Management	84,645	88,436	188	198
Fleet Management	91,490	99,243	270	259
Human Resources	7,005	9,633	133	123
Procurement Management Services	18,074	17,868	120	108
Real Estate Development	1,857	2,439	21	19
Risk Management	15,994	13,160	93	88
<b>Total Operating Expenditures</b>	<b>270,802</b>	<b>276,533</b>	<b>1,018</b>	<b>974</b>

## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

### SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 09-10	Actual FY 10-11	Budget FY 11-12	Projection FY 11-12	Proposed FY 12-13
Advertising	60	37	40	39	38
Fuel	32,758	34,829	37,360	39,175	40,473
Overtime	1,039	1,286	1,463	1,144	1,144
Rent	7,162	6,147	6,357	5,416	5,401
Security Services	12,404	10,244	10,201	22,512	22,016
Temporary Services	1,715	1,158	984	939	883
Travel and Registration	47	96	73	37	62
Utilities	10,934	12,892	12,209	15,024	14,825

### CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FUTURE	TOTAL
<b>Revenue</b>									
Comm. Dev. Block Grant	1,316	0	0	0	0	0	0	0	1,316
FEMA Hazard Mitigation Grant	454	0	0	0	0	0	0	0	454
FUMD Work Order Fund	330	0	0	0	0	0	0	0	330
BBC GOB Future Financing	0	48,571	61,479	32,206	18,411	1,762	6,966	46,040	215,435
BBC GOB Series 2005A	25,265	0	0	0	0	0	0	0	25,265
BBC GOB Series 2008B	2,205	0	0	0	0	0	0	0	2,205
BBC GOB Series 2008B-1	6,717	0	0	0	0	0	0	0	6,717
BBC GOB Series 2011A	40,779	0	0	0	0	0	0	0	40,779
Capital Asset Series 2004B Bond Proceeds	15,000	0	0	0	0	0	0	0	15,000
Capital Asset Series 2007 Bond Proceeds	42,778	0	0	0	0	0	0	0	42,778
Capital Asset Series 2009A Bonds	4,445	0	0	0	0	0	0	0	4,445
Capital Asset Series 2009B Bonds	17,555	0	0	0	0	0	0	0	17,555
Capital Asset Series 2010 Bonds	69,877	0	0	0	0	0	0	0	69,877
Future Capital Asset Bond Proceeds	0	3,000	0	0	0	0	0	0	3,000
Capital Outlay Reserve	0	329	0	0	0	0	0	0	329
Department Operating Revenue	8,319	2,814	601	2,257	200	0	0	0	14,191
IT Funding Model	0	100	0	0	0	0	0	0	100
Operating Revenue	332	220	0	0	0	0	0	0	552
Total:	235,372	55,034	62,080	34,463	18,611	1,762	6,966	46,040	460,328
<b>Expenditures</b>									
<b>Strategic Area: Economic Development</b>									
Community Development Projects	32,575	38,968	42,706	10,986	2,790	0	0	0	128,025
Historic Preservation	4,298	2,903	615	0	0	0	0	0	7,816
Other	69	0	375	1,000	2,156	0	0	0	3,600
<b>Strategic Area: General Government</b>									
ADA Accessibility Improvements	2,720	291	1,164	23	0	0	3,236	0	7,434
Computer and Systems Automation	750	2,050	0	0	0	0	0	0	2,800
Court Facilities	3,216	6,742	15,646	9,297	0	1,441	1,039	7,716	45,097
Facility Improvements	17,381	7,134	5,647	3,157	200	321	2,691	10,686	47,217
Improvements to County Processes	258	354	201	0	0	0	0	0	813
New Facilities	144,729	20,437	557	3,500	8,900	0	0	27,638	205,761
<b>Strategic Area: Recreation And Culture</b>									
Facility Improvements	0	200	500	6,500	4,565	0	0	0	11,765
Total:	205,996	79,079	67,411	34,463	18,611	1,762	6,966	46,040	460,328

## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

### CAPITAL HIGHLIGHTS AND OPERATIONAL IMPACTS

- In FY 2012-13, the Department will complete the build out of Overtown Tower II (\$112.6 million in total project cost, \$10.9 million in FY 2012-13), West Lot Multi Use Facility (\$28 million in total project cost, \$9.2 million in FY 2012-13), and the Gran Via Elderly Housing Facility (\$10.9 million in total project cost, \$6.6 million in FY 2012-13)
- In FY 2012-13, the Department will continue to design and construct the Joseph Caleb Center Parking Garage (\$13 million in total project cost, \$4.5 million in FY 2012-13) and the Miami-Dade County Courthouse Facade Inspection and Repairs (\$34.8 million in total project cost, \$6.7 million in FY 2012-13)
- In FY 2012-13, the Department will continue to provide oversight of barrier removal capital projects to ensure access to programs and services in County facilities for people with disabilities (\$291,000 from Building Better Communities General Obligation Bond)

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

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

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

### **DIVISION: ADMINISTRATION AND BUSINESS SERVICES**

The Administration and Business Services Division provides departmental support services and manages fiscal operations, budget preparation, information technology, and mail, graphic, and printing services.

- Manages information technology systems
- Formulates and manages departmental business plan, performance measures, and budget
- Performs accounts payable and receivable functions, budget coordination, and financial reporting
- Provides high-end graphic design, variable data printing, and mail service

### **Strategic Objectives - Measures**

- GG4-1: Provide sound financial and risk management

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Efficiently manage administrative, budget, and personnel functions	Percentage of invoices paid within 30 calendar days of receipt	EF	↑	95%	85%	85%	75%	85%
	Average number of days to process an invoice	EF	↓	4.25	4	4	9	6

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

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Provide quality business services	Percentage of customers satisfied with business, graphics and printing services	OC	↑	100%	95%	95%	95%	100%

## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

### DIVISION COMMENTS

- In FY 2012-13, the Department will evaluate internal processes and establish best financial management practices to streamline the accounts payable and accounts receivable functions
- In FY 2012-13, the Print Shop will continue to maintain its "Green" certifications by the Forest Stewardship Council (FSC), the Program for the Endorsement of Forest Certification (PEFC), and the Sustainable Forestry Initiative (SFI); this was achieved by eliminating chemicals from the production process, changing to vegetable-based press inks and citrus-based cleaners, and achieving a Chain-of-Custody certification, verifying that paper products are procured from forests that are managed to insure sustainability

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

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

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

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

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

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Ensure ADA compliance for future and existing County facilities	Number of departments with which ADA has consulted on barrier removal priority plans	EF	↑	N/A	N/A	2	2	4

### **DIVISION: DESIGN AND CONSTRUCTION SERVICES**

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

- Plans, designs, and manages new facility construction and renovations of County facilities
- Performs minor repairs and maintenance of County-operated facilities
- Designs interiors and manages departmental relocations
- Designs, fabricates, and installs facility signage

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

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

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Provide architectural design and construction services to County departments	Average daily work orders and service tickets assigned per project manager	EF	↑	14	17	17	35	20
	Average quarterly ongoing construction projects	OP	↔	242	450	450	450	460

As a result of additional work from the Neighborhood Stabilization Program (NSP), the number of assigned work orders and service tickets has increased in FY 11-12

## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

### DIVISION COMMENTS

☛ In FY 2012-13, the Department will continue to promote and provide professional staff training in LEED certification

### **DIVISION: FACILITIES AND UTILITIES MANAGEMENT**

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

- Manages and maintains 40 facilities of more than six million square feet of office, data center, court, warehouse, and other space
- Manages, maintains and operates six parking garages and six surface lots containing over 5,200 parking spaces in the Miami Downtown - Government Center and Civic Center vicinity
- Administers Countywide security contracts, installs alarms and CCTV systems, and monitors alarms
- Regulates public and private elevator equipment in Miami-Dade County (except the cities of Miami and Miami Beach) and oversees elevator maintenance contracts Countywide
- Administers the County's Energy Performance Contracting Program; works in close collaboration with other agencies on Countywide sustainability initiatives
- Manages and operates two chilled water plants and a power distribution sub-station; provides an emergency generator support team and 24-hour building controls monitoring

### **Strategic Objectives - Measures**

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

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Increase customer satisfaction with parking services and facilities	Percentage of customers satisfied with parking services and facilities	OC	↑	94%	90%	90%	90%	90%

- GG5-3: Utilize assets efficiently

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Provide efficient facility maintenance services	Total operating expenses per square foot*	EF	↓	\$8.53	\$8.52	\$9.40	\$8.81	\$9.07

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

- NI4-1: Ensure buildings are safer

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Provide timely and reliable elevator inspection services	Percentage of regulated elevators with valid current Certificates of Operation	EF	↑	61%	78%	83%	85%	90%

### DIVISION COMMENTS

- The FY 2012-13 Proposed Budget continues funding for three Maintenance Mechanics to provide preventive maintenance to ten targeted Community Action and Human Services Department facilities (\$200,000 from Capital Outlay Reserve (COR) funding)
- In FY 2012-13, the Department will continue the County's commitment to provide the Greater Miami Service Corps assorted lawn maintenance and other facilities upkeep projects (\$65,000)
- The FY 2012-13 Proposed Budget includes the addition of two Parking Attendants that will be used to operate the garage at the new West Lot Administration Building (\$72,000)
- The FY 2012-13 Proposed Budget includes the addition of nine security inspectors to take over contract compliance inspections for private security guards employed at County sites; the positions will be funded by the elimination of payments to outside vendors currently providing these services at a higher expense (\$698,000)
- The FY 2012-13 Proposed Budget includes the addition of five Utility Plant Operators to take over operation of a County-owned chilled plant

## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

water plant that is currently operated by a private contractor at a higher expense (\$173,000)

### **DIVISION: FLEET MANAGEMENT**

The Fleet Management Division provides fleet maintenance and replacement services.

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

### **Strategic Objectives - Measures**

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

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Provide well maintained County vehicles	Percentage of selected heavy equipment repairs that surpass industry standards	EF	↑	N/A	78%	78%	78%	78%
	Percentage of selected light equipment repairs that surpass industry standards	EF	↑	62%	70%	70%	70%	70%

### **DIVISION COMMENTS**

- In FY 2012-13, a new Fleet Software system will be implemented which will replace the current outdated Equipment Management System (EMS) mainframe system; this software includes updated technology and best practices which will improve fleet operations (\$2.05 million)

## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

### DIVISION: HUMAN RESOURCES

The Human Resources Division manages countywide labor, compensation, recruitment, testing and training, career development, payroll, employee support services, and employee benefits for County employees.

- Negotiates and administers ten collective bargaining agreements
- Administers employee appeals, provides advice regarding employee discipline and collective bargaining grievances
- Processes payroll including leave management for the current 26,124 full-time and 3,650 part-time Miami-Dade County employees
- Administers the recruitment and compensation procedures stipulated in Administrative Order 7-21, Centralized Employment Services
- Develops and delivers training and development programs
- Provides counseling, assessments, and referrals for substance abuse or other employee assistance needs
- Develops and administers a comprehensive employee benefit program and coordinates retirement benefits with the Florida Retirement System

### Strategic Objectives - Measures

- GG2-1: Attract and hire new talent

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Attract and retain employees	Average recruitment time (in calendar days)	EF	↓	40	48	55	55	55
Coordinate negotiation of collective bargaining agreements and manage employee appeals	Percentage of employee physicals' results processed within five business days	EF	↑	89%	90%	90%	90%	90%
	Percentage of collective bargaining grievances at step four that are resolved prior to arbitration	EF	↑	63%	60%	50%	50%	50%

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

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Provide and coordinate employee development initiatives	County employees trained	OP	↔	6,058	5,950	6,000	6,000	6,000

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

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Payroll processing and personnel records management	Accuracy of HR payroll and paycheck processing	OC	↑	99%	98%	97%	97%	97%

### DIVISION COMMENTS

- In FY 2012-13, the Department is budgeted to receive \$707,000 in reimbursements for Testing and Validation activities : \$149,000 from Transit, \$141,000 from Miami-Dade Police Department, \$191,000 from Fire Rescue, \$76,000 from Corrections and Rehabilitation, \$75,000 from Aviation, \$14,000 from Water and Sewer, and \$61,000 from various County departments
- The Department's FY 2012-13 table of organization includes one position funded by the Water and Sewer Department (WASD) to support WASD compensation activities (\$106,000); three positions are funded by Transit to support Transit-related recruitment, testing, and compensation activities (\$206,000)
- In FY 2012-13, the Department is budgeted to receive \$368,000 from various departments for Supervisory Certification and New Employee Orientation training

## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

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

The Procurement Management Services Division manages the procurement of goods and services purchased through bids, requests for proposals, other solicitation instruments, including Countywide IT procurements, and the County Store, and administer and process the Architectural & Engineering selection, the Equitable Distribution Program, and Miscellaneous Construction Contracts Program.

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

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

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

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Increase usage of the Equitable Distribution Program (EDP)	Average calendar days to process EDP Professional Service Agreements	EF	↓	15	10	25	25	25
	Number of EDP requests for consulting services received	IN	↔	179	120	140	140	140

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

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Streamline the A&E selection process	Average calendar days to complete A&E selection process	EF	↓	107	130	100	120	120
Reduce processing times for bids and RFPs; promote full and open competition	Number of Active Contracts	IN	↔	1,355	1,078	1,000	1,000	1,000
	Percentage of purchases valued up to \$500,000 processed in 90 days or less	EF	↑	70%	55%	50%	50%	50%

## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

### DIVISION COMMENTS

- The FY 2012-13 Proposed Budget includes five in-stationed positions paid for by Miami-Dade Transit (MDT) to help meet procurement demands in the goods and services area; the Department continues to be responsible for handling MDT's general procurement items
- The Department continues the expansion of the User Access Program (UAP), including a pilot program for construction contracts and the promotion of joint purchase agreements with municipalities, not for profit agencies and other non-County agencies; 96 agreements with UAP partners have been processed
- The FY 2012-13 Proposed Budget includes funding to support Service Level Agreements (SLAs) with the Information Technology Department (ITD) in the amount of \$366,000; the SLAs will be utilized to provide dedicated staff support to the Division's current reporting applications, which serve vendors and client departments, provide development and support for e-Procurement and provide ADPICS support and maintenance
- The Department's FY 2012-13 Proposed Budget includes a transfer of \$3.5 million in UAP revenue to the General Fund to support procurement-related functions in General Fund supported departments
- *The FY 2012-13 Proposed Budget merges the Capital Improvement functions into the Procurement Management Services Division, including the transfer of seven positions (\$767,000)*
- *As part of the Department's reorganizations efforts, the FY 2012-13 Proposed Budget includes the transfer of one position to the Office of Management and Budget (\$82,000)*

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

The Real Estate Development Division administers Countywide real estate activities.

- Administers Countywide joint real estate development, real property lease negotiation and management, and real property acquisition and disposal
- Manages the County's Building Better Communities General Obligation Bond program Affordable Housing project
- Prepares the County's master plans for facility development and land acquisition
- Supports the County's Single and Multi-Family Neighborhood Stabilization Program (NSP)

### **Strategic Objectives - Measures**

- GG5-3: Utilize assets efficiently

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Manage real estate transactions	Number of County property disposed that are no longer needed	EF	↑	94	11	30	30	75
	Number of County programs transferred to County-owned buildings from privately leased facilities	EF	↑	N/A	N/A	N/A	5	5
	Number of housing units acquired through NSP sold to qualified buyers	OP	↔	1	12	20	20	17

### DIVISION COMMENTS

- In FY 2012-13, the Department will work to reduce the number of vacant properties held in the County's inventory as well as move County departments from privately leased facilities into County owned space

## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

### **DIVISION: RISK MANAGEMENT**

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

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

### **Strategic Objectives - Measures**

- GG4-1: Provide sound financial and risk management

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Improve workers compensation and general liability claims management process	Subrogation collections (in thousands)	OP	↔	\$1,764	\$1,700	\$1,760	\$1,171	\$1,171
	Cost of penalties imposed by the State for untimely filing of workers' compensation claim documents	OC	↓	\$17,534	\$16,000	\$0	\$24,516	\$0

### **DIVISION COMMENTS**

- In FY 2011-12, the Florida Legislature increased the sovereign immunity caps to \$200,000 per person and \$300,000 per incident; this change will increase the County's exposure; Risk Management will monitor the impact of this legislation
- In FY 2012-13, Risk Management will continue to fund five positions in the Public Works and Waste Management Department to maintain the traffic lights and signage system (\$421,000) to minimize the County's risk exposure from system malfunctions
- In FY 2012-13, Risk Management will continue to reimburse the County Attorney's Office for legal support in workers' compensation and tort cases (\$3.8 million)

### **ADDITIONAL INFORMATION**

- *As part of the Department's reorganization efforts, the FY 2012-13 Proposed Budget includes the preliminary reduction of 59 positions (\$3.7 million); the Department continues to identify efficiencies as a result of the consolidation of four former departments*

**Management and Budget  
(Incorporation and Annexation)**

# FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

## Management and Budget

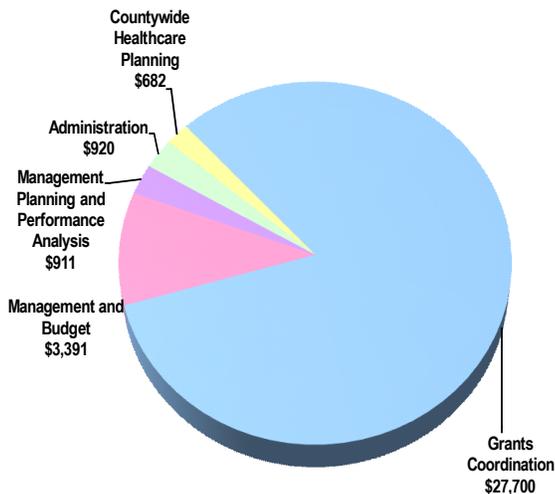
The Office of Management and Budget (OMB) supports and facilitates the County's results-oriented governing to maximize the use of the County's resources; administers and monitors grants to community-based organizations (CBOs); manages grant programs, identifies funding and partnership opportunities and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

As part of the General Government and Health and Human Services strategic areas, OMB supports the County's strategic planning and business planning processes; develops the County's annual budget; facilitates performance reporting mechanisms; conducts organizational, management, and business process reviews; promotes efforts to revitalize distressed areas or areas with impediments to private and public development; administers and coordinates the Miami-Dade County Tax Increment Financing (TIF) Program; supports the County's bond-funded capital programs; provides policy analysis regarding incorporation and annexation; manages the County's centralized Capital Improvements Information System (CIIS); provides direct administrative support to six advisory boards; administers grants including the Ryan White Part A and Minority AIDS Initiative (MAI) programs under the federal Ryan White HIV/AIDS Treatment Extension Act of 2009; and works to enhance the quality of life in Miami-Dade County through health care strategies.

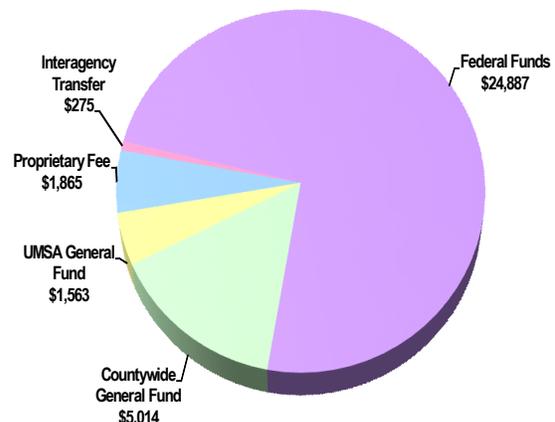
Stakeholders include the Mayor, the Board of County Commissioners (BCC), all County departments, other governmental entities, not-for-profit organizations, district property owners, private developers, municipalities, advisory boards, and healthcare providers and leaders.

## FY 2012-13 Proposed Budget

### Expenditures by Activity (dollars in thousands)

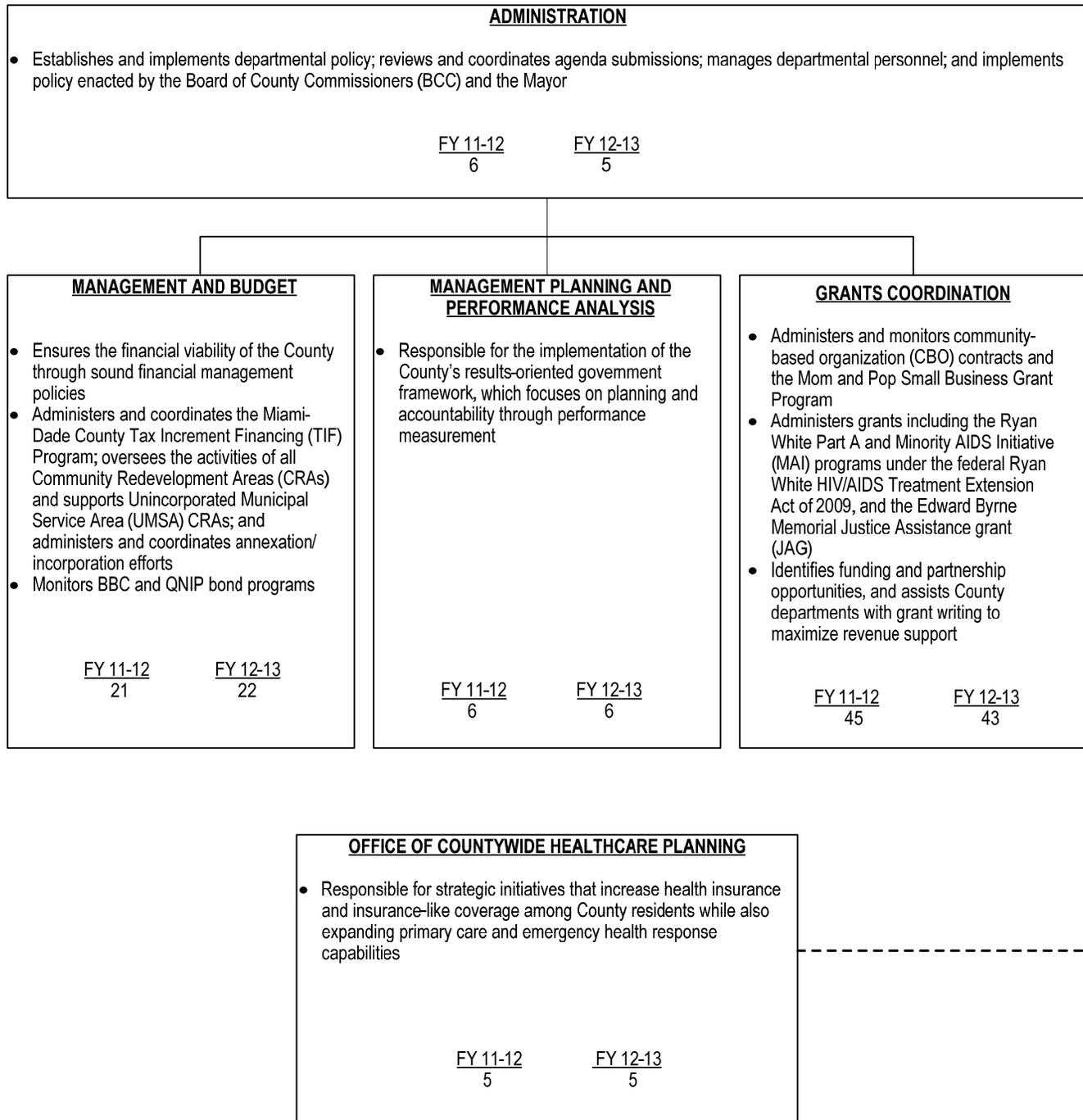


### Revenues by Source (dollars in thousands)



# FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

## TABLE OF ORGANIZATION



## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

### FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 09-10	Actual FY 10-11	Budget FY 11-12	Proposed FY 12-13
<b>Revenue Summary</b>				
Carryover	0	223	0	0
General Fund Countywide	5,606	4,908	5,351	5,014
General Fund UMSA	1,502	1,273	1,229	1,563
Carryover	140	111	0	0
CRA Administrative	468	414	589	462
Reimbursement				
Public Health Trust	300	0	0	0
QNIP Bond Proceeds	0	0	0	84
Reimbursements from Departments	18	0	0	0
Building Better Communities				
Bond Interest	0	1,039	1,794	1,319
Ryan White Grant	25,249	26,437	25,199	24,887
Federal Grants	1,008	1,351	4,406	0
Interagency Transfers	1,173	200	701	275
Other Revenues	50	0	116	0
<b>Total Revenues</b>	<b>35,514</b>	<b>35,956</b>	<b>39,385</b>	<b>33,604</b>

### **Operating Expenditures**

<b>Summary</b>				
Salary	7,585	7,214	8,553	7,004
Fringe Benefits	1,808	1,693	1,740	1,330
Court Costs	0	0	0	0
Contractual Services	0	905	3,089	20
Other Operating	24,506	25,596	24,549	24,392
Charges for County Services	1,244	523	1,224	785
Grants to Outside Organizations	0	0	0	0
Capital	37	25	230	73
<b>Total Operating Expenditures</b>	<b>35,180</b>	<b>35,956</b>	<b>39,385</b>	<b>33,604</b>

### **Non-Operating Expenditures**

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

(dollars in thousands) Expenditure By Program	Total Funding		Total Positions	
	Budget FY 11-12	Proposed FY 12-13	Budget FY 11-12	Proposed FY 12-13
<b>Strategic Area: Health and Human Services</b>				
Countywide Healthcare Planning	684	682	5	5
<b>Strategic Area: General Government</b>				
Administration	1,008	920	6	5
Grants Coordination	32,903	27,700	45	43
Management and Budget	3,862	3,391	21	22
Management Planning and Performance Analysis	928	911	6	6
<b>Total Operating Expenditures</b>	<b>39,385</b>	<b>33,604</b>	<b>83</b>	<b>81</b>

## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

### SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 09-10	Actual FY 10-11	Budget FY 11-12	Projection FY 11-12	Proposed FY 12-13
Advertising	34	11	32	7	52
Fuel	0	0	0	0	0
Overtime	0	7	11	6	0
Rent	53	53	46	53	53
Security Services	0	0	2	0	2
Temporary Services	3	0	25	20	15
Travel and Registration	9	10	35	9	35
Utilities	46	51	71	49	52

### **DIVISION: ADMINISTRATION**

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

- Reviews and coordinates agenda submissions and departmental personnel activities
- Maintains the County's Administrative and Implementing Orders, manages the County's Procedures Manual and coordinates its annual update, and administers the annual sunset review of County boards
- Reviews, coordinates, and implements County policy
- Coordinates and monitors payment to community-based organizations (CBOs) funded from discretionary allocations
- Coordinates the County's participation in Florida Sterling Council performance assessment programs

### **Strategic Objectives - Measures**

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

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Efficiently process payment requests	Percentage of check requests from CBOs processed within five business days	EF	↑	100%	100%	100%	100%	100%

### **DIVISION COMMENTS**

- As part of the County's reorganization plan, one Special Projects Administrator 1 position was eliminated (\$93,000)

## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

### DIVISION: MANAGEMENT AND BUDGET

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

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

#### Strategic Objectives - Measures

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

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Develop urban corridors (TUAs, CRAs & Enterprise Zones, NRSAs) as destination centers	County TIF Revenue Payments (in millions)	OC	↑	\$48.0	\$45.8	\$36.5	\$36.5	\$37.8
	Number of Community Redevelopment Agencies (CRAs)	IN	↔	12	12	12	13	14
	Percent of total County Urban Development Boundary area within CRA districts	IN	↔	3.6%	3.6%	3.6%	3.6%	3.6%

- GG4-1: Provide sound financial and risk management

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Prepare and monitor the County's Resource Allocation Plan	Countywide Emergency Contingency Reserve balance (in millions)*	OC	↑	\$32.1	\$51.7	\$51.8	\$51.9	\$56.9
	Carryover as a percentage of the General Fund Budget**	OC	↑	2.3%	4.9%	7.0%	7.8%	1.5%

\* FY 2009-10 actual reflects a transfer to the General Fund

\*\*Excludes Emergency Contingency Reserve; the FY 2012-13 target is lower due to delayed implementation of bargaining agreements during FY 2011-12

## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

• GG5-2: Provide well maintained, accessible facilities and assets								
Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Provide coordination for the Building Better Communities (BBC) General Obligation Bond	Value of BBC-GOB funds Expended (in millions)*	OP	↔	\$260.6	\$117.2	\$262.7	\$150.0	\$240.3
	Number of Business Days to process BBC-GOB reimbursement requests (average)**	EF	↓	12	22	10	8	10

\* FY 2009-10 actual increased due to Baseball Stadium and Port Tunnel Project reimbursements totaling \$150 million; the FY 2011-12 projection is lower than budget due to a delay in contract execution for new projects

\*\* FY 2010-11 actual time increased due to additional reimbursement requests

### DIVISION COMMENTS

- The FY 2012-13 Proposed Budget includes funding in the non-departmental management consulting budget for management consulting services related to CRA start-up activities (\$200,000); these costs will be reimbursed upon the creation of the CRA and the collection of the TIF revenues generated from the respective CRA
- As part of the FY 2012-13 budget development process, the Department provided County employees more than 29 training workshops on the County's financial databases and budget development processes over a two month period; on-going support is provided to various County departments and offices throughout the year
- In FY 2011-12, \$851.8 million of BBC proceeds was expended out of \$967.7 million in bond issuances; in FY 2012-13, the Department will continue to coordinate BBC project planning and scheduling along with the monitoring of capital projects to ensure adherence to budgets and schedules
- In FY 2012-13, the BBC bond program will continue to fund major construction projects including: Miami Science Museum; Miami Art Museum; Jackson South; Zoo Miami, Florida Exhibit; Arcola Lakes Park; and Northeast Library; as well as design and construction on new projects including: new affordable housing projects; Pre-Trial Detention Center; Culmer Neighborhood Service Center; and Wynwood Neighborhood Service Center
- *As part of the County's reorganization plan, one position from the Internal Services Department was transferred to OMB to manage and monitor the County's QNIP projects (\$84,000)*

## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

### DIVISION: MANAGEMENT PLANNING AND PERFORMANCE ANALYSIS

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

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

### Strategic Objectives - Measures

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

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Improve alignment and performance of strategic priorities throughout the County	Percentage of Strategic Plan Objectives supported by department business plans*	EF	↑	97%	97%	100%	97%	100%
	Average number of active users of the County performance management system**	IN	↔	1,184	1,150	1,200	900	900

\* Tracked in the County performance management system

\*\* Decrease in active users is likely due to fewer overall employees, priority and impact of reorganizations, and possible reliance on power users to enter performance data

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Identify opportunities to improve County operations	Performance analysis projects completed	OC	↑	11	7	7	8	7

## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

### DIVISION: GRANTS COORDINATION

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

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

#### Strategic Objectives - Measures

- GG4-1: Provide sound financial and risk management

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Develop and implement revenue maximization opportunities	Grant funding received (in millions) by County and CBOs associated with OMB revenue enhancement activities	OC	↑	\$70	\$58	\$35	\$33	\$35

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

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Efficiently monitor and provide technical assistance on CBO allocations and contracts	Percentage of reimbursement requests processed within 21 calendar days	EF	↑	84%	89%	85%	86%	85%
	Site visits - CBOs*	OP	↔	185	160	150	130	150

\* The FY 2010-11 actual and FY 2011-12 projection reflects a reduction in the number of site visits due to staff involvement in the CBO and Ryan White HIV/AIDS RFP process, respectively

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

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Promote independent living through early intervention and support services	HIV+ clients served by Ryan White Program (includes Part A and Minority AIDS Initiative [MAI])	OP	↔	9,631	9,516	9,500	9,500	9,500
	Percentage of Ryan White Program payments processed within 21 calendar days	EF	↑	87%	86%	85%	87%	85%
	Comprehensive Ryan White Program site visits (per County's fiscal year)*	OP	↔	1	0	10	5	10

\* The FY 2011-12 projection decreased due to staff involvement in the Ryan White HIV/AIDS RFP process

## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

### DIVISION COMMENTS

- New federal guidelines require the Ryan White Program, as a condition of award, to develop a monitoring process and conduct comprehensive site visits to every contracted provider of Ryan White Program services each grant fiscal year
- The Department continues to make weekly updates to the grant resources web page on the County's web portal to identify grant opportunities for County departments and CBOs
- *As part of the County's reorganization plan, one Special Projects Administrator 1 position and two Contracts Officer positions were eliminated (\$255,000)*
- The FY 2012-13 Proposed Budget includes reimbursements for administrative support from the Ryan White Program (up to \$153,000)
- During FY 2011-12, as a new condition of award, one federally funded Special Projects Administrator 1 position was approved to manage the monitoring process and conduct comprehensive site visits to every contracted provider of Ryan White Program services each grant fiscal year (\$84,000)

### **DIVISION: COUNTYWIDE HEALTHCARE PLANNING**

The Office of Countywide Healthcare Planning leads the coordination of initiatives designed to improve access to health care in the community.

- Develops and implements health coverage strategies for uninsured residents, including the Miami-Dade Blue Health Insurance pilot and a related premium assistance program
- Leverages BBC GOB funds and Miami-Dade Blue Health Insurance funds in the development of an integrated network of community-based comprehensive primary care medical homes in conjunction with the county's seven Federally Qualified Health Centers (FQHCs)
- Adapts and collaboratively implements initiatives to promote healthy lifestyles among county residents and help protect their safety during health emergencies
- Provides data analysis to inform health planning strategies

### **Strategic Objectives - Measures**

- HH1-2: Increase access to health services and ensure that MDC residents have a primary care medical home

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Insurance and Insurance-Like Coverage Expansion Phase I: Design, Carryout RFP and Implement the Miami-Dade Blue Health Insurance pilot initiative for uninsured residents	Residents enrolled in the Miami-Dade Blue Health Insurance Plan and Miami-Dade Blue-based BCBSF statewide products*	OP	↔	4,093	11,193	N/A	11,000	11,000

\* FY 2011-12 was budgeted as N/A anticipating the closeout of the Miami-Dade Blue product contract on June 30, 2012, however, due to the extensive design and implementation process for an RFP for additional insurers and products, Miami-Dade Blue contract has been extended through 2012

## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Expand current premium assistance program to include Miami-Dade residents eligible for both the health insurance and insurance-like products	Cumulative State/Federal funds obtained for premium assistance	OP	↔	\$250,000	\$750,000	\$1,000,000	\$1,000,000	\$1,000,000
	Residents submitting online-prescreen applications for the Health Insurance Assistance Program	OP	↔	N/A	889	627	677	200
	Financially qualified Health Insurance Assistance applications submitted for medical underwriting	OC	↑	N/A	146	100	100	100
	Residents enrolled in the Health Insurance Assistance Program	OC	↑	N/A	250	80	80	80
Build and interpret core health indicators	Visits to Health eMaps (web based)	OC	↑	378	584	600	500	500

### DIVISION COMMENTS

- In FY 2012-13, the Office will continue to build on its premium assistance program by seeking and developing new partnerships to expand participation in the program, provide opportunities to support additional insurance and insurance-like products, and enable additional individuals to attain coverage
- During FY 2012-13, the Office will pursue a Phase II RFP that will lead to expansions in insurance coverage and dovetail with other insurance expansion initiatives related to education and outreach

### ADDITIONAL INFORMATION

- The FY 2012-13 Proposed Budget allocates \$18.832 million for community-based organizations, \$1.044 million to fund the Mom and Pop Small Business Grant Program, and \$430,000 for environmental protection and educational programs funded by the Regulatory and Economic Resources Department
- The FY 2012-13 Proposed Budget includes reimbursements for administration from the Metropolitan Planning Organization (\$100,000), the Finance Department Bond Administration Division (\$175,000), BBC interest earnings (\$397,000), and QNIP interest earnings (\$84,000)

## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

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### Department Operational Unmet Needs

Description	(dollars in thousands)		Positions
	Startup Costs/ Non Recurring Costs	Recurring Costs	
Hire two Business Analysts and one Business Analyst Manager to assist with the management and budgeting function	\$6	\$233	3
Hire one Business Analyst and one Program Coordinator to assist with the planning and performance analysis functions	\$6	\$193	2
Hire one Special Projects Administrator 2 to increase the Department's ability to research and secure sponsorship and funding opportunities	\$2	\$91	1
<b>Total</b>	<b>\$14</b>	<b>\$517</b>	<b>6</b>

## **Public Works and Waste Management**

# FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

## Public Works and Waste Management

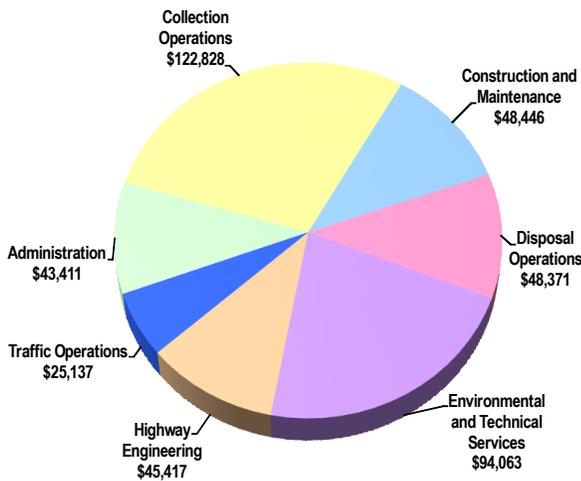
The Public Works and Waste Management Department (PWWM) supports the infrastructure demands of Miami-Dade County and enhances the quality of life for residents, businesses, and visitors through the construction, operation, and maintenance of a safe, effective, and aesthetically pleasing physical environment. This includes managing traffic infrastructure, canal maintenance, rights of way, roads and bridges and providing solid waste management services such as the collection of garbage and trash in the Waste Collection Service Area (WCSA), waste disposal countywide, and related code enforcement.

As part of the Transportation and Neighborhood and Infrastructure strategic areas, PWWM administers the planning, construction, and maintenance of a safe and efficient system of roads, bridges, drainage improvements, pathways, traffic signals, signs, and street lights; administers infrastructure maintenance, inspection, compliance, and improvement programs; implements all highway and neighborhood improvement projects included in the Capital Improvement Plan and Transportation Improvement Program; implements various public works projects in the Building Better Communities General Obligation Bond (BBC GOB) Program; administers toll collection on the Rickenbacker and Venetian Causeways; administers the Storm Water Utility and ensures the maximum possible amount of flood protection in the secondary drainage canal system by providing adequate chemical and mechanical maintenance of these and other drainage facilities; and provides environmentally sensitive mosquito control services. In addition, the Department provides a variety of waste management services for residents, including garbage and trash collection and curbside collection of recyclable materials; operates 13 Trash and Recycling (T&R) Centers in the WCSA; and provides waste transfer and disposal services countywide to municipalities and private haulers. PWWM is also responsible for the operation and management of three regional transfer stations and associated fleet, two operating landfills, and the Resources Recovery facility (one of the largest waste-to-energy facilities in the world) and a co-located ashfill. Other services provided include residential and commercial code enforcement, litter clean-up, transit bus stop litter collection, maintenance of two County-owned closed landfills and three closed cells, illegal dumping enforcement and removal, and storm debris removal. Additionally, PWWM has countywide responsibility for the regulation of waste collection, transportation of waste, and recycling activities.

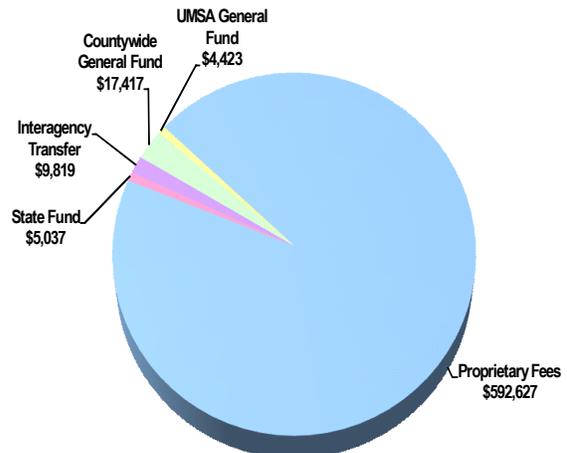
PWWD coordinates its activities with a variety of stakeholders throughout the community, including municipalities, community councils, homeowners' associations, other local neighborhood groups, private haulers, and landscape businesses. In addition, PWWM also partners with state and federal agencies to ensure regulatory compliance, and cooperation on large scale infrastructure initiatives, as well as the implementation of disposal site mitigation.

### FY 2012-13 Proposed Budget

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

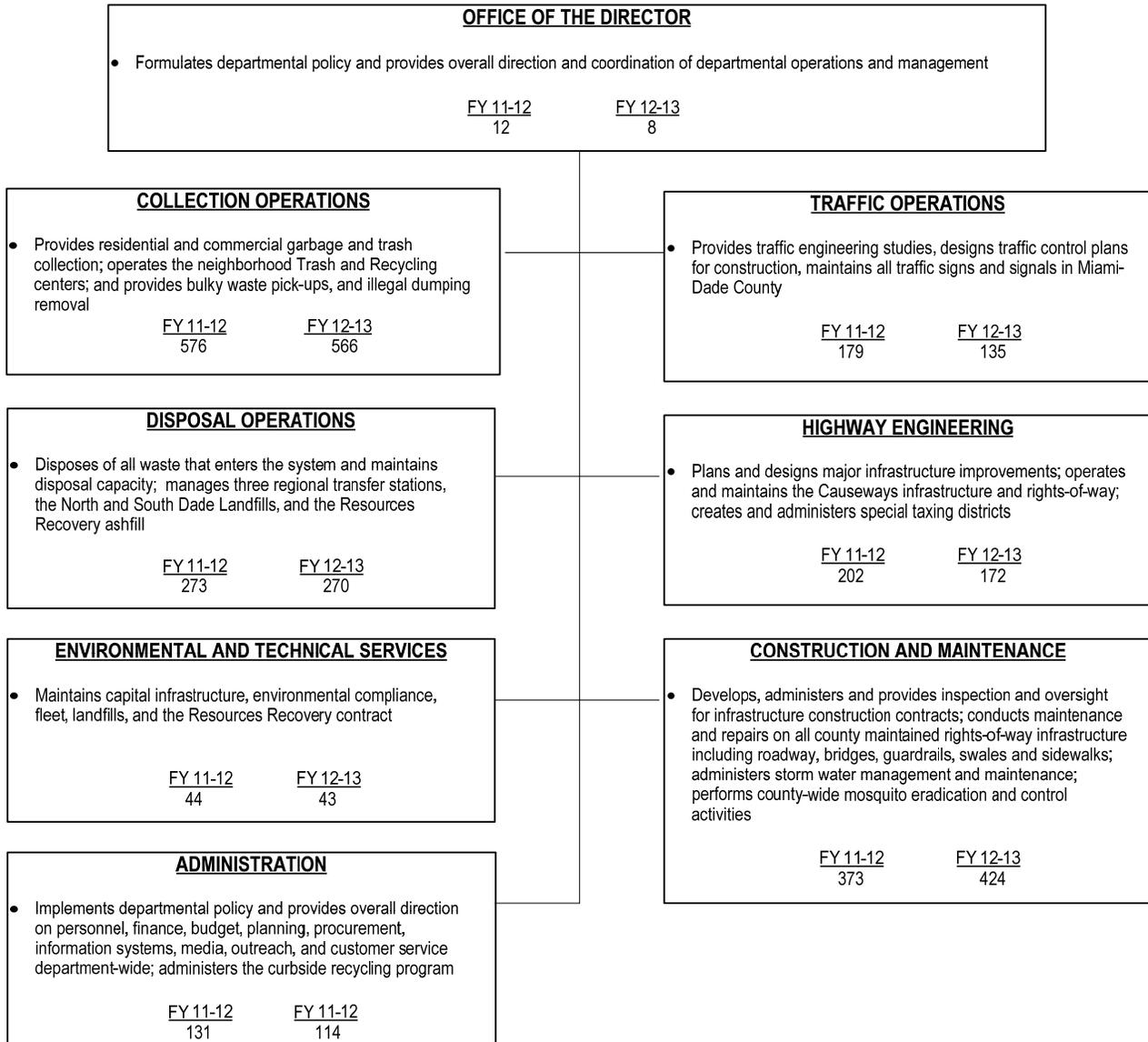


**Revenues by Source**  
(dollars in thousands)



# FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

## TABLE OF ORGANIZATION



## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

### FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 09-10	Actual FY 10-11	Budget FY 11-12	Proposed FY 12-13
<b>Revenue Summary</b>				
General Fund Countywide	19,311	18,392	18,126	17,417
General Fund UMSA	7,044	5,110	5,199	4,423
Carryover	122,413	143,263	131,245	188,918
PTP Sales Tax Revenue	2,126	2,397	2,971	2,844
Recyclable Material Sales	1,681	1,898	1,893	1,859
Resource Recovery Energy Sales	26,442	31,512	28,000	31,600
Causeway Toll Revenues	9,248	9,294	8,579	9,010
Collection Fees and Charges	149,089	141,118	144,019	139,882
Construction / Plat Fees	2,234	2,674	2,261	0
Disposal Fees and Charges	109,378	99,549	101,387	111,143
Interest/ Rate Stabilization Reserve	1,176	887	779	918
Intradepartmental Transfers	26,379	27,710	21,723	18,163
Special Taxing Administration Charges	3,384	2,379	2,527	2,811
Special Taxing District Revenue	20,055	19,426	24,374	24,374
Storm Water Utility Fees	15,440	15,690	18,434	33,929
Telecommunications License Fee	1,000	1,000	1,000	0
Transfer Fees	6,512	6,288	6,028	6,153
Utility Service Fee	20,650	22,500	20,456	21,023
State Grants	0	0	0	783
Mosquito State Grant	15	23	18	18
FDOT Payment	500	0	4,050	4,200
Carryover	0	0	80	36
Federal Funds	53	1,443	0	0
Interagency Transfers	2,319	2,628	3,439	3,828
Secondary Gas Tax	5,991	5,991	5,991	5,991
<b>Total Revenues</b>	<b>552,440</b>	<b>561,172</b>	<b>552,579</b>	<b>629,323</b>

### Operating Expenditures

#### Summary

Salary	98,002	98,451	93,236	92,418
Fringe Benefits	33,511	32,278	26,753	21,092
Court Costs	17	33	17	16
Contractual Services	135,930	146,907	163,663	163,030
Other Operating	52,883	40,848	56,786	58,368
Charges for County Services	53,314	53,481	58,448	64,166
Grants to Outside Organizations	177	-6	21	21
Capital	4,186	5,022	26,943	28,562
<b>Total Operating Expenditures</b>	<b>378,020</b>	<b>377,014</b>	<b>425,867</b>	<b>427,673</b>

### Non-Operating Expenditures

#### Summary

Transfers	6,283	2,200	13,171	25,530
Distribution of Funds In Trust	392	0	0	0
Debt Service	24,479	25,296	24,424	32,097
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	0	89,117	144,023
<b>Total Non-Operating Expenditures</b>	<b>31,154</b>	<b>27,496</b>	<b>126,712</b>	<b>201,650</b>

(dollars in thousands) Expenditure By Program	Total Funding		Total Positions	
	Budget FY 11-12	Proposed FY 12-13	Budget FY 11-12	Proposed FY 12-13
<b>Strategic Area: Transportation</b>				
Construction and Maintenance	17,657	16,320	164	143
Highway Engineering	13,778	12,770	154	146
Traffic Operations	25,040	25,137	145	135
<b>Strategic Area: Neighborhood and Infrastructure</b>				
Administration	43,035	43,411	145	122
Collection Operations	120,194	122,828	577	566
Construction and Maintenance	28,342	32,126	258	281
Disposal Operations	44,720	48,371	272	270
Environmental and Technical Services	99,243	94,063	44	43
Highway Engineering	33,858	32,647	31	26
<b>Total Operating Expenditures</b>	<b>425,867</b>	<b>427,673</b>	<b>1,790</b>	<b>1,732</b>

## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

### SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 09-10	Actual FY 10-11	Budget FY 11-12	Projection FY 11-12	Proposed FY 12-13
Advertising	135	105	244	238	332
Fuel	8,784	10,213	9,942	11,680	13,179
Overtime	2,814	3,412	2,944	3,167	3,264
Rent	2,692	2,861	2,638	2,638	2,591
Security Services	12,051	13,637	13,674	13,927	13,989
Temporary Services	1,897	1,645	1,362	1,275	1,228
Travel and Registration	49	235	241	181	186
Utilities	9,728	10,841	11,083	10,212	10,261

### CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FUTURE	TOTAL
<b>Revenue</b>									
Comm. Dev. Block Grant	0	492	0	0	0	0	0	0	492
Municipal Contribution	2,495	513	193	0	0	0	0	0	3,201
FDOT Funds	26,729	8,476	23,421	2,604	2,315	2,315	2,315	0	68,175
FDOT-County Incentive Grant Program	3,775	3,500	4,099	188	750	562	0	0	12,874
Florida Department of Community Affairs	1,588	0	0	0	0	0	0	0	1,588
Road Impact Fees	16,241	16,683	6,641	6,641	7,061	8,230	1,890	0	63,387
Causeway Toll Revenue	2,279	2,631	1,002	1,110	1,984	3,571	1,138	0	13,715
Waste Collection Operating Fund	2,411	615	1,319	2,056	222	200	200	200	7,223
Waste Disposal Operating Fund	13,453	9,438	8,525	2,769	470	550	428	350	35,983
2008 Sunshine State Financing	119	0	0	0	0	0	0	0	119
BBC GOB Future Financing	0	3,661	23,420	2,773	0	54,056	30,986	12,266	127,162
BBC GOB Series 2005A	18,067	0	0	0	0	0	0	0	18,067
BBC GOB Series 2008B	10,243	0	0	0	0	0	0	0	10,243
BBC GOB Series 2008B-1	15,953	0	0	0	0	0	0	0	15,953
BBC GOB Series 2011A	14,736	0	0	0	0	0	0	0	14,736
Capital Asset Series 2010 Bonds	2,433	1,991	0	293	436	0	0	0	5,153
Future Solid Waste Disp. Notes/Bonds	0	0	435	19,680	3,000	5,000	22,000	24,950	75,065
People's Transportation Plan Bond Program	124,586	74,014	63,713	21,105	6,044	505	0	0	289,967
QNIP II UMSA Bond Proceeds	680	0	0	0	0	0	0	0	680
QNIP Interest	1,201	0	0	0	0	0	0	0	1,201
QNIP IV UMSA Bond Proceeds	161	0	0	0	0	0	0	0	161
QNIP V UMSA Bond Proceeds	1,184	0	0	0	0	0	0	0	1,184
Solid Waste System Rev. Bonds Series 2001	2,655	0	0	0	0	0	0	0	2,655
Solid Waste System Rev. Bonds Series 2005	60,694	0	0	0	0	0	0	0	60,694
Charter County Transit System Surtax	3,192	500	0	0	0	0	0	0	3,692
Secondary Gas Tax	6,108	14,537	15,474	18,537	15,298	13,148	14,448	0	97,550
Stormwater Utility	3,997	7,265	3,700	3,700	3,700	3,700	3,700	0	29,762
Utility Service Fee	1,490	10	0	0	0	0	0	0	1,500
Total:	336,470	144,326	151,942	81,456	41,280	91,837	77,105	37,766	962,182

## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

(dollars in thousands)	PRIOR	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FUTURE	TOTAL
<b>Expenditures</b>									
<b>Strategic Area: Neighborhood and Infrastructure</b>									
Drainage Improvements	10,094	10,168	6,662	3,700	3,700	38,065	25,906	3,533	101,828
Facility Improvements	1,884	52	1,590	594	0	0	0	0	4,120
Infrastructure Improvements	19,796	234	0	0	0	8,969	8,780	7,446	45,225
Pedestrian Paths and Bikeways	3,094	2,607	1,800	2,773	0	416	0	0	10,690
Waste Collection	263	280	365	1,700	222	200	200	200	3,430
Waste Collection and Disposal	749	598	0	0	0	0	0	0	1,347
Waste Disposal	19,060	4,696	4,597	217	150	150	150	150	29,170
Waste Disposal Environmental Projects	27,495	27,410	22,305	22,099	3,530	5,505	22,795	25,164	156,303
<b>Strategic Area: Transportation</b>									
ADA Accessibility Improvements	10,079	576	500	500	500	500	500	0	13,155
Causeway Improvements	5,956	4,822	1,002	1,591	3,170	4,133	1,138	0	21,812
Infrastructure Improvements	28,464	29,581	57,014	11,278	13,486	20,004	5,780	1,287	166,894
Other	0	1,433	0	0	0	0	0	0	1,433
Road Improvements - Local Roads	0	492	0	0	2,200	0	0	0	2,692
Road Improvements - Major Roads	89,128	65,182	52,797	21,894	12,244	1,005	1,890	0	244,140
Traffic Control Systems	60,350	28,198	20,965	15,071	11,881	12,995	10,483	0	159,943
Total:	276,412	176,329	169,597	81,417	51,083	91,942	77,622	37,780	962,182

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

- In FY 2012-13, the Department will continue the construction of Cell 5 at the South Dade Landfill (\$3.2 million)
- The FY 2012-13 Proposed Budget and Multi-Year Capital Plan includes the continuation of various waste disposal environmental capital projects, including the Olinda Park Remediation project and other miscellaneous environmental improvements, landfill gas extraction and odor control projects (\$4.542 million)
- The FY 2012-13 Proposed Budget and Multi-Year Capital Plan includes grant funding for the Munisport Landfill Closure (\$8.5 million, total cost \$34.818 million) and Virginia Key Closure (\$14.363 million, total cost \$45.650 million)
- In FY 2012-13, the Department will continue implementation of the Advanced Traffic Management System (ATMS) (\$8 million of PTP-backed bond funding and \$3.5 million of State funding in FY 2012-13) with improvements to the communication subsystem, and the integration of all signals projected to be completed in FY 2012-13; total programmed funding for ATMS includes \$44.291 million of PTP funding, \$933,000 of Road Impact Fees, and \$13.499 million of state funding (total project cost \$58.748 million)
- By FY 2012-13, the installation of school speed zone flashing signals at all elementary, K-8, and middle schools will be completed for a total of 238; PWWM will continue the design and installation of 38 "Your Speed Is" signs out of the originally identified 100 high school sites using \$2.591 million of PTP funding in FY 2012-13 and \$14.8 million all years; the Department expects minimal impact to its operating budget with the completion of this project
- In FY 2012-13, the Department continues the replacement of span-wire-mounted and older sub-standard traffic signal supports with mast arms support systems at 20 intersections using \$1.426 million in Secondary Gas Tax funding and continues to pursue federal funds to perform additional replacements
- In FY 2012-13, causeway improvements that are related to maintenance and the conversion of the toll system for the Rickenbacker and Venetian Causeways from the existing electronic toll collection system to SunPass are included (\$3.7 million); the Department anticipates an operating savings of \$63,000 annually associated with a gradual decrease in staffing levels within the Causeway Division
- The FY 2012-13 Proposed Budget and Multi-Year Capital Plan continues bicycle safety improvements on the Rickenbacker Causeway (\$1 million in FY 2012-13, \$6.86 million all years); the Department expects minimal impact to its operating budget

## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

- In FY 2012-13, the Department will continue construction of a new bridge over the Miami River Canal at NW 138 Street (\$500 thousand in PTP funding, \$4.64 million all years); continue widening NW 74 Street from the Homestead extension of the Florida Turnpike to State Road 826 (\$5.6 million in FDOT funding, \$440,000 in PTP funding in FY 2012-13, \$45.205 million all years); and begin the design/build project along SW 137 Avenue from US1 to SW 184 Street (\$6.565 million in FY 2012-13, \$16.942 million all years)
- The FY 2012-13 Proposed Budget and Multi-Year Capital Plan continues the implementation of transportation and neighborhood projects funded by the Building Better Communities General Obligation Bond (BBC GOB) program (\$5.465 million in FY 2012-13, \$186.006 million all years); projects include replacements and upgrades for the renovation of the Miami Avenue Bridge over the Miami River (\$2.052 in FY 2012-13, \$3.2 million all years), design for the Miami River Greenway (\$1.8 million in FY 2012-13, \$7.5 million all years), and Americans with Disabilities Act (ADA) compliance projects (\$76,000 in FY 2012-13, \$10 million all years)

### DIVISION: CONSTRUCTION AND MAINTENANCE

The Construction and Maintenance Division is responsible for developing, administering, and providing inspection and oversight of infrastructure construction contracts; conducting maintenance and repairs on all County maintained rights-of-way infrastructure including roadway, bridges, guardrails, swales, and sidewalks; administering storm water management and maintenance; and performing county-wide mosquito eradication and control activities.

#### Strategic Objectives - Measures

- NI2-2: Provide functional and well maintained drainage to minimize flooding

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Maintain drain cleaning requirements	Percentage of paving and drainage plans for residential subdivisions completed within two business days of receipt	EF	↑	95%	96%	100%	100%	100%

- TP3-1: Maintain roadway infrastructure

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Perform timely road maintenance	Percentage of mosquito complaints responded to within two business days of receipt during the rainy season	EF	↑	98%	80%	100%	100%	100%
	Storm drains chemically treated	EF	↑	121,108	133,954	125,000	100,000	100,000
	Percentage of pothole patching requests responded to within three business days	EF	↑	100%	100%	100%	100%	100%

#### DIVISION COMMENTS

- As part of the Department's reorganization efforts, the FY 2012-13 Proposed Budget includes a realignment of 11 positions that were transferred to the Construction and Maintenance Division
- As part of the Department's reorganization efforts, the FY 2012-13 Proposed Budget includes the transfer of 40 positions from the Regulatory and Economic Resources Department as a result of merging the Storm Water Utility section and all storm water management functions (\$1.6 million)

## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

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### **DIVISION: ADMINISTRATION**

The Administration Division is responsible for formulating departmental policy and providing overall direction, and coordination of departmental operations and management; implementing departmental policy and providing overall direction on personnel, finance, budget, planning, procurement, information systems, media, outreach, and customer service department-wide; and administering the curbside recycling program.

### **DIVISION COMMENTS**

- In FY 2012-13, the Department will continue Phase 2 of the development of a long-term Solid Waste Master Plan (\$1.5 million total cost)
- In FY 2012-13, the Department will continue to receive payments from other County departments to include parking revenues from the Internal Services Department (\$740,000), rent from Juvenile Services (\$605,100), and from Parks, Recreation and Open Spaces (\$921,100) along with an annual payment for land acquisition of the West-Dade Soccer Park over ten years (\$169,000)
- In FY 2012-13, the Proposed Budget includes a payment to the Department of Community Information and Outreach to continue replacement of the current Waste Collection System database to enable countywide integration, and provide website maintenance and updates (\$102,000)
- The FY 2012-13 Proposed Budget includes payments to the Department of Audit and Management Services (\$82,000) and the Office of the Inspector General (\$25,000) for expenses associated with audits and reviews
- The Department will engage consultant services to evaluate, analyze and advise the Department in the development of an appropriate cost allocation plan and consolidated policies and procedures manuals (\$120,000)
- *As a result of the Department's reorganization efforts, the FY 2012-13 Proposed Budget includes the elimination of 46 positions in various administrative divisions to include the Office of the Director (\$3.9 million)*

## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

### DIVISION: COLLECTION OPERATIONS

The Collection Operations Division provides residential and commercial garbage and trash collection; operates neighborhood Trash and Recycling centers; and provides bulky waste pick-ups and illegal dumping removal.

#### Strategic Objectives - Measures

- NI4-2: Promote livable and beautiful neighborhoods

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Improve collection of residential curbside garbage and trash	Bulky waste trash tons collected (in thousands)	IN	↔	72	74	74	72	74
	Trash and Recycling Center tons collected (in thousands)	IN	↔	139	128	128	125	128
	Bulky waste complaints per 1,000 regular bulky waste orders created	OC	↓	4	6	6	3	6
	Average bulky waste response time (in calendar days)	EF	↓	6	7	8	7	8
	Scheduled illegal dumping piles picked-up within eight calendar days	EF	↑	95%	95%	95%	100%	95%
Improve programs that promote neighborhood and rights-of-way aesthetics	Average illegal dumping pick-up response time (in calendar days)	EF	↓	4	7	7	4	7

#### DIVISION COMMENTS

- The FY 2012-13 Proposed Budget maintains the annual residential waste collection fee at \$439, which allows the Department to maintain the current level of service to include two weekly residential curbside garbage pickups, residential curbside recycling pickup, two 25 cubic yard annual bulky waste pickups per household, and unlimited use of the 13 Trash and Recycling Centers
- In FY 2012-13, the Department will continue to provide trash collection services (\$39.667 million), which includes the UMSA litter program along corridors and at hotspots (\$1.153 million)
- In FY 2012-13, the Department will continue to provide curbside garbage collection services (\$83.159 million) to include commercial garbage collection by contract (\$1.791 million), and litter collection pick-ups at specific bus stops (\$523,000)
- The FY 2012-13 Proposed Budget includes the purchase of 29 additional hybrid garbage trucks (\$14.851 million) to generate fuel use savings and emission reduction
- The FY 2012-13 Proposed Budget includes payments to the Greater Miami Service Corp (\$144,000) and the Corrections and Rehabilitation Department (\$330,000) for litter pickup
- The FY 2012-13 Proposed Budget includes funding for three Disposal Technicians within the Animal Services Department (\$150,000)
- As part of the Department's reorganization efforts, the FY 2012-13 Proposed Budget includes the elimination of seven positions in trash collection and three positions in garbage collection (\$619,000)

## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

### **DIVISION: DISPOSAL OPERATIONS**

The Disposal Operations Division is responsible for disposing of all waste that enters the system and maintaining disposal capacity; and managing three regional transfer stations, the North and South Dade Landfills, and the Resources Recovery ashfill.

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

- NI2-3: Provide adequate solid waste disposal capacity that meets adopted level-of-service standard

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Ensure ongoing availability and capacity that meets demand at transfer and disposal facilities	Disposal tons accepted at full fee (in thousands)	IN	↔	1,558	1,449	1,449	1,542	1,542
	Years of remaining disposal capacity (Level of Service)*	IN	↔	6	6	5	12	12
	Total Garbage Tons Transferred in (in thousands)	IN	↔	436	427	403	431	431
	Total Trash Tons Transferred in (in thousands)	IN	↔	117	94	112	105	122
	Number of Residential Enforcement actions undertaken (in thousands)	OP	↔	58	53	59	64	54
	Enforcement related complaints responded to within two business days	EF	↓	79%	88%	85%	94%	90%

\*In FY 2011-12 the award for the construction of Cell 5 increases the years of remaining disposal capacity by seven

#### **DIVISION COMMENTS**

- The FY 2012-13 Proposed Budget assumes a three percent change in the Consumer Price Index (CPI) applied to disposal fees consistent with contracts and interlocal agreements, based on the July 2012 CPI South, All Urban Consumers issued by the United States Bureau of Labor Statistics
- The FY 2012-13 Proposed Budget includes the continuation of the contract with Covanta Power Corporation to operate and maintain the County's Resources Recovery facility (\$85.217 million) including other supplemental contracts and staffing to support the Resources Recovery operation (\$923,087)
- In FY 2012-13, the Department will provide funding to Parks, Recreation and Open Spaces for mowing of the 58th Street Landfill (\$41,000)
- The FY 2012-13 Proposed Budget includes the elimination of three positions in Disposal Operations due to reorganizational adjustments (\$176,000)

## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

### **DIVISION: ENVIRONMENTAL AND TECHNICAL SERVICES**

The Environmental and Technical Services Division is responsible for maintaining capital infrastructure, environmental compliance, fleet, landfills, and the Resources Recovery contract.

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

- NI3-6: Preserve and enhance natural areas

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Ensure compliance with Florida Department of Environmental Protection (FDEP)	Percentage of FDEP reporting deadlines met	EF	↑	99.8%	100%	100%	100%	100%
	Compliance inspections performed	OP	↔	354	310	330	420	450
	Patrons served by program	OC	↑	4,175	3,548	3,800	3,710	3,800
Present at least 24 public household waste outreach events each year	Average quantity of household chemical waste collected per patron (in pounds)	OC	↑	122	110	115	110	110

#### **DIVISION COMMENTS**

- ☛ In FY 2012-13, the Department will continue environmental and technical service operations that include facilities maintenance (\$2.812 million), fleet management (\$1.036 million), environmental services (\$5.310 million) and engineering and technical services (\$85.99 million), including Resources Recovery Operations
- ☛ The Department will continue operation of two Home Chemical Collection Centers open to all residents countywide (\$945,000)
- *The FY 2012-13 Proposed Budget includes the elimination of one position in Environmental and Technical Services division due to reorganizational adjustments (\$67,000)*

## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

### DIVISION: HIGHWAY ENGINEERING

The Highway Engineering Division is responsible for planning and designing major infrastructure improvements; operating and maintaining the Causeways infrastructure and rights-of-way; and creating and administering special taxing districts.

#### Strategic Objectives - Measures

- NI4-2: Promote livable and beautiful neighborhoods

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Provide administrative support for Special Taxing District functions	Percentage of Department related complaints from special taxing districts resolved within two business days	EF	↑	100%	100%	100%	100%	100%

- NI4-3: Preserve and enhance well maintained public streets and rights of way

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Maintain Venetian and Rickenbacker Causeway system	Street sweepings completed on the Rickenbacker Causeway system*	OP	↔	156	365	365	365	365

- TP3-1: Maintain roadway infrastructure

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Maintain integrity of County infrastructure	Bridges inspected for structural integrity*	OC	↑	127	172	170	110	115

\*All 204 bridges are inspected annually in conjunction with the State of Florida, 115 is the target for PWWM in FY 2012-13

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Maintain service standard for Right-of-Way acquisitions	Percentage of parcels processed for acquisition within specified time frame	EF	↑	N/A	95%	95%	80%	80%

#### DIVISION COMMENTS

- As part of the Department's reorganization efforts, the FY 2012-13 Proposed Budget eliminates two positions from the Highway Engineering Division (\$376,916) and transfers 28 positions to the Regulatory and Economic Resources Department as a result of transferring the land development and permitting functions

## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

### DIVISION: TRAFFIC OPERATIONS

The Traffic Operations Division provides traffic engineering studies, designs traffic control plans for construction and maintains all traffic signs and signals in Miami-Dade County.

#### Strategic Objectives - Measures

- TP1-1: Minimize traffic congestion

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Provide timely response to citizen requests	Percentage of follow-up responses to citizens complaints within five days	OP	↔	100%	100%	100%	100%	100%

- TP3-1: Maintain roadway infrastructure

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Maintain traffic and pedestrian signs and signals	Percentage of downed traffic control signals responded to within three hours of notification	EF	↑	100%	100%	100%	100%	100%
	Percentage of high priority traffic control signs repaired or replaced within 24 hours of notification	EF	↑	100%	100%	100%	96%	96%
	Percentage of downed streetlights responded to within two hours of notification	EF	↑	100%	100%	100%	95%	95%
	Traffic control and street name signs repaired or replaced	OP	↔	41,047	29,850	35,000	33,000	33,000

#### DIVISION COMMENTS

- In FY 2012-13, the Department will continue to provide traffic signs and signal maintenance and installation Countywide (\$22.113 million)
- In FY 2012-13, the Department will continue to provide traffic studies and engineering services Countywide (\$3.024 million)
- The FY 2012-13 Proposed Budget includes \$5.130 million in transfers from the Regulatory and Economic Resources Department, Water and Sewer Department (WASD), and the Port of Miami (POM) for rights-of-way survey crews (\$1.226 million); Miami-Dade Transit for landscape maintenance services (\$1.2 million); Waste Management Operations for litter pick-up (\$65,000); POM for tree trimming services (\$57,000); Community Action and Human Services for graffiti abatement (\$233,000); POM and WASD for mosquito spraying (\$16,000); fees charged to other County agencies for services provided (\$1.352 million); and Internal Services Department for risk management support (\$421,000) and reimbursement for liability claims (\$560,000)
- The FY 2012-13 Proposed Budget includes FDOT reimbursements totaling \$4.05 million, comprised of County performed traffic signal maintenance on state roads (\$2.2 million) and funding for Safe Routes to School Program (\$1.85 million)
- As part of the Department's reorganization efforts, the FY 2012-13 Proposed Budget eliminates eight positions (\$535,100) and realigns 36 positions

## **Regulatory and Economic Resources**

**(Agricultural Manager)**

**(Building and Neighborhood Compliance)**

**(Environmental Resources Management)**

**(Planning and Zoning)**

# FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

## Regulatory and Economic Resources

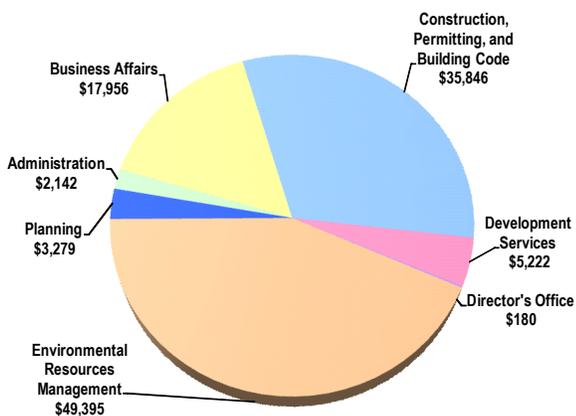
The Regulatory and Economic Resources (RER) Department enforces codes and regulations established by the federal government, the State of Florida and Miami-Dade County governing the construction, alteration, and maintenance of buildings and structures within the unincorporated areas of Miami-Dade County; administers the zoning regulations for unincorporated Miami-Dade County and those municipalities that have entered into service agreements with the County; regulates activities that have a potential impact on environmental resources; and enhances economic development within the County through land use planning, green initiatives, and a wide range of programs for business, job seekers, and consumers. RER offers the public, in most instances, a "one-stop shop" for a variety of permit requirements and economic related activities.

RER crosses two strategic areas, performing activities that are related to Neighborhood and Infrastructure as well as Economic Development. As part of the Neighborhood and Infrastructure Strategic Area, RER provides services related to contractor licensing, construction products evaluation, training, and education and certification of building code enforcement personnel countywide; reviews applications and issues building permits for the construction of new buildings and structures and for the alteration of existing ones; performs inspections as construction progresses; investigates complaints, enforces the correction of building code violations, enforces local regulations related to unsafe buildings and structures, and provides code compliance services; provides administrative and technical support to boards and panels. In addition, the Department; protects, restores, and mitigates natural areas and monitors environmental resources; manages capital programs including beach nourishment as well as acquisition and protection of environmentally endangered lands; and prepares zoning recommendations, coordinates all concurrency management activities, reviews development plans for compliance with zoning regulations, issues certificates of use, administers impact fee programs, and provides technical support at zoning meetings of the Board of County Commissioners (BCC) and Community Zoning Appeals Board meetings.

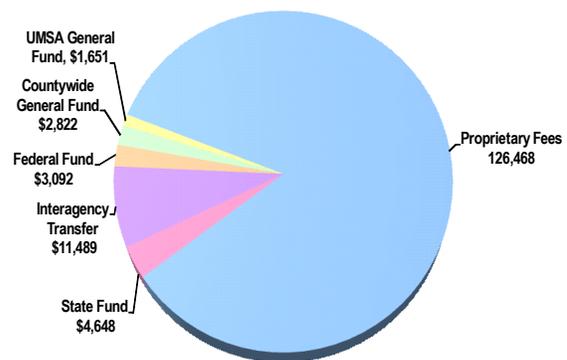
As part of its Economic Development Strategic Area, RER oversees the sustainable transformation of the County through green initiatives; administration and enforcement of growth management through the Comprehensive Development Master Plan (CDMP) and Historic Preservation ordinance; small business development through the administration of several programs; promotion of film and television related industries; economic growth through administration of local economic development programs including the Qualified Target Industry (QTI) and the Targeted Jobs Incentive Fund (TJIF) programs; and enforcement of consumer laws and licensing requirements that protect purchasers of goods and services. Other functions include international trade coordination, cooperative extension, passenger transportation regulation, and coordination with the county's agricultural industry. RERs functions are closely related to and require coordination with other County departments, including Fire Rescue, Public Works and Waste Management (PWWM), and Water and Sewer (WASD). The Department works cooperatively with local, state, and federal agencies as well as other community entities.

## FY 2012-13 Proposed Budget

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

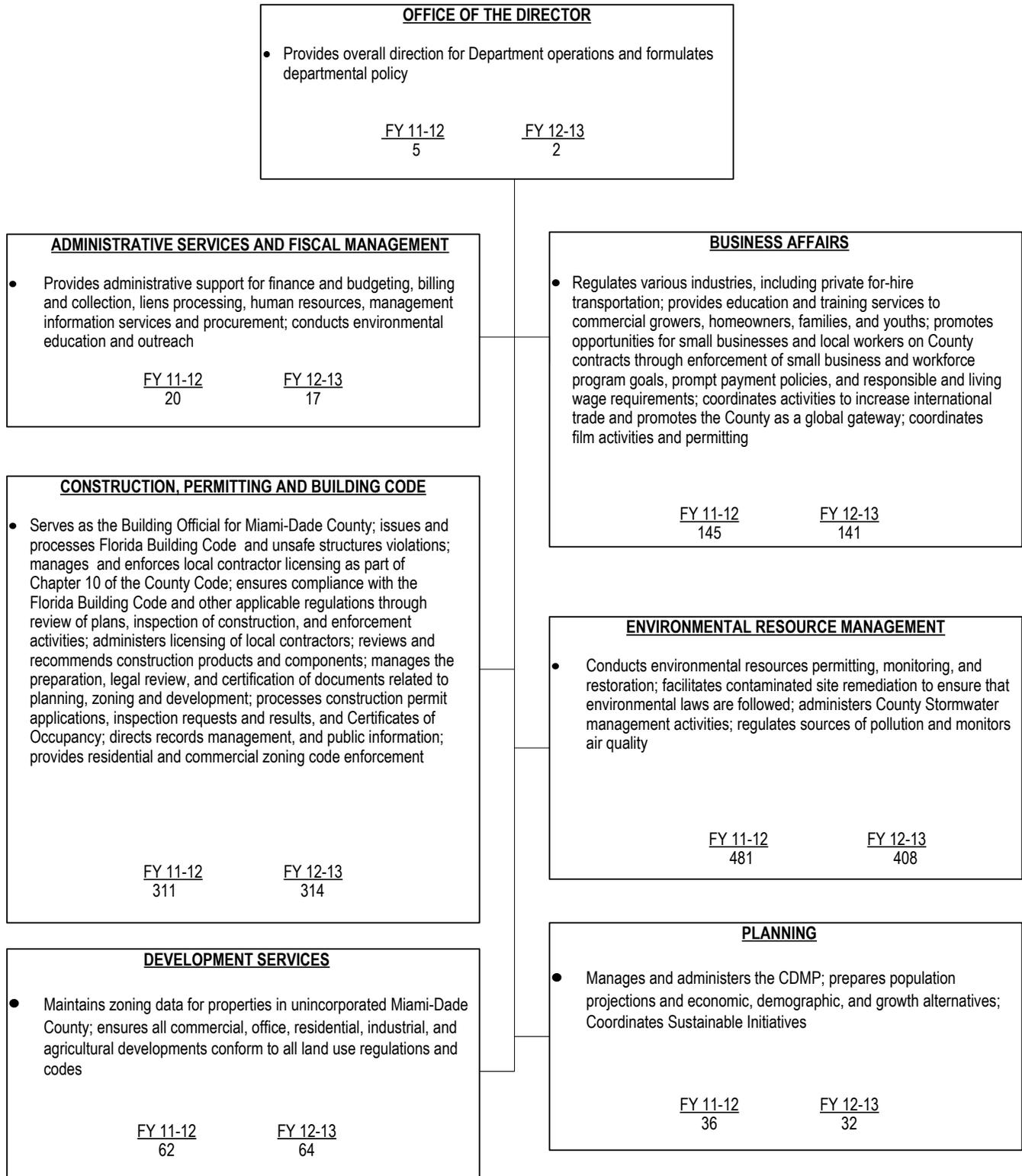


**Revenues by Source**  
(dollars in thousands)



# FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

## TABLE OF ORGANIZATION



## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

### FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 09-10	Actual FY 10-11	Budget FY 11-12	Proposed FY 12-13
<b>Revenue Summary</b>				
General Fund Countywide	4,140	3,776	3,003	2,822
General Fund UMSA	7,423	3,634	2,164	1,651
Impact Fee Administration	0	765	631	651
Fees and Charges	7,843	7,253	7,160	6,799
Foreclosure Registry	1,816	1,171	641	0
Stormwater Utility Fees (County)	31,125	31,400	31,310	0
Stormwater Utility Fees (Municipalities)	2,090	2,296	2,121	0
Utility Service Fee	23,226	24,891	23,779	24,026
Zoning Revenue	0	7,207	8,455	7,762
Auto Tag Fees	1,637	1,665	1,729	1,670
Bond Proceeds	766	0	0	0
Building Administrative Fees	353	365	275	285
Carryover	60,542	63,098	49,439	32,744
Code Compliance Fees	2,179	1,629	1,641	1,711
Code Fines / Lien Collections	5,729	7,194	6,482	6,255
Construction / Plat Fees	0	0	0	2,036
Contract Monitoring Fees	251	283	195	195
Contractor's Licensing and Enforcement Fees	1,674	1,318	1,150	1,086
Donations	521	0	0	0
Environmentally Endangered Land Fees	787	684	800	700
Local Business Tax Receipt	471	471	471	471
Miscellaneous Revenues	221	136	182	199
Operating Permit Fee	7,542	7,987	7,125	7,377
Other Revenues	1,384	1,456	1,304	1,013
Permitting Trades Fees	20,261	22,359	19,446	21,178
Plan Review Fee	7,701	7,592	6,950	7,220
Planning Revenue	730	662	783	652
Product Control Certification Fees	2,430	3,026	2,543	2,438
State Grants	4,392	4,099	4,389	4,648
Federal Grants	7,769	4,895	4,498	3,092
Airport Project Fees	612	627	650	570
Transfer From Other Funds	12,355	4,164	4,964	7,486
Interagency Transfers	4,748	5,263	6,214	3,433
<b>Total Revenues</b>	<b>222,718</b>	<b>221,366</b>	<b>200,494</b>	<b>150,170</b>
<b>Operating Expenditures</b>				
Salary	71,238	73,051	67,636	65,455
Fringe Benefits	19,724	20,115	15,316	12,680
Court Costs	29	34	53	71
Contractual Services	2,270	2,023	2,598	2,528
Other Operating	10,981	10,518	11,076	8,168
Charges for County Services	15,154	15,317	15,771	17,961
Grants to Outside Organizations	1,665	1,634	430	430
Capital	3,924	2,412	6,967	6,727
<b>Total Operating Expenditures</b>	<b>124,985</b>	<b>125,104</b>	<b>119,847</b>	<b>114,020</b>
<b>Non-Operating Expenditures</b>				
Transfers	27,019	27,427	34,561	0
Debt Service	7,616	7,634	7,619	0
Reserve	0	0	38,467	36,150
<b>Total Non-Operating Expenditures</b>	<b>34,635</b>	<b>35,061</b>	<b>80,647</b>	<b>36,150</b>

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 11-12	Proposed FY 12-13	Budget FY 11-12	Proposed FY 12-13
<b>Strategic Area: Neighborhood and Infrastructure</b>				
Administration	0	1,317	0	11
Construction, Permitting, and Building Code	37,888	35,846	332	326
Development Services	1,554	5,222	41	52
Environmental Resources Management	53,657	49,395	481	408
Planning	4,393	3,279	36	32
<b>Strategic Area: Economic Development</b>				
Administration	2,380	825	20	6
Business Affairs	19,571	17,956	145	141
Director's Office	404	180	5	2
<b>Total Operating Expenditures</b>	<b>119,847</b>	<b>114,020</b>	<b>1,060</b>	<b>978</b>

## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

### SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 09-10	Actual FY 10-11	Budget FY 11-12	Projection FY 11-12	Proposed FY 12-13
Advertising	182	250	281	271	268
Fuel	398	483	343	399	401
Overtime	396	477	364	605	507
Rent	8,013	9,124	9,369	9,623	9,976
Security Services	14	19	23	31	31
Temporary Services	164	230	248	181	212
Travel and Registration	87	157	207	187	191
Utilities	885	1,117	1,126	1,023	1,001

### CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FUTURE	TOTAL
<b>Revenue</b>									
Army Corps of Engineers	9,500	6,300	0	0	0	0	0	0	15,800
Florida Department of Environmental Protection	12,802	200	200	200	200	200	200	5,000	19,002
Florida Inland Navigational District	430	670	0	0	0	0	0	0	1,100
State Beach Erosion Control Funds	9,386	4,050	400	1,424	400	1,000	0	0	16,660
Biscayne Bay Envir. Trust Fund	680	1,870	625	0	0	0	0	0	3,175
BBC GOB Future Financing	0	3,565	0	0	0	13,106	0	0	16,671
BBC GOB Series 2005A	25,111	0	0	0	0	0	0	0	25,111
BBC GOB Series 2008B	9,597	0	0	0	0	0	0	0	9,597
BBC GOB Series 2008B-1	1,981	0	0	0	0	0	0	0	1,981
BBC GOB Series 2011A	5,141	0	0	0	0	0	0	0	5,141
Future Financing	0	0	0	1,000	0	1,000	0	0	2,000
Capital Outlay Reserve	0	1,360	0	0	0	0	0	0	1,360
Departmental Trust Funds	17,768	2,700	0	0	0	0	0	1,544	22,012
Endangered Lands Voted Millage	91,751	0	0	0	0	0	0	0	91,751
Interest Earnings	45,779	500	500	750	750	1,000	1,000	15,000	65,279
Total:	229,926	21,215	1,725	3,374	1,350	16,306	1,200	21,544	296,640
<b>Expenditures</b>									
<b>Strategic Area: Neighborhood and Infrastructure</b>									
Beach Projects	33,006	13,730	400	2,424	400	2,000	0	0	51,960
Environmental Projects	1,110	2,540	625	0	0	0	0	0	4,275
Environmentally Endangered Lands Projects	145,939	6,900	3,700	2,700	2,700	15,806	2,800	57,500	238,045
Nuisance Control	0	1,360	0	0	0	0	0	0	1,360
<b>Strategic Area: Recreation And Culture</b>									
Historic Preservation	815	185	0	0	0	0	0	0	1,000
Total:	180,870	24,715	4,725	5,124	3,100	17,806	2,800	57,500	296,640

## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

### CAPITAL HIGHLIGHTS AND OPERATIONAL IMPACTS

- In FY 2012-13, unsafe structures inspections and demolitions will continue with funding from unsafe structures fines and fees and the Capital Outlay Reserve (COR) (\$1.15 million, nine positions); the Department anticipates the demolition of 105 unsafe structures
- In FY 2012-13, the Department will ensure that environmentally endangered lands are protected and continue to thrive as native habitats through the Environmentally Endangered Lands (EEL) Program by purchasing land (\$2.7 million), planning and designing native habitats (\$700,000), and maintaining land within the EEL Program (\$3.5 million); funding will be provided from departmental trust funds (\$2.7 million), interest earnings (\$1.5 million), state grants (\$200,000), and EEL voted millage (\$2.5 million)
- In FY 2012-13, the Department will maintain and improve beaches, which will enhance quality of life and increase tourism through the Miami-Dade County Beach Erosion and Renourishment Program (\$13.73 million), funded from State Beach Erosion Control Funds (\$4.05 million), Army Corps of Engineers (\$6.3 million), and Building Better Communities General Obligation proceeds (\$3.380 million)
- The FY 2012-13 Proposed Budget and Multi-Year Capital Plan includes funding from the COR to remove abandoned vehicles from private and public properties and to demolish or board-up abandoned buildings that facilitate potential criminal activity (\$210,000); the Department will continue to contract board-up services with Greater Miami Service Corps
- In FY 2012-13, the Department will continue restoring and stabilizing the wetlands, shoreline, and islands in and adjacent to Biscayne Bay and its tributaries (\$2.54 million), funded from the Biscayne Bay Environmental Trust Fund (\$1.87 million) and Florida Inland Navigational District grant proceeds (\$670,000)

### **DIVISION: CONSTRUCTION, PERMITTING, AND BUILDING CODE**

The Construction, Permitting, and Building Code Division serves as Building Official for Miami-Dade County, enforces the Florida Building Code (FBC) and other applicable construction regulations through the review of plans, inspection of construction, and other enforcement activities.

- Processes violations of the Florida Building Code (FBC), Chapters 8 and 10 of the County Code, unsafe structures regulations, and directs all enforcement activities
- Pursues opportunities for technology improvements to improve customer service, increase efficiency, and provide greater information access and exchange
- Provides residential and commercial code enforcement to enhance the safety and aesthetics of the community through residential education and promotion of voluntary compliance
- Oversees nuisance abatement, zoning violations, and other maintenance regulations
- Provides administrative and clerical support for the Board of Rules and Appeals, the Construction Trades Qualifying Board, and the Unsafe Structures Board
- Provides technical information and assistance to 34 municipal building departments to ensure uniformity in the enforcement and interpretation of the Florida Building Code
- Reviews and makes recommendations on construction products and components to be used throughout Miami-Dade County
- Issues contractor licenses
- Receive and process construction permit applications
- Inspects structures to ensure building compliance with the FBC and issues permits
- Provides support to inspections and plans processing for building construction activities

### **Strategic Objectives - Measures**

- NI4-1: Ensure buildings are safer

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Receive and process construction permit applications and provide support to inspections and plans processing	Permits issued	OP	↔	39,213	41,475	35,515	35,000	35,000

## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Ensure unsafe structures are repaired or demolished through appropriate unsafe structure enforcement action	Average number of calendar days for unsafe structure cases (commercial) processing time with no injunction	OC	↓	393	440	350	350	350
Ensure building compliance with the FBC and other codes through inspections, plans processing, enforcement, and educational outreach	Percentage of field inspections rejected	EF	↓	24%	23%	25%	25%	25%
	Average business days to process residential permit applications	EF	↓	24	25	24	24	24
	Average business days to process commercial permit applications	EF	↓	56	36	41	41	41
Improve response time for reviewing property maintenance and zoning complaints	Average calendar days from zoning complaint to first inspection	EF	↓	4	3	5	4	5
	Average calendar days from first zoning (Chapter 33) inspection to compliance with warning letter	EF	↓	26	57	25	25	25
	Average calendar days from first zoning (Chapter 33) inspection to compliance with Civil Violation Notice (CVN)	EF	↓	71	81	100	100	100
	Average calendar days from receipt of exterior property maintenance (Chapter 19) complaint to first inspection	EF	↓	4	6	5	5	5
	Average calendar days from property (Chapter 19) inspection to compliance with warning letter	EF	↓	31	37	35	35	35

- NI4-2: Promote livable and beautiful neighborhoods

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Improve Neighborhood Compliance	Percentage of invoices paid within 45 business days of receipt	EF	↑	98%	89%	85%	90%	90%
	Liens settled/collected	OP	↔	1,486	2,221	2,400	2,400	2,400
	Cases liened*	OP	↔	5,192	7,972	5,200	3,000	3,000

\* Increase in FY 2010-11 actual due to Building Support System software modification resulting in more notice of liens issued

## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

### DIVISION COMMENTS

- The FY 2012-13 Proposed Budget includes funding (\$429,000) from the Community Development Block Grant (CDBG) for code enforcement activities including zoning and exterior property maintenance
- The FY 2012-13 Proposed Budget includes the elimination of 21 positions (\$1.438 million) from the Construction, Permitting and Building Division as part of reorganization efficiencies, including four positions in Neighborhood (\$204,000), four positions in Board and Code (\$245,000), nine positions in Zoning Plan Review (\$737,000), and four positions in Building (\$252,000)
- In FY 2012-13, in order to create a "one-stop shop" for construction in Miami-Dade County, and as part of the Department reorganization efforts, the Public Works and Waste Management Department will transfer 15 positions (\$1.144 million) that will be performing plan review and inspection functions; also there will be a memorandum of understanding with the Water and Sewer Department that transfers the oversight of Water and Sewer plan reviews to the Construction, Permitting and Building Code Division

### **DIVISION: ENVIRONMENTAL RESOURCES MANAGEMENT**

The Environmental Resource Management Division protects air, water, and natural systems that are vital to human health and safety and provide habitat for unique plant and animal communities that occur nowhere else in the world.

- Oversees countywide environmental regulatory functions including monitoring, endangered lands acquisition, restoration, and remediation
- Manages, coordinates, and administers environmental education programs
- Enforces and regulates federal, state, and local laws to ensure compliance that prevent costly contamination of water and air pollution, protect vulnerable drinking water supply, water infrastructure, and minimize flooding
- Investigates complaints received from the public
- Supports the Environmental Quality Control Board in review and action upon appeals or requests for variances

### **Strategic Objectives - Measures**

- NI3-1: Maintain air quality

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Ensure timely processing of air quality inspections and permits	Percentage of State air quality permits issued on time	EF	↑	100%	100%	100%	100%	100%
	Percentage of County air quality permits issued on time	EF	↑	99%	98%	100%	100%	100%

- NI3-3: Protect groundwater and drinking water wellfield areas

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Ensure, through efficient review of plans, that land use and development within Miami-Dade County is in accordance with the Miami-Dade County Environmental Protection Code (EPC)	Percentage of building permit plans reviewed within four to eight business days	EF	↑	90%	80%	100%	100%	100%

## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

• NI3-3: Protect groundwater and drinking water wellfield areas								
Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Facilitate prompt resolution of citizen environmental complaints	Percentage of sanitary nuisance complaints responded to within 24 hours	EF	↑	96%	96%	92%	92%	92%
	Percentage of general environmental complaints responded to within 48 hours	EF	↑	95%	92%	90%	90%	90%
Minimize the impact of development on environmental resources	Percentage of Resource Protection Permit applications reviewed on time (Class I - VI Permits)	EF	↑	99%	99%	95%	95%	95%
	Percentage of wetland acres reviewed for unauthorized impacts	EF	↑	88%	64%	50%	50%	50%
Conduct long-term groundwater sampling to document the environmental health and status of the Biscayne Aquifer	Percentage of samples from Biscayne Bay surface water in compliance with County bacterial standard	OC	↑	100%	100%	95%	95%	95%
	Percentage of surface water monitoring samples collected on schedule	EF	↑	99%	99%	95%	95%	95%
Conduct long-term surface and groundwater sampling to document the environmental health and status of Biscayne Bay, its tributaries, and the Biscayne Aquifer	Percentage of contaminated site rehabilitation documents reviewed on-time	EF	↑	89%	93%	90%	90%	90%
	Percentage of wellfield monitoring samples collected on schedule	EF	↑	99%	98%	95%	95%	95%

• NI3-6: Preserve and enhance natural areas								
Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Acquire environmentally endangered lands	Acres of Environmentally Endangered Lands acquired	OP	↔	1,445	50	160	160	160

### DIVISION COMMENTS

- ☛ The FY 2012-13 Proposed Budget includes budgeted reimbursements of \$570,000 from the Miami-Dade Aviation Department for personnel and operating expenses; activities include the oversight of environmental aspects of construction activities, assessment and oversight of the cleanup of contaminated sites, and inspections of permitted facilities
- In FY 2012-13, the Department will continue to support a sustainable environment by offering free trees to plant in the community through the Adopt-a-Tree Program funded by donations and operating funds (\$208,000)
- In FY 2012-13, the Department will provide funding for Environment Protection and Education grant programs administered by the Office of Management and Budget's Grants Coordination division (\$430,000)

## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

- In FY 2012-13 the Parks, Recreation and Open Spaces Department will continue land management for the Environmentally Endangered Lands Program (\$3.5 million)
- In FY 2012-13, the Department will continue to improve the quality of life for all Miami-Dade County residents by managing the annual "Bayanza" beach and park clean up event
- *As part of the Department's reorganization efforts, the FY 2012-13 Proposed Budget transfers the Stormwater Utility function to Public Works and Waste Management Department (40 positions and \$5.897 million); functions include stormwater evaluations, master plan modeling and mapping, managing the County's Community Rating System Program and compliance with the National Pollutant Discharge Elimination System Permit, and administering the County's Floodplain Management Program*
- *The FY 2012-13 Proposed Budget includes the elimination of 33 positions (\$2.197 million) in the Environment Division, as part of reorganization efficiencies*

### **DIVISION: PLANNING**

The Planning Division provides policies for sound growth management, historic preservation, urban planning, sustainability planning, and transportation development through the Comprehensive Development Master Plan (CDMP) and related activities.

- Conducts long and short range planning activities relating to the social, economic, physical development, and growth management of the County
- Administers and implements the County's CDMP and its policies
- Conducts studies promoting smart growth and sustainability principles
- Conducts demographic, economic, and geographic research
- Provides reports and studies on a number of topics
- Provides support to County departments, the Board of County Commission, and advisory committees and boards, and outside local agencies and governments
- Administers the Concurrency Management Program, Agricultural Practices Board and Historic Preservation Board
- Coordinates countywide historic preservation activities and implements the requirements of Miami-Dade County's Historic Preservation ordinance

### **Strategic Objectives - Measures**

- GG6-2: Lead community sustainability efforts

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Coordinate internal County sustainability initiatives	Education and outreach events	OP	↔	77	116	80	80	80
	Monthly Green Portal Visits from External Customers	OC	↑	1,500	1,700	1,700	1,700	1,700

### **DIVISION COMMENTS**

- *As part of the Departmental reorganization plan, the FY 2012-13 Proposed Budget includes the elimination of four positions (\$598,000) in the Planning Division*

## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

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### **DIVISION: DEVELOPMENT SERVICES**

The Development Services Division maintains zoning data and implements the zoning code for properties in unincorporated Miami-Dade County including the permitted uses.

- Reviews and evaluates zoning public hearing applications and land platting
- Prepares community-based development plans and implementing ordinances
- Provides technical assistance to developers and the public
- Provides support to various Boards and committees including The Development Impact Committee (DIC) Executive Council, Community Zoning Appeals Board, and the Board of County Commissioners

### **DIVISION COMMENTS**

- *As part of the Department's reorganization efforts, in FY 2012-13, the Public Works and Waste Management Department will transfer 13 positions (\$892,000) to create a one stop shop for construction permitting to include plat functions in Miami-Dade County*
- *In FY 2012-13, the Development Services Division will eliminate three positions (\$197,000), as part of the Departmental reorganization plan*

## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

### DIVISION: ADMINISTRATION

The Administration and Fiscal Management Division provides coordination of personnel, finance, budget, planning, procurement, information systems, and customer service functions department-wide.

- Prepares the Department's operating and capital budgets
- Coordinates the departmental business plan
- Oversees all billing, grant management, cash collections, accounts payable and receivables, financial reporting, capital and material inventory control, and fleet management
- Develops and maintains information systems applications and communication equipment
- Provides computer hardware maintenance and support and develops process improvements
- Maintains all official Miami-Dade County zoning maps and corresponding Geographic Information Systems (GIS) layers
- Manages an Electronic Document Management System (EDMS)

### DIVISION COMMENTS

- *As part of the Department's reorganization efforts, the FY 2012-13 Proposed Budget includes the elimination of three positions (\$277,000) in the Administration Division*

### DIVISION: BUSINESS AFFAIRS

The Business Affairs Division incorporates functions related to the cooperative extension, passenger for hire, agricultural, consumer protection, small business and economic development, international trade and film and entertainment activities.

- Administers the Florida Yards and Neighborhoods, 4-H Development and Purchase Development Rights programs
- Provides education and training in commercial crop agriculture and landscape maintenance including pesticide application, gardening and home lawn care

### Strategic Objectives - Measures

- ED1-1: Reduce income disparity by increasing per capita income

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Identify opportunities for film industry growth	Film industry jobs created	OC	↑	16,801	16,113	15,000	16,000	16,000
Maximize contractor compliance with wage, benefits, and participation goals	Value of underpaid wages recovered on County contracts (in thousands)	OP	↔	\$330	\$296	\$141	\$259	\$239
	Percentage of monitored projects in compliance with living and responsible wages	OC	↑	97%	80%	40%	100%	100%
	Value of underpaid wages identified on County contracts (in thousands)	OP	↔	\$496	\$482	\$124	\$519	\$478

- ED1-2: Attract industries that have high wage jobs and high growth potential

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Improve access to economic development opportunities in the Targeted Urban Areas	Number of applications processed for the Qualifies Target Industry and Targeted Jobs Incentive Fund Programs	OP	↔	7	3	4	4	4

## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

• ED2-1: Attract more visitors, meetings and conventions								
Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Improve Miami-Dade County's position as a premiere film and entertainment location	Film seminars, workshops, and networking events supported	OP	↔	20	16	15	15	12
• ED3-1: Attract and increase foreign direct investments and international trade from targeted countries								
Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Increase opportunities for international trade	Business matchmaking meetings	OP	↔	356	120	200	200	250
	Protocol services provided during inbound missions	OP	↔	13	7	8	8	8
• ED4-1: Encourage creation of new small businesses								
Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Increase the number of small businesses for optimal participation	Certified small businesses	OP	↔	1,112	1,756	1,700	1,900	1,900
• ED4-2: Create a business friendly environment								
Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Ensure a level playing field and consistency among regulated businesses	Percentage of compliance inspections conducted within ten days of Licensing Section referral	EF	↑	98%	97%	95%	97%	95%
For-hire services that meet the public need	Wait time at the For-Hire Vehicle Inspection Station (in minutes)	EF	↓	26	20	20	18	20
	Participants attending For-Hire Trainings	OP	↔	3,486	3,387	3,100	3,200	3,200
Secure regulated business satisfaction and trust	Percentage of passenger transportation renewal licenses processed and issued within 14 calendar days following receipt of completed application	EF	↑	98%	95%	95%	95%	95%

## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

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

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Increase number of small businesses accessing capital from technical assistance	Certified Businesses provided bonding assistance	OP	↔	199	110	125	48	48
	Certified Businesses assisted with small business loan applications	OP	↔	58	39	50	40	45
	Certified Businesses obtaining small business loans	OP	↔	2	3	5	5	5
	Certified Businesses obtaining bonding	OP	↔	33	31	40	24	24
Increase participation of small businesses in County contracts	Percentage of County contract expenditures with small business goals	EF	↑	15%	15%	10%	10%	10%
	Value of assigned goals (in millions)	OC	↑	\$118	\$165	\$165	\$100	\$100

- GG4-1: Provide sound financial and risk management

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Ensure collection of fees and fines	Value of outstanding fees and fines recovered by the collections unit (in thousands)	OP	↔	\$1,080	\$970	\$1,050	\$1,050	\$1,050

### **DIVISION COMMENTS**

- ☛ The FY 2012-13 Proposed Budget includes \$247,000 from the Water and Sewer Department (WASD to support the Florida Yards and Neighborhoods Program and the Landscape Irrigation Water Conservation Project)
- The FY 2012-13 Proposed Budget includes support from the Greater Miami Convention and Visitors Bureau (\$175,000) towards economic development and film and entertainment activities
- In FY 2012-13, the Business Affairs Division will be eliminating three positions (\$259,000) as part of the Departmental reorganization plan

### **DIVISION: DIRECTOR'S OFFICE**

The Office of the Director is responsible for overseeing policies and procedures; providing long-term vision and overall direction and coordination for all divisions; and representing the interests of the Department at the local, national and international levels.

### **DIVISION COMMENTS**

- The FY 2012-13 Proposed Budget includes the elimination of three positions (\$374,000) in the Office of the Director, as part of reorganization efficiencies

## **Water and Sewer**

# FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

## Water and Sewer

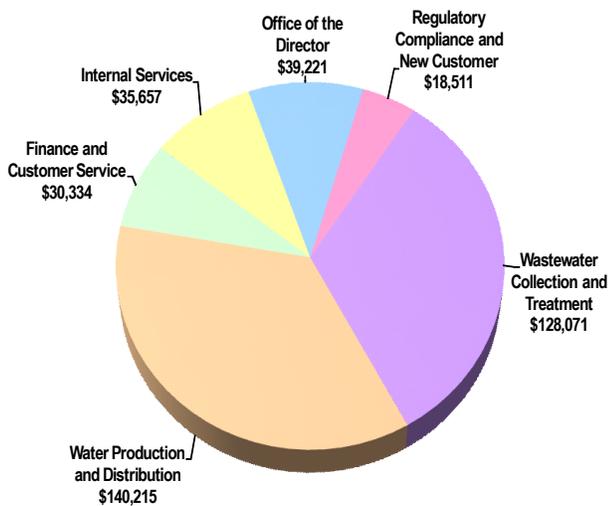
The Miami-Dade Water and Sewer Department (WASD) provides high-quality drinking water and wastewater disposal services, and safeguarding public health and the environment, while planning for future growth, implementing water conservation measures, and providing for process improvements and cost efficiencies.

As part of the Neighborhood and Infrastructure strategic area, the Department's main functions are water production and distribution, as well as wastewater collection, treatment, reuse, and disposal. WASD operates three regional and five smaller water treatment plants, with a total rated capacity of 454 million gallons per day (MGD), and three regional wastewater treatment plants with a total treatment capacity of 375 MGD. Additionally, WASD operates and maintains 95 water supply wells (grouped into 15 wellfields) in the Biscayne Aquifer; five aquifer storage and recovery wells in the Floridian Aquifer; 1,039 sewer pump stations (1,020 County-owned and 19 maintained for other entities); 7,892 miles of water distribution mains; and 6,271 miles of wastewater mains and lateral collection pipes. The Department implements water conservation measures, provides high quality drinking water, and plans and improves infrastructure for future growth.

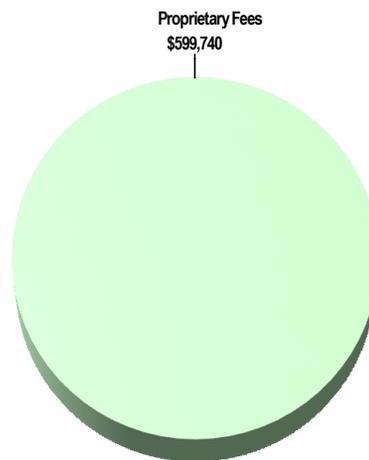
The Department delivers water and sewer services to most residents and businesses within Miami-Dade County, serving approximately 422,000 water and 340,000 wastewater retail customers as of September 30, 2011. Additionally, wholesale water service is provided to 15 municipalities and wholesale sewer service is provided to 13 municipalities within Miami-Dade County. In providing these services, the Department interacts with and is regulated by the United States Environmental Protection Agency, the Florida Department of Environmental Protection, the Miami-Dade County Health Department, the South Florida Water Management District, and the Regulatory and Economic Resources Department (RER).

### FY 2012-13 Proposed Budget

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

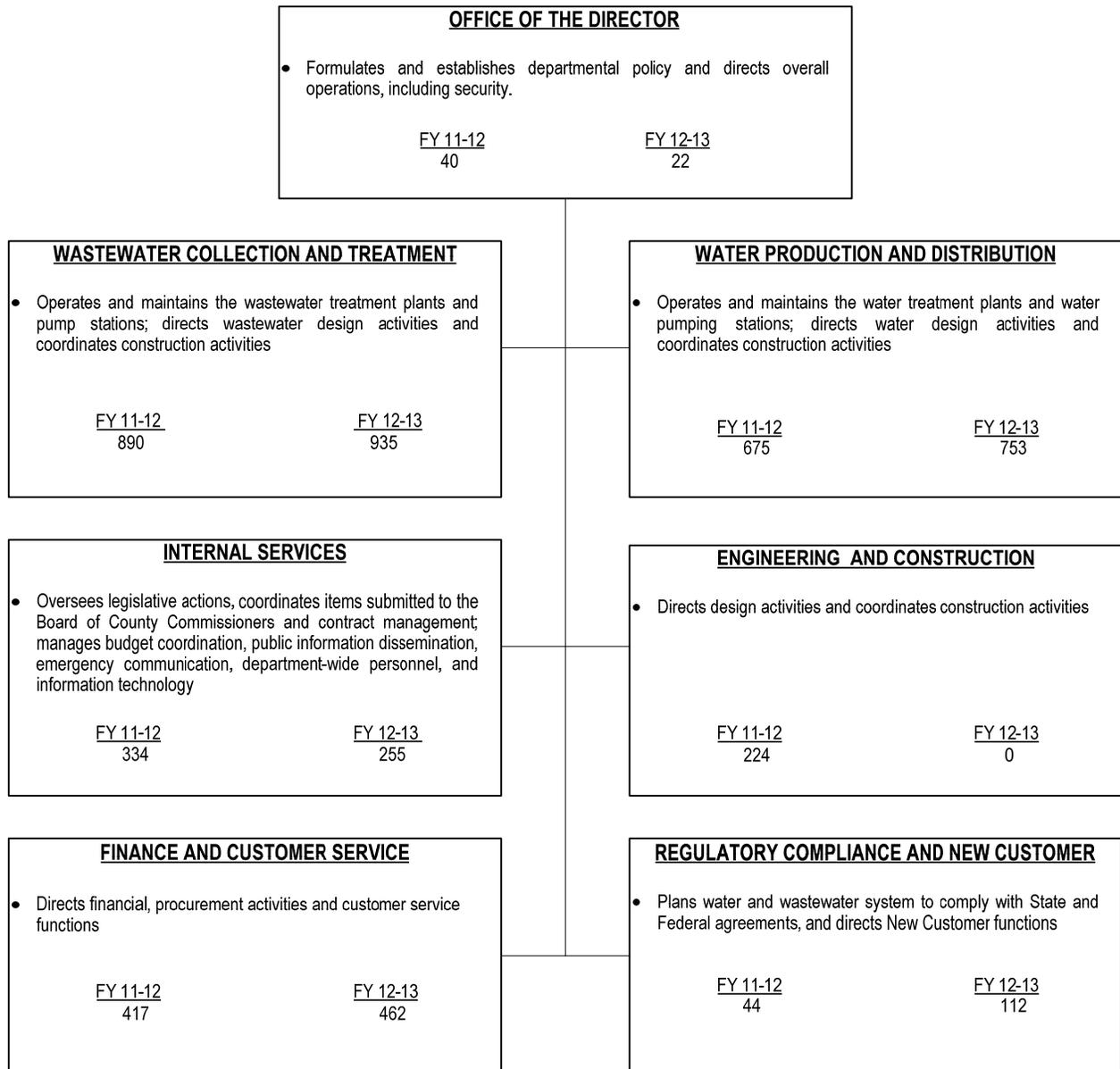


**Revenues by Source**  
(dollars in thousands)



# FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

## TABLE OF ORGANIZATION



## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

### FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 09-10	Actual FY 10-11	Budget FY 11-12	Proposed FY 12-13
<b>Revenue Summary</b>				
Carryover	58,666	63,226	60,652	55,664
Delinquency, Billing, and Service Charges	11,082	11,362	11,808	11,782
Fire Protection and Fire Hydrant Fees	4,697	4,668	4,842	4,846
Maintenance Fees	246	251	253	255
Miscellaneous Non-Operating	0	4,390	4,889	2,260
Miscellaneous Revenues	5,868	7,308	5,185	6,353
Septic Tanks and High Strength Sewage	2,435	2,568	2,570	2,365
Transfer From Other Funds	0	5,500	16,214	10,038
Wastewater Revenue	261,881	279,323	259,785	271,335
Water Revenue	232,186	240,180	229,674	234,842
Total Revenues	577,061	618,776	595,872	599,740

### **Operating Expenditures**

<b>Summary</b>				
Salary	148,060	136,427	133,153	134,386
Fringe Benefits	45,829	41,250	32,092	32,100
Court Costs	0	0	0	0
Contractual Services	64,924	69,149	78,289	74,494
Other Operating	51,921	52,764	59,022	61,888
Charges for County Services	38,898	33,221	31,426	41,429
Grants to Outside Organizations	0	0	0	0
Capital	41,833	66,685	54,602	47,712
Total Operating Expenditures	391,465	399,496	388,584	392,009

### **Non-Operating Expenditures**

<b>Summary</b>				
Transfers	4,927	32,220	250	0
Distribution of Funds In Trust	0	0	0	0
Debt Service	117,443	126,408	151,374	150,348
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	0	55,664	57,383
Total Non-Operating Expenditures	122,370	158,628	207,288	207,731

(dollars in thousands) Expenditure By Program	Total Funding		Total Positions	
	Budget FY 11-12	Proposed FY 12-13	Budget FY 11-12	Proposed FY 12-13
<b>Strategic Area: Neighborhood and Infrastructure</b>				
Office of the Director	21,401	39,221	40	22
Wastewater Collection and Treatment	138,110	128,071	890	935
Water Production and Distribution	123,103	140,215	675	753
Internal Services	51,091	35,657	334	255
Finance and Customer Service	32,218	30,334	417	462
Regulatory Compliance and New Customer	9,553	18,511	44	112
Engineering and Construction	13,108	0	224	0
Total Operating Expenditures	388,584	392,009	2,624	2,539

## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

### SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 09-10	Actual FY 10-11	Budget FY 11-12	Projection FY 11-12	Proposed FY 12-13
Advertising	733	715	796	715	770
Fuel	2,997	3,598	3,099	3,598	3,634
Overtime	13,298	9,146	7,642	9,146	8,403
Rent	745	538	682	601	709
Security Services	13,936	13,889	14,245	13,889	13,729
Temporary Services	1,005	961	895	961	895
Travel and Registration	78	63	236	63	217
Utilities	1,516	1,287	1,688	1,287	1,314

### CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FUTURE	TOTAL
<b>Revenue</b>									
EPA Grant	4,962	0	0	0	0	0	0	0	4,962
Rock Mining Mitigation Fees	20,384	0	0	0	0	0	0	0	20,384
Wastewater Connection Charges	72,770	0	0	0	0	0	0	0	72,770
Water Connection Charges	46,861	3,000	4,775	0	0	0	0	0	54,636
Fire Hydrant Fund	12,896	4,800	5,000	5,000	5,000	5,000	5,000	0	42,696
HLD Special Construction Fund	143,485	0	0	0	0	0	0	0	143,485
Miami Springs Wastewater Construction	1,200	0	0	0	0	0	0	0	1,200
<b>Fund</b>									
Miami Springs Water Construction Fund	687	0	0	0	0	0	0	0	687
Wastewater Renewal Fund	133,185	34,703	27,500	30,000	30,000	30,000	30,000	0	315,388
Wastewater Special Construction Fund	1,984	300	300	300	300	300	300	0	3,784
Water Construction Fund	3,544	0	0	0	0	0	0	0	3,544
Water Renewal and Replacement Fund	114,588	10,297	27,500	30,000	30,000	30,000	30,000	0	272,385
Water Special Construction Fund	3,845	1,000	1,000	1,000	1,000	1,000	1,000	0	9,845
BBC GOB Future Financing	0	6,379	7,636	7,453	6,029	78,527	44,750	14,885	165,659
BBC GOB Series 2005A	16,278	0	0	0	0	0	0	0	16,278
BBC GOB Series 2008B	3,851	0	0	0	0	0	0	0	3,851
BBC GOB Series 2008B-1	9,288	0	0	0	0	0	0	0	9,288
BBC GOB Series 2011A	10,361	0	0	0	0	0	0	0	10,361
Future WASD Revenue Bonds	0	0	171,605	398,942	348,061	422,657	805,291	2,381,644	4,528,200
Hialeah Reverse Osmosis Plant	9,500	0	0	0	0	0	0	0	9,500
<b>Construction Fund</b>									
State Revolving Loan Wastewater Program	52,965	2,277	0	0	0	0	0	0	55,242
State Revolving Loan Water Program	77	0	0	0	0	0	0	0	77
WASD Revenue Bonds Sold	268,019	0	0	0	0	0	0	0	268,019
WASD Future Funding	0	0	0	0	0	0	0	4,899,844	4,899,844
<b>Total:</b>	930,730	62,756	245,316	472,695	420,390	567,484	916,341	7,296,373	10,912,085
<b>Expenditures</b>									
<b>Strategic Area: Neighborhood and Infrastructure</b>									
GOB Water and Wastewater Projects	43,353	6,685	7,636	7,453	6,029	78,528	44,750	14,885	209,319
Wastewater Projects	470,253	130,597	125,663	197,237	193,902	339,628	586,570	4,777,826	6,821,676
Water Projects	213,732	98,535	128,522	274,558	225,047	150,917	286,117	2,503,662	3,881,090
<b>Total:</b>	727,338	235,817	261,821	479,248	424,978	569,073	917,437	7,296,373	10,912,085

# FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

## CAPITAL HIGHLIGHTS AND OPERATIONAL IMPACTS

- The Department is currently negotiating a consent agreement with the Federal Environmental Protection Agency to address possible regulatory violations resulting from failing infrastructure; the agreement will ultimately be considered by the Board of County Commissioners; all projects are currently included in the capital plan, but schedules for completion may need to be modified; increased debt requirements will lead to future rate adjustments
- In FY 2012-13, the Department will continue implementation of water system capital projects (\$98.5 million in FY 2012-13, \$3.9 billion all years); major water system projects include but not limited to Central Miami-Dade Water Transmission Mains Improvements (Government Cut) (\$2.9 million in FY 2012-13, \$33.3 million all years); Water Distribution System Extension Enhancements (\$3.9 million in FY 2012-13, \$1.7 billion all years); Water Treatment Plant - Floridian Reverse Osmosis (\$23.8 million in FY 2012-13, \$72.9 million all years); Water System Maintenance and Upgrades (\$18.5 million in FY 2012-13, \$316 million all years), and Safe Drinking Water Act Modifications (\$5 million in FY 2012-13, \$672 million all years)
- In FY 2012-13, the Department will continue implementation of wastewater system capital projects (\$130.6 million in FY 2012-13, \$6.8 billion all years), major wastewater system projects include but not limited to Pump Station Generators and Miscellaneous Upgrades (\$664,000 in FY 2012-13, \$67.8 million all years); South District Wastewater Treatment Plant-High Level Disinfection (\$18.5 million in FY 2012-13, \$268 million all years); Peak Flow Management Facilities (\$15.3 million in FY 2012-13, \$945.1 million all years); Wastewater System Maintenance and Upgrades (\$12 million in FY 2012-13, \$266 million all years); North District Wastewater Treatment Plant (\$3.6 million in FY 2012-13, \$127.3 million all years); Central Miami-Dade Wastewater Transmission Mains and Pump Stations Improvements (Government Cut) (\$36.7 million in FY 2012-13, \$379 million all years) and Central District Wastewater Treatment Plant (\$1.5 in FY 2012-13, \$1.2 billion all years)
- The Department will continue implementing Building Better Communities General Obligation Bond (BBC GOB) program projects for water and wastewater (\$5.4 million in FY 2012-13, \$209.3 million all years)
- The FY 2012-13 Proposed Budget and Multi-Year Capital Plan includes funding for a \$45 million transfer of funds to the Renewal and Replacement fund for an enhanced program to expedite repairs, replacements, and rehabilitation of pipe infrastructure and plant facilities

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

The Office of the Director formulates and establishes departmental policy and directs overall operations, including security and legal issues.

- Defines and monitors Department-wide operating goals and procedures
- Defines and monitors engineering, construction, and quality assurance goals, and directs planning and regulatory functions
- Provides legal support
- Directs department-wide security services

## DIVISION COMMENTS

- In FY 2012-13, the Proposed Budget includes funding (\$261,000) for the Regulatory and Economic Resources Department (RER) to fund the Florida Yards and Neighborhoods Program, and a Sustainable Manager (\$119,000)
- The FY 2012-13 Proposed Budget includes payments to the Audit and Management Services Department (\$440,000) for expenses associated with audits and reviews
- In the FY 2012-13 Proposed Budget, retail water and wastewater rates will remain flat; the bill of the average retail water and sewer customer (6,750 gallons per month) will remain at approximately \$42.03 per month; future adjustments will depend upon debt issuance requirements
- In FY 2012-13, the City of Hialeah's water wholesale rate per thousand gallons increases to include the fifth year of the five-year phase out of the City of Hialeah transmission credit; in addition, the wholesale wastewater rate per thousand gallons will be updated based on an annual true-up methodology to determine the FY 2010-11 actual cost recovery allocation for wholesale customers
- The FY 2012-13 Proposed Budget includes a Memorandum Of Understanding agreement with the Office of The Inspector General (\$100,000)

## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

### **DIVISION: WASTEWATER COLLECTION AND TREATMENT**

The Wastewater Collection and Treatment Division operates and maintains the Wastewater System, including wastewater treatment plants, sewer pipes (laterals/force mains), Supervisory Control and Data Acquisition (SCADA) system and pump stations. Additionally, the Division directs Wastewater Priority Projects, including construction management and engineering.

- Directs wastewater operations including treatment and disposal, as well as maintenance of pumping and collection systems
- Directs installation, repairs, and maintenance of the sewer pipeline system
- Performs mechanical, electrical, and structural maintenance of treatment plants and lift stations
- Installs, repairs, relocates, maintains, and replaces all gravity sewer lines, force mains, valves, sewer laterals, and manholes countywide
- Administers the SCADA system, telemetry and radios
- Coordinates High Level Disinfection (HLD) and wastewater reuse projects
- Oversees wastewater system design standards and engineering support, including survey work.
- Oversees design and construction activities for Wastewater Collection and Treatment related projects

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

- NI2-1: Provide adequate potable water supply and wastewater disposal

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Reduce response time to sanitary sewer overflows	Average response time to sewage overflows (in minutes)	EF	↓	45	55	55	55	55

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Ensure proper maintenance and operation of the sewage system	Percentage compliance with wastewater effluent limits	OC	↑	100%	100%	100%	99.5%	100%
	Percentage of pumps in service	EF	↑	99%	99%	99%	99%	99%
	Wastewater mainline valves exercised	OP	↔	5,925	6,018	6,018	6,000	6,000
	Percent completion of wastewater pipeline relocation projects required for Miami Harbor Deepening Project	EF	↑	20%	50%	95%	95%	100%

\*FY 2011-12 and FY 2012-13 Targets increased from FY 2010-11 Actual due to aging infrastructure, reduction of preventive maintenance activities, and unpredictable weather conditions

#### **DIVISION COMMENTS**

- The FY 2012-13 Proposed Budget includes the elimination of 24 vacant positions in Pump Stations Maintenance Division (\$1.482 million), 17 vacant positions in Wastewater Collection and Transmission Division (\$648,667), and nine vacant positions in Wastewater Treatment Division (\$441,268), as a result of reorganizational adjustments

## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

### **DIVISION: WATER PRODUCTION AND DISTRIBUTION**

The Water Production and Distribution Division operates and maintains water treatment plants, water transmission and distribution pipes, water pumping stations and metering. Additionally the Division directs Water Priority Projects, including construction management and engineering.

- Directs operation of the water system, including installation, repairs, and maintenance of the water infrastructure
- Installs, repairs, relocates, maintains, and replaces all water mains and valves, fire lines, and water meters countywide
- Performs mechanical, electrical, and structural maintenance of treatment plants
- Implements Cross Connection Control Program
- Provides laboratory analysis to comply with regulatory agencies requirements
- Coordinates Water Priority Projects
- Oversees water system design standards and engineering support, including survey work

### **Strategic Objectives - Measures**

- NI2-1: Provide adequate potable water supply and wastewater disposal

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Ensure compliance with 20-year Water Use Permit with the South Florida Water Management District	Estimated gallons of water saved per day (GPD) through the Water Use Efficiency Program (in thousands)*	EF	↑	1,608	1,589	1,500	1,600	1,124

\*FY 2012-13 Target revised based on revised Water Use Permit requirements

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Fully comply with drinking water standards	Percentage compliance with drinking water standards	OC	↑	100%	100%	100%	100%	100%
	Percent completion of water pipeline relocation projects required for Miami Harbor Deepening Project	EF	↑	20%	50%	95%	95%	100%

### **DIVISION COMMENTS**

- *The FY 2012-13 Proposed Budget includes the elimination of nine vacant positions in Water Production Division (\$555,658), six vacant positions in Water Transmission and Distribution Division (\$286,566), and two vacant positions in Meter Installation and Maintenance Division (\$206,533), as a result of reorganizational adjustments*

## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

### **DIVISION: INTERNAL SERVICES**

The Internal Services Division oversees legislative coordination; oversees contract management; manages budget coordination, public information dissemination, the emergency communications center, human resources; and oversees support services and Information Technology.

- Coordinates state and federal legislative actions and liaisons with municipalities
- Coordinates items submitted to the Board of County Commissioners (BCC)
- Interprets and maintains the Department's Rules and Regulations
- Manages the Department's operating and capital budgets and provides strategic planning
- Coordinates communications with media and customers
- Operates the 24-Hour Emergency Communication Center to resolve urgent infrastructure issues
- Directs human resources and general maintenance services
- Directs department-wide IT resources and support

### **Strategic Objectives - Measures**

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

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Workforce skills to support County priorities	Training hours per employee	OP	↔	10	10	10	8	8
	Percentage non-emergency requests dispatched in less than three business days	OP	↔	95%	97%	95%	95%	95%

### **DIVISION COMMENTS**

- *The FY 2012-13 Proposed Budget includes the elimination of six vacant positions in General Maintenance Division (\$404,257) and four vacant positions in Information Technology Division (\$334,830), as a result of reorganizational adjustments*

## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

### **DIVISION: FINANCE AND CUSTOMER SERVICE**

The Finance and Customer Service Division directs financial operations, procurement and stores, and customer service functions

- Coordinates financial activities including debt administration, investments, grants and cash management
- Administers the general ledger and asset control functions
- Prepares accounts payable, retail and wholesale bills, and special billings and collection
- Manages business process support for the Customer Information System, Enterprise Resource Planning, and Enterprise Asset Management software systems
- Oversees contract administration
- Manages retail customer account services
- Oversees procurement and stores activities

### **Strategic Objectives - Measures**

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

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Provide information to customers in a timely manner	Average call wait time (in minutes)*	EF	↓	2.3	17	15	13	2
	Percentage calls answered within two minutes (monthly)	EF	↑	61%	12%	20%	40%	90%

\*Due to administrative reductions in FY 2010-11, an increase in call wait times was experienced; in FY 2011-12, additional part-time positions were added to decrease call wait time and increase the percentage of calls answered within two minutes

- GG4-1: Provide sound financial and risk management

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Ensure sound asset management and financial investment strategies	Bond rating evaluation by Fitch	OC	↑	AA-	AA-	AA-	AA-	AA-
	Bond rating evaluation by Standard and Poor's	OC	↑	A+	A+	A+	A+	A+
	Bond rating evaluation by Moody's	OC	↑	A1	A1	A1	A1	A1

### **DIVISION COMMENTS**

- The FY 2012-13 Proposed Budget includes payments to the Finance Department (\$50,000) for expenses associated with cash management services
- The Department is projecting a year-end combined fund balance of \$55.6 million in the rate stabilization and general reserve funds for FY 2011-12, and a projected combined balance of \$45.6 million for FY 2012-13; this reserve is available should an additional debt issuance be required in FY 2012-13; the Department will have a year-end fund balance of \$57.4 million in the operating budget as reserve required for bond ordinance
- *The FY 2012-13 Proposed Budget includes the elimination of four vacant positions in Finance and Customer Service Divisions (\$408,892), and two vacant positions in Stores and Procurement Division (\$149,831), as a result of reorganizational adjustments*

## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

### **DIVISION: REGULATORY COMPLIANCE AND NEW CUSTOMER**

The Regulatory Compliance and New Customer Division plans the water and wastewater system to ensure compliance with state and federal agreements. The New Customer Section processes applications for new water services.

- Directs planning of water and wastewater facilities and infrastructure
- Oversees environmental regulations and compliance with federal and state agreements
- Directs Water Use Efficiency and Water Loss Reduction Plans
- Processes applications for new water service, mains, pump stations, and fire hydrant installations by private contractors

### **Strategic Objectives - Measures**

- NI2-1: Provide adequate potable water supply and wastewater disposal

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Ensure compliance with 20-year Water Use Permit with the South Florida Water Management District	Percent compliance with 20-Year Water Use Permit (WUP) as scheduled	EF	↑	100%	90%	90%	90%	90%
Comprehensive Development of Master Plan	Percentage of Comprehensive Development Master Plan comments submitted timely	EF	↑	100%	90%	80%	90%	90%
	Percentage of Development Impact Committee comments provided timely	EF	↑	100%	90%	80%	90%	90%

### **DIVISION COMMENTS**

- ☛ In FY 2012-13, the Department will continue a program to reduce energy consumption encompassing facilities lighting and controls, operational equipment energy consumption, the implementation of the Energy Star Power Plan and of an employee awareness program, which includes an energy conservation website, newsletter, and workshops
- In FY 2012-13, the Department will enter into a Memorandum of Understanding (MOU) with the Regulatory and Economic Resources (RER) Department to coordinate the work functions for eleven positions at the Permitting and Inspection Center (PIC)
- *The FY 2012-13 Proposed Budget includes the elimination of two vacant positions in New Customer Division (\$158,785), as a result of reorganizational adjustments*

## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

### Department Operational Unmet Needs

Description	(dollars in thousands)		Positions
	Startup Costs/ Non Recurring Costs	Recurring Costs	
Fund four positions in the Information Technology Division to support operation of data processing peripheral equipment	\$0	\$335	4
Fund two positions in the New Customer Division to support initiations of new water service for business through public contact	\$0	\$159	2
Fund one position in the System Implementation Section to support a complex portfolio of software products & services is required	\$0	\$102	1
Fund three positions in the Finance and Customer Service Division to identify and correct billing errors	\$0	\$250	3
Fund eight positions to provide housekeeping of plant equipment	\$0	\$399	8
Fund 17 positions in the Wastewater Collection and Treatment Division to assist in the inspection, installation maintenance & repair of cast iron pipes, clay, PVC, and galvanized above and below ground	\$0	\$649	17
Fund 24 positions in the Wastewater Collection and Treatment Division for repair and maintenance of pump stations throughout Miami Dade County	\$0	\$1,482	24
Fund four positions in the Water Production and Distribution Division to install, maintain, repair and troubleshoot recording instrumentation used in the water plants	\$0	\$218	4
Fund six positions in the Water Production and Distribution Division to install and repair pipes	\$0	\$303	6
Fund two positions in the Meter Installation and Maintenance Division to inspect, clean, repair and reassemble water meters	\$0	\$107	2
Fund seven positions in the Internal Services Division to service and provide maintenance of construction equipment	\$0	\$408	7
Fund four positions in the System Implementation Section to support the billing and financial systems	\$0	\$262	4
Fund one Contracts Officer and one W&S Secretary in the Contract Processing Section to maintain internal controls related to professional service task agreements, purchase orders, and payments	\$0	\$113	2
Fund 16 positions in the Controller Division to maintain internal controls and improve customer service by reopening pay stations downtown	\$0	\$713	16
Fund 38 positions in the Retail Customer Service Section to restore two additional hours (5 p.m. to 7 p.m.) of telephone support	\$0	\$1,763	38
Fund one W&S Communication Support Specialist in the Emergency Communications Section to maintain customer service and reporting levels	\$0	\$65	1
Fund five positions in the Wastewater Collection and Treatment Division to maintain wastewater collections regulatory reporting	\$0	\$159	5
Fund nine positions in the Meter Section to maintain reporting level notifications to field operators as well as field investigations of billing issues without increased overtime expenditures	\$0	\$412	9
Fund 11 positions in Water Collection and Treatment Division to maintain service and reporting levels for water transmission and distribution systems	\$0	\$380	11

## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

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Description	(dollars in thousands)		Positions
	Startup Costs/ Non Recurring Costs	Recurring Costs	
Fund 13 positions in the Internal Services Division to maintain the network uptime, the departmental billing system and SCADA	\$0	\$936	13
Fund four positions in the Human Resources Section for employee recruitment and ADA compliance to reduce workloads	\$0	\$279	4
<b>Total</b>	<b>\$0</b>	<b>\$9,494</b>	<b>181</b>