

Memorandum



Date: September 10, 2013

To: Honorable Chairwoman Rebeca Sosa
and Members, Board of County Commissioners

From: Carlos A. Gimenez
Mayor 

Subject: Information for First Budget Hearing – FY 2013-14 Proposed Budget

This information has been prepared to accompany the FY 2013-14 Budget Ordinances for your consideration at the first budget hearing on September 10, 2013. This document details all adjustments identified since the submittal of the Proposed Budget on July 9, 2013. The total value of expenditure reductions contained in this document is \$57.603 million, which is partially offset by \$6.877 million in increased grants and other proprietary revenues. The net change of the \$50.726 million is decrease of 1.14 percent of the Proposed Operating Budget of \$4.431 billion. Separately, the Jackson Health System net adjustments total \$64.374 million.

At your July 16, 2013 meeting, the Board adopted the Countywide, Unincorporated Municipal Service Area (UMSA), Fire Rescue Service District, and Library District proposed millage rates at 4.7035, 1.9283, 2.4496, and 0.1725 mills, respectively. The attached ordinances reflect the revenues generated by the advertised millage rates. Pursuant to State law, the tentative millage rates approved for each taxing authority at the first budget hearing cannot be higher than those established in July without re-noticing all property owners and cannot be increased at the second hearing.

As we've discussed, keeping the millage rates the same as last year requires changes to the services we provide. My goal is and has always been to provide a fiscally responsible government that balances the service needs of our community and what they can afford to pay. More will need to be done as we work towards a sustainable budget. We must make adjustments in our personnel rules and practices, address growing healthcare costs, and many other elements that require negotiations with our labor unions. Collectively bargaining our next three-year labor agreements will provide us with the opportunity to address these issues.

The attached ordinances have been adjusted for technical changes, corrections of scrivener's errors, corrections of appropriation posting errors, and current estimates of grants for agencies. Cash carryover for proprietary funds has been adjusted where appropriate. Amendments to or waiver of various code requirements and/or resolutions are recommended, including waiver of Section 2-1799 (e) related to the disposition of unexpended fund from the budget of the Office of the Mayor, Section 2-1799(f)1 related to the disposition of unallocated carryover funding in the countywide and UMSA budgets, and Section 2-1605 related to Sport Commission Financial Support.

As part of this year's budget development process, we worked closely with the Finance Committee and other Commission Committees and provided presentations on each department's budget submission, as well as an update in May on the budget as a whole. As required under Ordinance 07-45, we held a Revenue Estimating Conference and pursuant to Ordinance 11-45, six public meetings to discuss the budget with the community. All were publicly noticed meetings. Between the first and second budget hearings, my staff and I will continue to work with you and the Commission Auditor on further refinements to the budget and additional adjustments, if any, will be incorporated as part of the information that will be provided to the Board for the second budget hearing on September 19, 2013.

OPERATING BUDGET

The recommended operating budget adjustments total \$50.726 million and are summarized in the table below and detailed in the following paragraphs.

| Revenue Budget Recommendations | | | | | |
|--|-------------------|------------------|-------------------------------------|-------------------------------|-------------------|
| (Dollars in Thousands) | | | | | |
| | <u>CW</u> | <u>UMSA</u> | <u>Fire Rescue/ Library</u> | <u>Proprietary/ Other</u> | <u>Total</u> |
| Revenue Adjustments | | | | | |
| Ad Valorem - Various Taxing Districts | (20,207) | 0 | (37,061) | 0 | (57,268) |
| General Fund - Administrative Reimbursement | (814) | (301) | 0 | 0 | (1,115) |
| Community Information and Outreach - IT Funding Model | 0 | 0 | 0 | (178) | (178) |
| Fire District Revenues (various) | 0 | 0 | 2,280 | 0 | 2,280 |
| General Fund - Franchise Fees | 0 | (5,000) | 0 | 0 | (5,000) |
| General Fund - Carryover | 0 | 3,500 | 0 | 0 | 3,500 |
| Homeless Trust - Food and Beverage Taxes Reserves and Grant Funds | 0 | 0 | 0 | 3,098 | 3,098 |
| Human Resources - Interagency Transfers | 0 | 0 | 0 | 1,701 | 1,701 |
| Information Technology - IT Funding Model | 0 | 0 | 0 | (263) | (263) |
| Internal Services - Interagency Transfers | 0 | 0 | 0 | (2,787) | (2,787) |
| Port of Miami - Cruise Revenues | 0 | 0 | 0 | 4,000 | 4,000 |
| Convention Development Tax - Reserves | 0 | 0 | 0 | 1,306 | 1,306 |
| Total Revenue Adjustments | (\$21,021) | (\$1,801) | (\$34,781) | \$6,877 | (\$50,726) |
| Expenditure Budget Recommendations | | | | | |
| (Dollars in Thousands) | | | | | |
| | <u>CW</u> | <u>UMSA</u> | <u>Fire Rescue/ Library</u> | <u>Proprietary/ Other</u> | <u>Total</u> |
| Expenditure Adjustments | | | | | |
| Office of the Mayor Expenditures | (37) | (13) | 0 | 0 | (50) |
| Board of County Commissioners Expenditures - Commission Auditor | (215) | (80) | 0 | 0 | (295) |
| Board of County Commissioners Expenditures- Intergovernmental Affairs | (61) | (23) | 0 | 0 | (84) |
| County Attorney's Office Expenditures | (146) | (54) | 0 | 0 | (200) |
| Animal Services Expenditures | (15,088) | 0 | 0 | 0 | (15,088) |
| Audit and Management Services Expenditures | (98) | (38) | 0 | 0 | (136) |
| Community Action and Human Services Expenditures | (449) | 0 | 0 | 0 | (449) |
| Community Information and Outreach Expenditures | 130 | 48 | 0 | (178) | 0 |
| Cultural Affairs Expenditures - Cultural Access Network Grant Program | (48) | (32) | 0 | 0 | (80) |
| Fire Rescue Expenditures | 257 | 0 | (13,072) | 0 | (12,815) |
| Homeless Trust Expenditures | 0 | 0 | 0 | 3,098 | 3,098 |
| Human Resources Expenditures | 0 | 0 | 0 | 1,701 | 1,701 |
| Information Technology Expenditures | (87) | (32) | 0 | (263) | (382) |
| Internal Services Expenditures | (953) | (353) | 0 | (2,787) | (4,093) |
| Juvenile Services Expenditures | (37) | 0 | 0 | 0 | (37) |
| Library Expenditures | 0 | 0 | (21,709) | 0 | (21,709) |
| Medical Examiner Expenditures | (48) | 0 | 0 | 0 | (48) |
| Museum Expenditures - HistoryMiami and Miami Art Museum | 0 | 0 | 0 | 1,306 | 1,306 |
| Office of Management and Budget - Countywide Health Care and Grants Programs | (807) | (29) | 0 | 0 | (836) |
| Parks, Recreation and Open Spaces Expenditures | (3) | (2) | 0 | 0 | (5) |
| Police Expenditures | (186) | (434) | 0 | 0 | (620) |
| Port of Miami Expenditures | 0 | 0 | 0 | 4,000 | 4,000 |
| Property Appraiser Expenditures | (700) | 0 | 0 | 0 | (700) |
| Public Works and Waster Management Expenditures | (793) | 0 | 0 | 0 | (793) |
| Regulatory and Economic Resources Expenditures | (194) | (42) | 0 | 0 | (236) |
| Capital Outlay Reserve Expenditures and Split Correction | (152) | (348) | 0 | 0 | (500) |
| Non-Departmental Expenditures | (1,306) | (369) | 0 | 0 | (1,675) |
| Total Expenditure Adjustments | (\$21,021) | (\$1,801) | (\$34,781) | \$6,877 | (\$50,726) |

Changes required as a result of the reduction of the proposed millage rates for the Fire Rescue District and Library District are included in this memorandum. Also, as mentioned at the August 26, 2013, Committee of the Whole (COW) memorandum (Attachment A), subsequent to the release of my Proposed Budget, several changes to revenues and expenditures have become known and we must make further reductions to balance the budget. We received our 2013 franchise fee payment from Florida Power and Light and it was \$5 million less than we had projected due to reduced gross revenues paid to FPL. Calculations of the precise payments to the Community Redevelopment Agencies (CRAs) based on the July 1, 2013 property tax rolls and the tentative millage rates will require payments that are \$2.116 million in excess of what was budgeted. Reductions to the administrative reimbursement payments, information technology funding model, and rent payments from Fire Rescue and Library due to their reduced budgets impacted the General Fund by an additional \$1.943 million. Finally, when the Community Development Block Grant accounts were transferred to the Public Housing and Community Development Department, an obligation for the General Fund to reimburse for prior year administrative activity was established. We will begin to address that obligation with a \$500,000 payment to PHCD from the General Fund. However, since the COW meeting, after carefully reviewing the most recent distributions of revenues, we are able to revise our projections for carryover by \$3.5 million. The adjustments required to offset these changes are detailed below by strategic area.

Policy Formulation

One vacant position will be eliminated in the Office of the Mayor (\$50,000) and three vacant positions in the Commission Auditor's Office will be eliminated (\$295,000). One vacant position will not be funded in the Office of Intergovernmental Affairs (\$84,000) and the County Attorney's Office will delay the hiring of two vacant positions (\$200,000).

Public Safety

At the FY 2012-13 millage rate, the Fire Rescue Department requires a \$15.352 million ad valorem revenue reduction. However, as advised during the August 26, 2013 Committee of the Whole, by improving revenue collections and expanding revenue opportunities (\$2.280 million), as well as reducing transfers for administrative and information technology support, redeploying positions and funding from overhead activities to operations, and eliminating 71 positions (59 filled and 12 vacant), we are able to restore all but three suppression units. A grant opportunity from the US Department of Homeland Security, Federal Emergency Management Agency, Grants Program Directorate called the Staffing for Adequate Fire and Emergency Response (SAFER) grant may provide an opportunity to retain 59 firefighters positions that would be laid off. The goal of the program is to assure that communities maintain fire staffing levels and the first priority for funding from this grant is the rehiring of laid-off firefighters. If we are successful in obtaining this grant, the funding will be available for two years and allow us to keep all units in service and provide us with time to plan for our options once the grants funding is ended. If the grant cannot be secured, then layoffs beyond the 59 noted above may be necessary because final grant notification will not happen until approximately one month into the fiscal year.

The Police Department has revised projected attrition savings in both sworn and civilian positions based on separations that have occurred since the release of the budget (\$620,000). The General Fund subsidy to the Fire Rescue will be reduced by \$123,000 as a result of improved projections for FY 2012-13. The Juvenile Services Department realized a savings in data processing charges due to a revised service level agreement and will delay computer replacement, work order, and other operating costs by \$37,000. Lastly, the Medical Examiner will defer equipment lifecycle replacement and reduce operating expenses (\$48,000).

Transportation

The Port of Miami requires an adjustment to its operating budget of \$4 million to a total of \$146.371 million. The increase is a result of the Port entering into a new cruise agreement (effective July 2013) as well as fine-tuning cargo projections that will generate an additional \$4 million in revenue. A corresponding adjustment to expenditures is required to fund a temporary structure located near Terminal H that will support increased passenger loads (\$700,000), an increase to the Port's promotional fund for various promotional activities (\$225,000), and an increase in reserves (\$3.075 million).

Recreation and Culture

At the FY 2012-13 millage rate, the Library Department requires a \$21.709 million revenue reduction. As advised during the August 26, 2013 Committee of the Whole, by adjusting hours of operations, realigning staff, reducing rent payments to the Internal Service Department, and reducing the administrative reimbursement and IT funding charges, we are able to keep all 49 branches open. However, this will require the elimination of 199 positions, of which 169 are filled (141 librarians and 28 support staff). Our goal is creating a sustainable Library system. To this end, we must examine not only how the future of library services is changing but also whether continuing the Library District is the most effective way to fund this much-desired service. Dissolving the current restrictive library taxing district to provide for countywide library services may afford us the flexibility to better respond to the changing environment for library services. Over the next few months a working group will be convened to study of library services within the library taxing district and provided by municipalities that are not part of the library taxing district will be completed, including an operational and fiscal analysis to determine what the best course of action will be for the future of library service delivery.

Due to low utilization, the Department of Cultural Affairs will scale back the Cultural Access Network Grant program (\$80,000). In addition, the Parks, Recreation and Open Spaces Department is able to reduce utility expenditures through efficiency savings realized by the rollout of the IBM Smarter Water initiative (\$5,000). The subsidy to the Sports Commission will be eliminated (\$500,000). Currently, staff is reaching out to various stakeholders to find solutions for continuing the support to this board.

Neighborhood and Infrastructure

The Public Works and Waste Management Department Traffic Operations Division will delay the purchase of materials for traffic signals and signs due to excess inventory supply on hand (\$793,000).

Because the Countywide millage rate was kept flat, the Animal Services Department (ASD) FY 2013-14 Proposed Budget requires a \$15.088 million adjustment including a reduction of 33 of the 63 proposed new positions. However, through savings realized from a reduction of the Department of Juvenile Justice detention costs sharing expense (\$2.078 million) and utilizing a portion of the "Balance of the May 13, 2013 Election Reserve" (\$1.923 million), additional funding of \$4 million above the FY 2012-13 Adopted Budget is available to ASD to continue implementation toward the "No Kill" plan. This additional funding will allow for increased capacity for spay and neuter surgeries for shelter animals from 16,000 to 25,000 per year, create a community sterilization program for owned pets with the capacity to perform 16,000 to 20,000 surgeries, will help prevent the spread of diseases at the shelter and provide better care to increase adoptions, will expand the Dogs and Cats Transport program, Foster program, and Trap Neuter and Give Back/Release program, grow the Volunteer program, coordinate education and training programs, promote adoption events, and review and monitor services to place animals at risk with rescue organizations.

Health and Human Services

Subsequent to the release of the Proposed Budget, the Miami-Dade County Homeless Trust Board approved an additional \$3.217 million of service enhancements to the Department's operating budget.

These enhancements include additional emergency housing beds (to be secured through a Request for Applications process), food and beverage tax funding to offset Federal Emergency Solutions Grant reductions to all local entitlement jurisdictions, match funding for local operational programs, funding support for the indoor meals program, and additional funding for temporary motel placement for homeless families with minor children. Funding for these enhancements are provided from a combination of an increased private contribution from the Chapman Partnership of \$200,000, City of Miami revenue of \$240,000, and \$2.927 million from Food and Beverage Tax proceeds reserves, net of an adjustment of \$150,000 that are being used in the current fiscal year to provide additional temporary motel placement for homeless families with minor children. Finally, a FY 2013-14 budget adjustment of \$119,000 in Fund SO 720, sub-fund 723 will be required due to planned US HUD grant revenue not being awarded.

Community Action and Human Services received updated information about the federal sequestration impacts and is now able to reduce the funding reserved to address Head Start and Early Head Start programs impacts (\$449,000).

The FY 2013-14 Proposed Budget inadvertently did not include the transfer of two positions responsible for Documentary Surtax accounting from the Finance Department into Public Housing and Community Development (PHCD) which occurred in the current fiscal year. In addition, the elimination of two filled Administrative Officer positions in the FY 2013-14 Proposed Budget as a result of PHCD reorganization efforts were omitted. Also, as part of the Department's on-going reorganization, the Department will eliminate one vacant Housing Community Development Supervisor position. This adjustment is budget neutral.

Economic Development

The Regulatory and Economic Resources Department (RER) is projecting to expend \$500,000 less than budgeted for unsafe structure demolition in the current year; this funding in the Capital Outlay Reserve (COR) will carry forward into FY 2013-14 allowing for the reduction of the FY 2013-14 COR subsidy. In addition, the General Fund support for international trade functions is reduced and funding to support an administrative position in RER was identified (\$236,000).

Miami-Dade Economic Advocacy Trust (MDEAT) is recommending the creation of one Student Court Coordinator who will administer a new Teen Court program for the Miami-Dade County Public Schools known as Student Court. One vacant Juvenile Service Specialist and one vacant Office Support Specialist will be eliminated to fund this position. This adjustment is budget neutral.

General Government

Two vacant positions will be eliminated from Audit and Management Services (\$136,000). In the Office of Management and Budget, the division of Countywide Healthcare Planning will be eliminated (five positions, \$728,000). To the extent necessary, we will partner with the Public Health Trust and the Health Council of South Florida to ensure that services are continued. In addition, one position from the Grants Coordination division will be eliminated (\$108,000), for a total reduction of \$836,000. The Office of the Property Appraiser will reduce its General Fund subsidy by \$700,000 by eliminating the group health reserve.

Adjustments have been made to the IT funding model and internal service charges due to the Library and Fire Rescue budget reductions. The Community Information and Outreach General Fund subsidy will increase by \$178,000 to offset the IT funding model reductions. Savings from delays in the deployment of the Edge Switch Project (\$389,000) as well as savings in the AP Workflow project implementation (\$86,000) will reduce the ITD total budget by \$475,000. ITD's General Fund subsidy will

increase by \$270,000 to offset the IT funding model revenue reductions. The Internal Services Department budget will be adjusted to reflect the reduction of rent revenue associated with the recalculation of the Cultural Plaza space occupied by the Library Department (\$2.392 million) and corresponding reductions will be made to the work order fund for building maintenance. The General Fund subsidy to ISD for HistoryMiami and Miami Art Museum space at the Cultural Plaza, will be replaced with Convention Development Tax revenue (\$1.306 million).

In addition, as part of the County's ongoing IT consolidation efforts, one Computer Technician 2 position will be transferred from Juvenile Services (JSD) to ITD. The position will continue to support the Guardian Ad Litem program through a Service Level Agreement with JSD. The ITD budget will be adjusted by \$93,000 funded by interagency transfers. Lastly, to more effectively align and coordinate the human resources services and benefits, it is recommended that Employee Benefits activities in the Internal Services Department be transferred to the Human Resources Department (19 positions, \$1.701 million).

Non-Departmental

Membership payments and allocations to various Chambers of Commerce have been adjusted, as detailed in my August 23, 2013 memorandum (\$300,000) (Attachment B). A reserve of \$662,000 for debt service payments associated with Parrot Jungle will be eliminated, and the remaining balance of the "Balance of the May 13, 2013 Election Reserve" will be utilized to close the gap (\$377,000). The Tax Equalization Reserve will be increased by \$1.549 million to address potential ad valorem losses associated with continued value adjustment board refunds.

Public Health Trust

The Public Health Trust (PHT) has modified its FY 2013-14 Proposed Budget since the original submission in July. Based on the Trust's decision to discontinue the Medicare line of business for the JMH Health Plan, the managed care revenues are decreased by \$55.657 million and JMH Health Plan Purchase of Services expenditures are reduced by \$50.239 million. Other adjustments include a correction to the Maintenance of Effort paid by the County – increased by \$330,000 to a total of \$137.901 million – and adjustments to the required full-time equivalent positions to be budgeted, based on revised projections of admissions, patient payor types, and run rates. Net patient revenues are reduced by \$9.047 million and operating expenses are increased by \$725,000 and net cash at the end of the fiscal year is reduced by \$14.68 million. The total appropriation authority is reduced by \$64.374 million to \$1.59 billion. This represents a 1.5 percent decrease in the PHT operating budget from FY 2012-13. Attachment C is the budget summary approved by the PHT Board at their public hearing held on August 23, 2013.

CAPITAL BUDGET/CAPITAL IMPROVEMENT PLAN (CIP) UPDATES

Building Better Communities General Obligation Bond Program (BBC GOB)

Due to changes in timing to various capital projects and the creation of a new project (Hammocks Community Park Contamination Remediation Project 932290), cash flow revisions were required which increased the expenditure authority for FY 2013-14 in various BBC GOB question categories including: Project 934630 Colonial Drive Park; Project 933490 Local Parks – Commission District 2; Project 937120 Larry and Penny Thompson Park; Project 936230 Eden Lakes; Project 932080 Wild Lime Park; Project 936040 Olympic Park; Project 962830 System Improvements Project; and Project 305200 Additional Courtrooms and Administrative Facilities.

Fire Rescue

Subsequent to the release of the FY 2013-14 Proposed Budget and Multi-Year Capital Plan, the Miami-Dade Fire Rescue Department revised the overall funding for their Miami Lakes West Station 64 Project 3720521 from \$4.3 million to \$4.679 million and the Coconut Palm Station 70 Project 378690 from \$3.5 million to \$3.420 million funded with additional Fire District impact fees to reflect increased construction costs.

Port of Miami

In order to accommodate a long term increase in cruise passengers due to a new cruise operation started in FY 2012-13, the Port will need to rehabilitate cruise Terminal H Project 6410510. The estimated cost is \$13.5 million (\$7.5 million to be incurred in FY 2013-14 and the remaining to be incurred in FY 2014-15). The tenant will advance \$12 million of the cost of construction, to be reimbursed by the Port through future credits of dockage and wharfage fees, and the Port will pay the remaining \$1.5 million from its Infrastructure Improvement Fund in FY 2014-15.

Vizcaya Museum and Gardens

Subsequent to the release of the FY 2013-14 Proposed Budget, Vizcaya Museum and Gardens received a grant from the Florida Inland Navigational District for \$134,000, which will be matched by donations received through The Vizcayans, Inc., for the Public Shoreline Stabilization of the Northeast Gardens Area Project 1701370.

RECOMMENDED FEE ADJUSTMENTS

The Self-Supporting Budget Ordinance (Agenda Item F) includes the proposed fee changes included in the FY 2013-14 Proposed Budget. Fee adjustments include charges for Aviation (rental and other charges), Cultural Affairs (performance and equipment rental fees), Fire Rescue (inspection and permit fees), Internal Services (Parking Fees), Police (off-duty rates), Port of Miami (contractual adjustments), Public Works and Waste Management (commercial disposal fees adjusted by the consumer price index per ordinance), Regulatory and Economic Resources (various fees), Transit (Fares), Vizcaya Museum and Gardens (Admissions and other fees), Water and Sewer (miscellaneous fees), Special Taxing District fees (adjusted annually as costs change), and adjustments to Causeways (Venetian) fee schedules have all been included as reflected in the revenues of the Proposed Budget. The final adopted budget documents will reflect fees changes in the corresponding departmental narratives.

PAY PLAN

Attached to Item F is a Pay Plan which contains the existing rates of pay for all non-bargaining unit and bargaining unit employees. The Pay Plan includes the addition of new classifications, the abolition of obsolete classifications, and occupational code and title changes. The pay rates reflected in the Pay Plan will be administered in accordance with the provisions of the Living Wage Ordinance 99-44 and the terms and conditions of the applicable bargaining unit agreements.

POSITION ADJUSTMENTS

In some instances, the above recommendations and correction of errors will adjust the number of positions in the FY 2013-14 Proposed Budget, as well as adjustments for the elimination of the unfunded vacancies reflected in the table below and in the tables of organizations attached (Attachment D). The adjustments included in this memorandum reduced the total number of recommended positions by 702 to 25,407. This is 496 positions less than authorized in FY 2012-13, of which 470 are vacant. As of the end of the third quarter, there are 1,636 vacant positions remaining.

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 And Members, Board of County Commissioners
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| <u>Department</u> | <u>FY 2013-14</u> | | <u>Revised</u> | |
|--|-------------------|--------------------|-------------------|---|
| | <u>Proposed</u> | <u>Recommended</u> | <u>FY 2013-14</u> | |
| | <u>Budget</u> | <u>Adjustments</u> | <u>Proposal</u> | <u>Purpose</u> |
| Animal Services | 206 | (33) | 173 | Eliminate 33 vacant positions |
| Audit and Management Services | 43 | (2) | 41 | Eliminate two vacant positions |
| Board of County Commissioners | 166 | (3) | 163 | Eliminate three vacant positions |
| Community Action and Human Services | 519 | (6) | 513 | Eliminate attrition positions |
| Community Information and Outreach | 183 | (5) | 178 | Eliminate five attrition positions |
| Correction and Rehabilitation | 2,986 | (140) | 2,846 | Eliminate attrition positions |
| Finance | 339 | (8) | 331 | Transfer two positions to PHCD and eliminate six attrition positions |
| Fire Rescue | 2,429 | (130) | 2,299 | Eliminate 61 vacant sworn, ten vacant civilian, and 59 filled sworn positions |
| Human Resources | 108 | 17 | 125 | Transfer of Benefits Division from ISD and eliminate two attrition positions |
| Information Technology | 598 | (5) | 593 | Transfer one position from JSD and eliminate six attrition positions |
| Internal Services | 876 | (33) | 843 | Transfer Benefits Division to HR and eliminate 14 attrition positions |
| Juvenile Services | 100 | (1) | 99 | Transfer to Information Technology |
| Legal Aid | 43 | (6) | 37 | Correct scrivener's error |
| Library | 474 | (199) | 275 | Eliminate 169 filled and 30 vacant positions |
| Miami-Dade Economic Advocacy Trust | 24 | (1) | 23 | Eliminate one vacant position |
| Office of the Mayor | 44 | (1) | 43 | Eliminate one vacant position |
| Office of Management and Budget | 80 | (6) | 74 | Eliminate four filled and two vacant position |
| Parks, Recreation and Open Spaces | 957 | (23) | 934 | Eliminate attrition positions |
| Public Housing and Community Development | 450 | (7) | 443 | Eliminate one vacant position and six attrition positions |
| Public Works and Waste Management | 1,740 | (31) | 1,709 | Eliminate attrition positions |
| Regulatory and Economic Resources | 963 | (4) | 959 | Eliminate attrition positions |
| Water and Sewer | 2,554 | (75) | 2,479 | Eliminate attrition positions |
| Other County Departments | 10,227 | - | 10,227 | |
| Total | 26,109 | (702) | 25,407 | |

Attachments

mayor11013

Date: August 23, 2013
To: Honorable Chairwoman Rebeca Sosa
and Members, Board of County Commissioners
From: Carlos A. Gimenez 
Mayor
Subject: FY 2013-14 Budget Update for Committee of the Whole

On August 26, 2013, the Board of County Commissioners will be holding a Committee Meeting of the Whole to discuss the FY 2013-14 Proposed Budget. Since the release of my Proposed Budget and the setting of the tentative millage rates last month, much work has been done to address the reductions necessary to keep the operating millage rates flat for next fiscal year. Also, additional challenges have come up for the General Fund. This memorandum serves to update you on our progress.

We have held three Town Hall meetings – at the North Dade Regional Library, Palmetto Bay Town Hall, and Aventura City Hall – and have three more scheduled prior to the first budget hearing. Hundreds of people have attended these meetings and made their voices heard, primarily regarding the Library taxing District, Animal Services and Fire Rescue District. My staff has scheduled individual meetings with each of you to provide you with details on adjustments and address your concerns.

Libraries

Over the past few weeks, my administration has worked through a detailed process in the development of a final recommendation for a sustainable library operational budget. Last week we announced that we were close to completing our work and shared that the number of potential library branch closures was down to four and that the number of impacted employees had been lowered from 251 to 192. To move toward a sustainable library system in the future, we must shift our perspective on how library services in Miami-Dade are currently funded. Dissolving the current restrictive library taxing district to provide for countywide library services would afford us the flexibility needed to respond to the entire community's priorities.

To that end, over the next few months the following steps will be taken: a study of library services within the library taxing district and provided by municipalities that are not part of the library taxing district will be completed, including an operational and fiscal analysis. Additionally, a community working group will be convened to assess the study's results and address the following critical questions:

- What is the most fiscally effective way to deliver library services of substantial benefit to all County residents?
- What services do we currently provide in our libraries that must continue over the next 5 years? 10 years? What services will need to be phased out, modified, enhanced or introduced over the next 5 years? 10 years?
- If dissolving the library taxing district to provide countywide library services is not a viable option, what strategies should be considered to sustain library service levels with the established revenue levels?

The study and the working group's suggestions will guide our consideration of our options.

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With this process in mind, we have finalized a two-year plan that will allow us to keep all library branches open and reduce the number of impacted full-time library employees to 169. Schedules including specific days and times for branches are still being finalized, and will be shared in the next couple of weeks inclusive of stakeholder input, but Miami-Dade Library Public Library System will provide a total of 1,624 hours of services/access to libraries per week in the coming fiscal year versus the current 2,016 hours per week. The number of staff available at libraries during operating hours will also be reduced from the current levels.

Fire Rescue District

Since July, we have worked diligently to develop a strategy to keep as many suppression and rescue units in service as possible. Originally we reported a worst case scenario which would have taken as many as six units out of service and required up to 149 layoffs. By improving revenue collections and expanding revenue opportunities, as well as reducing transfers for administrative and information technology support and shifting positions and funding from overhead to operations, we are able, at this point, to restore all but three suppression units and will issue layoff notices to 59 firefighters. No stations will be closed; suppression units would only be eliminated from multi-company stations. In addition, no rescue units will be eliminated. However, we have become aware of a grant opportunity through the US Department of Homeland Security, Federal Emergency Management Agency, Grants Program Directorate called the Staffing for Adequate Fire and Emergency Response (SAFER) grant. The first priority for funding from this grant is the rehiring of laid-off firefighters. The goal of the program is to assure that communities maintain fire staffing levels. If we are successful in obtaining this grant, the funding will be available for two years and allow us to keep all units in service and provide us with time to plan for our options once the grants funding is ended. If the grant cannot be secured, then layoffs (beyond the 59 noted above) may be necessary because final grant notification will not happen until approximately one month into the fiscal year.

Animal Services

The FY 2013-14 Proposed Budget increased the budget of the Animal Services Department by \$4 million in order to continue implementation of no-kill policies and programs. We have already made significant progress to increase the save rates over the past two year. Since 2010, the save rate for dogs has improved to 78 percent from 61 percent. For cats, we have improved the save rate from 18 percent to 60 percent since 2010. This funding will be used to expand adoption events, efforts to return lost animals to owners, foster programs and rescue partnerships, and to continue Trap/Neuter/Release (TNR) programs for cats. We will also be expanding care and disease prevention programs, increasing free and low-cost sterilization options, furthering community outreach, and creating grant programs for surrender prevention, large animal rescue and responsible pet ownership. Plans include working with existing community and rescue groups to achieve these goals. Construction of the new shelter is funded and planned to begin in FY 2013-14. As the Board is aware, this is a 40 percent increase to ASD's budget and represents a significant commitment on the County's part for animal welfare.

Additionally, I continue to support the creation of the Animal Services Advisory Board and will be providing the Board of County Commissioners with a recommendation for its establishment in the near future. I will task the Animal Services Advisory Board with the monitoring of implementation of additional programs and ask them to assess the efforts toward achieving no kill. At that point, we will be better able to review future recommendations.

New Challenges

Subsequent to the release of my Proposed Budget, several changes to revenues and expenditures have become known and we must make further reductions to balance the budget. We received our

Honorable Chairwoman Rebeca Sosa
and Members, Board of County Commissioners
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2013 franchise fee payment from Florida Power and Light. This payment is based on six percent of the gross revenues for FPL's prior fiscal year, less property taxes paid. The actual payment was \$5 million less than we had projected due to reduced gross revenues paid to FPL. Calculations of the precise payments to the Community Redevelopment Agencies (CRAs) based on the July 1, 2013 property tax rolls and the tentative millage rates generated will require payments that are \$2.8 million in excess of what was budgeted. Reductions to the administrative reimbursement payments, information technology funding model, and rent payments from Fire Rescue and Library due to their reduced budgets impacted the General Fund by an additional \$2.188 million. Finally, when the Community Development Block Grant accounts were transferred to the Public Housing and Community Development Department, an obligation for the General Fund to reimburse for prior year administrative activity was established. We will begin a plan to address that obligation with a \$500,000 payment to PHCD from the General Fund. The total impact of all of these changes is \$10.577 million.

In order to balance the budget in the General Fund, we have identified the following adjustments. Funded vacant positions will be eliminated in the Office of Management and Budget, the Commission Auditor, the Office of Intergovernmental Affairs, and Regulatory and Economic Resources (RER) and hiring will be delayed in the Office of the County Attorney. The Office of Countywide Healthcare Planning will be eliminated. For functions that cannot be absorbed by existing staff, we will partner with the Public Health Trust and the Health Council of South Florida to ensure our efforts are continued. Because of a lack of interest, the Cultural Access Network Grant program will be scaled back. Based on updated information, the funding reserved to address the impacts of the federal sequestration on the Head Start and Early Head Start programs can be reduced. Expenditures for unsafe structure demolition by RER for the current year have been below budget and therefore funding may be carried over in the Capital Outlay Reserve and the subsidy for this activity can be reduced for FY 2013-14. One NEAT team and one pothole crew in the Public Works and Waste Management Department will be eliminated and other operating expenditures will be reduced in Traffic Operations. The funding for the Sports Commission will be eliminated and support will be provided by the Parks, Recreation and Open Spaces Department and membership payments to various Chambers of Commerce will be adjusted. Finally, line item adjustments and utilization of improved revenue projections for other departments in the general fund with no impacts to services will be detailed in the first change memo provided in advance of the first budget meeting.

A potential issue impacting our budget in the current and next fiscal year has also come to our attention. Because we are catching up on the determination of appeals from property owners regarding the value of their properties, we have made several years' worth of refunds in the current fiscal year. In a typical year, budgeting ad valorem revenue at 95 percent of the value of the tax roll, as required by state law, provides enough flexibility to be able to pay these refunds. However, applying more than one year's worth of refunds in a single fiscal year has put added pressure on our revenues. We will not know the actual impact of this outlay until we close our financial books at the end of the fiscal year. As we learn more we will keep the Board apprised and any adjustments that are necessary will be provided to the Board for consideration as part of the end of year budget adjustments.

It is important to reiterate that my Proposed Budget does not include funding to return the concessions to the employees that are currently at impasse, nor does it eliminate the five percent contribution to group health that employees are currently making. The impact to the General Fund of the restoration of the five percent contribution is \$22 million and the other concessions at impasse is \$15 million in FY 2013-14. Significant service impacts and layoffs would be necessary in order to fund this expense – or any portion of it – based on the millage rates advertised.

Honorable Chairwoman Rebeca Sosa
and Members, Board of County Commissioners
Page 4

Finally, it has been asked what would be necessary should the BCC wish to increase one or more millage rates at the first budget hearing. In order to renotice all property owners, the currently scheduled second budget hearing would need to be delayed and new notices would be sent to all affected properties. Assuming the millage change would be countywide and affect all properties, renoticing would cost about \$700,000. Notices would be sent approximately three to four weeks following the first budget hearing, and the second budget hearing would be moved to mid-October. This would also delay the mailing of tax bills by approximately 30 days. The County would operate in the new fiscal year based on the current fiscal year appropriations.

Should you have any questions before the Committee of Whole meeting, please feel free to contact Deputy Mayor Edward Marquez at 305-375-1451.

- c: Honorable Harvey Ruvin, Clerk, Circuit and County Courts
- Honorable Bertila Soto, Chief Judge, Eleventh Judicial Circuit
- Honorable Katherine Fernandez-Rundle, State Attorney
- Honorable Carlos Martinez, Public Defender
- Honorable Carlos Lopez-Cantera, Property Appraiser
- Joseph Centorino, Executive Director, Commission on Ethics and Public Trust
- Robert A. Cuevas, Jr., County Attorney
- Patra Liu, Interim Inspector General
- Office of the Mayor Staff
- Charles Anderson, Commission Auditor
- Department Directors

Mayor 11113

Memorandum



Date: August 23, 2013

To: Honorable Sally Heyman
Commissioner, District 4

From: Carlos A. Gimenez
Mayor 

Subject: Chambers of Commerce Membership Recommendations

For a number of years, as part of the Adopted Budget, allocations have been approved to certain organizations through the line item "Memberships" as well as through the Community Based Organization (CBO) allocations. As requested, an analysis and review of several chambers of commerce across the County was conducted, to include those with current allocations through CBOs and through annual memberships. The review focused on those chambers of commerce that demonstrated an effort to encourage, improve, and foster economic development relationships with the business community. The analysis resulted in a consolidated list of chambers of commerce for possible annual membership as well as potential savings of approximately \$222,915 resulting from the consolidation.

Attached is the list of current allocations and those recommended for FY 2013-14 that include those that serve a broad range of the community and allow the County to leverage stronger communication and interaction with local businesses by promoting County services and opportunities with other businesses through an annual membership. In addition, these chambers give the County the opportunity to actively participate, through County representation, in economic development seminars, trade missions, and committees making decisions and establishing policies that affect and enhance businesses and the community. We will continue to look for other Chambers with which membership will be beneficial to economic development initiatives countywide.

Should you have any questions, please feel free to contact Deputy Mayor, Edward Marquez, at 305-375-1451.

Attachment

c: Honorable Chairwoman Rebeca Sosa
and Members, Board of County Commissioners
Office of the Mayor Senior Staff
Jennifer Moon, Director, Office of Management and Budget
Charles Anderson, Commission Auditor

Mayor06313

General Government Memberships

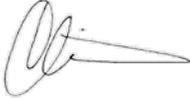
| Chambers List | FY 2012-13 Allocation | FY 2013-14 Recommended Memberships |
|---|--------------------------|--|
| Aventura Marketing Council | | \$ 1,950.00 |
| Chamber South | | \$ 2,025.00 |
| Columbian American Chamber of Commerce of Greater Miami, Inc. | \$ 19,523.00 | |
| Coral Gables Chamber of Commerce | \$ 2,750.00 | \$ 2,750.00 |
| Doral Chamber of Commerce | | \$ 2,500.00 |
| Economic Development Council of South Miami-Dade | \$ 35,923.00 | \$ 5,000.00 |
| Greater Miami Chamber of Commerce | \$ 50,000.00 | \$ 50,000.00 |
| Hialeah Chamber of Commerce | | \$ 1,775.00 |
| Latin Chamber of Commerce (CAMACOL) [GF allocation] | \$ 84,602.00 | ** |
| Miami Beach Chamber | | \$ 7,550.00 |
| Miami Beach Latin Chamber of Commerce | \$ 13,016.00 | |
| Miami-Dade Chamber of Commerce, Inc. | \$ 26,031.00 | \$ 1,500.00 |
| National Forum for Black Public Administrators | \$ 15,000.00 | |
| North Dade Regional Chamber | | \$ 2,025.00 |
| South Florida Hispanic Chamber of Commerce, Inc. | \$ 13,016.00 | \$ 1,000.00 |
| South Florida Puerto Rican Chamber of Commerce Inc. | \$ 41,129.00 | |
| Total | \$ 300,990.00 | \$ 78,075.00 |

** CAMACOL receives a separate allocation of \$102,500 from Airport and Seaport Promotional Funds



TO: Honorable Carlos A. Gimenez
Mayor

Honorable Rebeca Sosa, Chairwoman
and Members, Board of County Commissioners

FROM: Carlos A. Migoya
President & Chief Executive Officer 

DATE: August 26, 2013

RE: Jackson Health System FY 2013-14 Proposed Budget

Last Friday, the Public Health Trust Board of Trustees held its annual public hearing to receive input and hold discussion about Jackson Health System's FY 2013-14 budget. The Trust Board unanimously approved the attached proposal, which reflects Jackson's continued progress toward clinical, service and operational excellence. It includes continued surplus while also investing in additional nursing staff and badly needed upgrades to our information systems.

The central strategy for Jackson's future is tactical growth: adding targeted programs, building volumes in the right areas and thoughtfully expanding our geographic footprint in Miami-Dade County. This budget proposal includes a modest increase to inpatient admissions and patient days, as well as a small improvement to average length of stay. More patients are choosing Jackson this year than last year – that reflects the improvements we've made already and primes our pump to continue moving forward.

The FY 2013-14 budget includes a total surplus of \$11.6 million. That conservative estimate is substantially smaller than the \$35.6 million budgeted in the current year, and it's driven by two important changes.

First of all, we have always committed Jackson to putting patients first. Responsible management is not incompatible with clinical excellence – in fact, they feed each other. As we continue to review the data about quality indicators and patient satisfaction, it's clear that some areas need additional staff. This budget, then, reflects approximately 150 new jobs in our community. Roughly half of those are bedside clinical positions, primarily nurses. Staff nurses are among the most important elements of every patient's Jackson experience. They are the face of our compassion, the soul of our experience and the hands of

our expertise. Targeted increases in our nursing team are not expenses – they are investments. We are certainly continuing to work on productivity measures that let us manage around the fluctuating volumes of our hospitals, but we will always err on the side of quality and safety.

Another substantial staffing increase is for the Miami Transplant Institute, where Jackson is absorbing many of the positions previously held at the University of Miami as part of our new operational strategy for building on this year's phenomenal growth in the transplant service line.

The second major change driving the bottom line in the proposed budget is the substantial investment being made in information technology – a total of around \$10 million. That is a major factor in the net increase of nearly \$19 million in purchased services, and there's no question that it's the right kind of spend for Jackson to make at this juncture. As we detailed in our joint meeting with the Board of County Commissioners earlier this year, rapid evolutions in healthcare technology are not simply convenience factors or management tools – they are increasingly mandatory for regulatory and billing purposes. Delay would ultimately be far more expensive.

This year's proposal also includes a new multi-year capital plan, which budgets nearly \$100 million in spending for fiscal 2014. This does not assume that voters will approve a new general-obligation bond for Jackson. The capital budget is all based on confirmed dollars that Jackson has secured for making the most critical and ready-to-go improvements. The projects include a long-awaited use of a Federal Emergency Management Agency grant to harden Ryder Trauma Center against major hurricanes, as well as renovations to sections B and C of our neonatal intensive care unit; the 14th and 15th floors of Jackson Memorial Hospital's West Wing, and units 3B and 7B at Holtz Children's & Jackson Women's Hospital.

The overall message, then, is that the 2014 budget is radically different from its predecessor. As we continue through this transformation, that kind of rapid change will become routine. Every budget will continue to be a zero-based budget. Our decisions for 2014 are based on Jackson's needs for 2014, and next year will change again. We know, for example, that the implementation of long-awaited changes such as Medicaid managed care, ICD-10 medical coding, value-based purchasing, and meaningful use of electronic health records will make the 2015 budget radically different. The strength of your Jackson team is in our ability to predict, plan and adapt to those differences. I believe this plan for the year ahead embraces those strengths.

Therefore, on behalf of the Trust Board and our entire professional and clinical staff, I'm proud to present the proposed budget for Jackson Health System to be incorporated into your upcoming review of Miami-Dade County's FY 2013-14 budget.

If you have any questions, please feel free to call me.

Attachment

- c: Honorable Bill Nelson, U.S. Senate
- Honorable Marco Rubio, U.S. Senate
- Honorable Frederica Wilson, U.S. House of Representatives
- Honorable Ileana Ros-Lehtinen, U.S. House of Representatives
- Honorable Debbie Wasserman Schultz, U.S. House of Representatives
- Honorable Mario Diaz-Balart, U.S. House of Representatives
- Honorable Joe Garcia, U.S. House of Representatives
- Honorable Eduardo Gonzalez, Chairman
and Members, Miami-Dade Legislative Delegation
- Darryl K. Sharpton, Chairman
and Members, Public Health Trust Board of Trustees

FY 2014 Proposed Budget

Public Health Trust Board of Trustees

August 23, 2013



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Budget Assumptions & Methodology

Summary Profit & Loss Statements

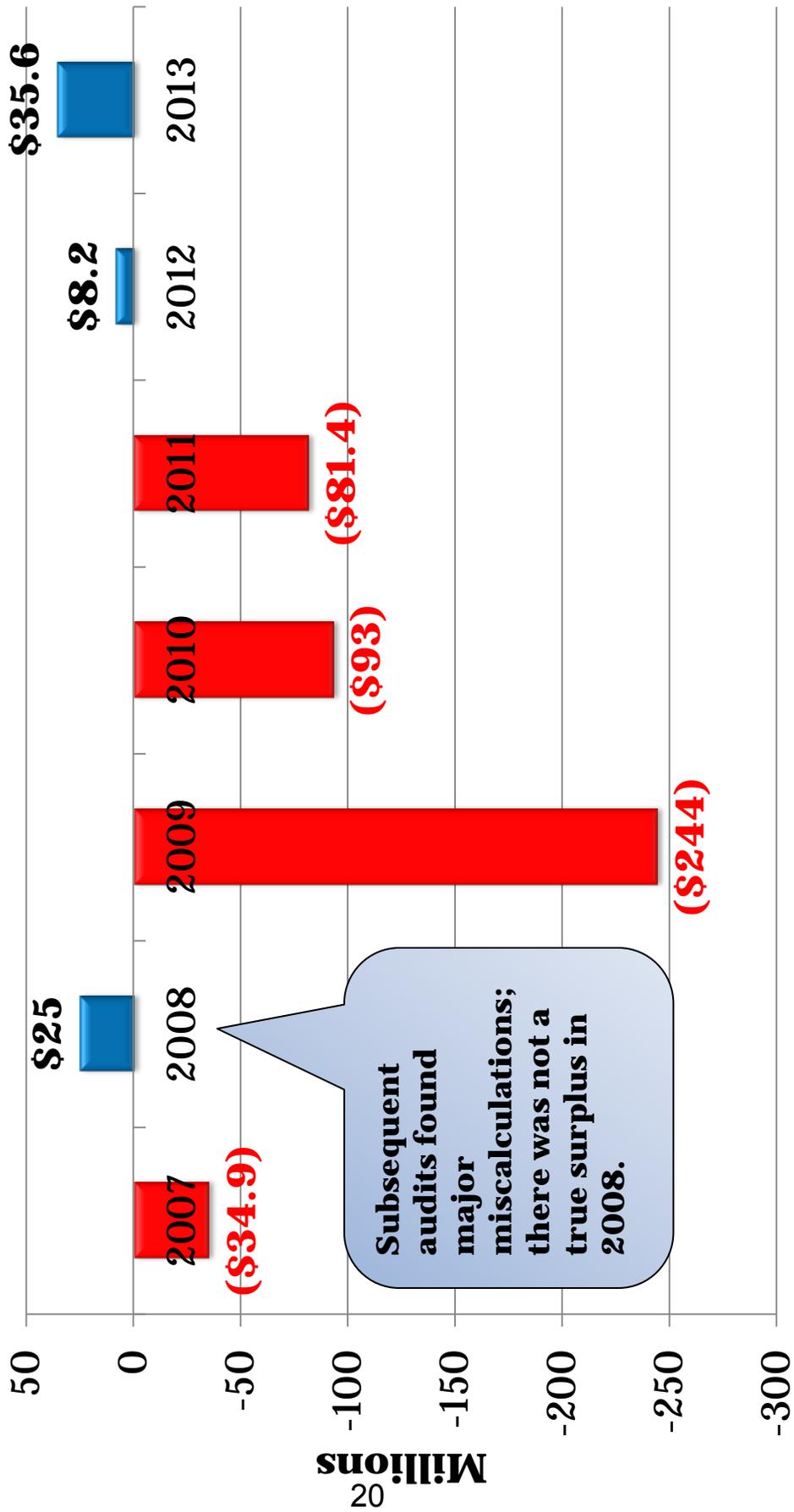
- **Systemwide**
- **By Entity**
- **Key Statistics & FTE Counts**

Proposed Budget Ordinance

Multi-Year Capital Plan

- **With Proposed Ordinance**

Financial Performance



Admission Projections

Admissions 2013 Projected Admissions 2014 Budget

Variance % Change

| | | | | |
|---|--------|--------|--------------|-------|
| Jackson Health System | 57,698 | 58,106 | 408 | 0.70% |
| Jackson Memorial | | | | |
| Community Hospital Initiative | | | 730 | |
| Rehab Unit Modernization and Bed Capacity increase | | | 200 | |
| ER Growth due to Operational Improvements | | | 150 | |
| Transplant Program Expansion | | | 60 | |
| Comprehensive Stroke Program | | | 48 | |
| Service Line Initiatives | | | 170 | |
| Transport Program | | | 305 | |
| Market Erosion and Trends | | | (1,052) | |
| Total JMH: | | | 611 | |
| Jackson North | | | | |
| Expansion of OB Services | | | 27 | |
| Expansion of Pediatric Care | | | 26 | |
| Continued growth of Surgical Program | | | 78 | |
| Continued growth of Specialty Care Unit | | | 12 | |
| Geriatric Psych and Baker Act | | | (632) | |
| Total JNMC: | | | (489) | |
| Jackson South | | | | |
| OB Physician recruitment | | | 69 | |
| Psych Program growth | | | 59 | |
| ER growth due to operational improvements | | | 100 | |
| Surgical growth/Marketing campaigns Urology, Bariatric, & Surgeon recruitment | | | 30 | |
| Admission growth from Community Physicians/Splitters | | | 28 | |
| Total JSCH: | | | 286 | |
| Grand Total: | | | 408 | |

ATTACHMENT C

Assumptions & Methodology

Admissions

- **Assumes 0.7 percent growth with current-year initiatives**

Charges

- **Based upon year-to-date revenue per unit of service**
- **No anticipated cost report settlements**

Medicaid Reimbursement

- **Reduced by \$6 million per legislative changes**

Managed Care Reimbursement

- **Increased by \$10 million based upon current negotiations**

Assumptions & Methodology

JMH Health Plan

- Assumes \$660,000 profit

Other Operating Revenue

- Budgeted 15 percent increase from specialty pharmacy and improved collection of physician professional fees
- Grant revenue based upon current-year experience

Health Care Surtax

- Reflects County projection of \$212 million

Maintenance of Effort (Ad Valorem Revenue)

- Reflects County contribution of \$138 million, flat with current year

Other Non-Operating Revenue

- Based upon current-year experience

Assumptions & Methodology

Salaries & Benefits

- Calculated by roster of filled and vacant positions
- Driven by projected volume in routine, clinical and ancillary departments
- No COLA or merit increases

Employee Health Contribution

- Continuation of 5 percent health contribution
- Continuation of 3.2 percent pension contribution
- Health insurance expense at 13.5% of salaries

Purchased Services

- IT expenses increased \$10 million for Cerner, Siemens
- Health plan paid claims reduced consistent with revenue

Assumptions & Methodology

Supplies

- Projected based on purchasing to date
- Assumed 5 percent inflation for pharmaceuticals

Depreciation

- Projected based upon existing assets plus assets projected to be placed into service through end of FY 2014

Interest Expense

- Based upon amortization schedules

Public Medical Assistance Trust Fund

- Assessment projected at approximately 1.5 percent of net patient revenue

Assumptions & Methodology

Other Expenditures

- **County Attorney: \$300,000**
- **Health Department: \$1.13 million**
- **CHI: \$6.8 million**

Service Levels

- **No assumed service reductions**
- **Continued operation of Corrections Health Services**

Summary Profit & Loss Statements

Jackson Health System

| | FY2012 Actual | YTD Jul-13 Actual | FY 2013 Annualized | FY 2014 Budget | FY 2014 Budget vs. FY 2013 Annualized | FY 2014 Budget vs. FY 2013 Annualized % |
|--|-----------------|-------------------|--------------------|-----------------|---------------------------------------|---|
| Total Gross Patient Revenue | 3,955,272,031 | 3,385,724,004 | 4,062,868,805 | 4,011,428,137 | (51,440,668) | -1.3% |
| Total Deductions from Revenue | (3,157,548,324) | (2,556,904,805) | (3,067,480,423) | (3,006,599,797) | 60,880,626 | -2.0% |
| Total Net Patient Revenue | 797,723,708 | 828,819,199 | 995,388,382 | 1,004,828,340 | 9,439,958 | 0.9% |
| Total Other Operating Revenue | 414,546,138 | 148,359,020 | 178,030,824 | 137,396,679 | (40,634,145) | -22.8% |
| Total Revenue | 1,212,269,846 | 977,178,219 | 1,173,419,206 | 1,142,225,019 | (31,194,187) | -2.7% |
| Operating Expenses | | | | | | |
| Salaries & Wages | 681,634,291 | 562,701,157 | 675,241,388 | 681,266,829 | 6,025,440 | 0.9% |
| Benefits | 146,572,138 | 113,466,598 | 136,159,918 | 139,773,568 | 3,613,651 | 2.7% |
| Total Purchased Services | 451,579,759 | 350,456,113 | 420,547,335 | 389,644,722 | (30,902,614) | -7.3% |
| Supplies | 186,653,792 | 158,719,578 | 190,463,494 | 195,706,852 | 5,243,358 | 2.8% |
| Other Operating Expenses (incl Deprec) | 102,259,082 | 73,635,157 | 88,362,189 | 91,997,716 | 3,635,527 | 4.1% |
| Total Operating Expenses | 1,568,699,063 | 1,258,978,603 | 1,510,774,324 | 1,498,389,686 | (12,384,638) | -0.8% |
| Total Non Operating Rev/Exp | 364,628,975 | 310,835,931 | 373,003,118 | 367,765,561 | (5,237,557) | -1.4% |
| Total Income/(Loss) | 8,199,758 | 29,035,548 | 35,648,000 | 11,600,893 | (24,047,107) | -67.5% |
| Hospital Patient Days | 381,850 | 331,795 | 392,975 | 394,620 | 1,645 | 0.4% |
| Admissions | 60,203 | 48,354 | 57,698 | 58,106 | 408 | 0.7% |
| Hospital Average LOS | 6.34 | 6.86 | 6.81 | 6.79 | (0.02) | -0.3% |
| Total FTEs | 10,056.3 | 9,934.6 | 9,934.6 | 10,084.6 | 150.0 | 1.5% |
| EEOB | 6.76 | 6.42 | 6.51 | 6.61 | 0.10 | 1.6% |

ATTACHMENT C

Miracles
made daily.

Jackson
HEALTH SYSTEM



Jackson Memorial Hospital

| FY2012 Actual | YTD Jul-13 Actual | FY 2013 Annualized | FY 2014 Budget | FY 2014 Budget vs. FY 2013 Annualized | FY 2014 Budget vs. FY 2013 Annualized % |
|---------------|-------------------|--------------------|----------------|---------------------------------------|---|
|---------------|-------------------|--------------------|----------------|---------------------------------------|---|

| | | | | | | |
|--|-----------------|-----------------|-----------------|-----------------|--------------|--------|
| Total Gross Patient Revenue | 2,968,644,123 | 2,557,379,553 | 3,068,855,464 | 3,016,465,081 | (52,390,383) | -1.7% |
| Total Deductions from Revenue | (2,427,871,109) | (1,935,849,690) | (2,322,214,286) | (2,266,726,239) | 55,488,047 | -2.4% |
| Total Net Patient Revenue | 540,773,014 | 621,529,863 | 746,641,179 | 749,738,842 | 3,097,663 | 0.4% |
| Total Other Operating Revenue | 265,622,470 | 64,774,761 | 77,729,714 | 86,193,708 | 8,463,995 | 10.9% |
| Total Revenue | 806,395,484 | 686,304,624 | 824,370,892 | 835,932,550 | 11,561,658 | 1.4% |
| Operating Expenses | | | | | | |
| Salaries & Wages | 531,022,356 | 444,109,626 | 532,931,551 | 532,201,050 | (730,500) | -0.1% |
| Benefits | 111,928,666 | 91,572,613 | 109,887,136 | 111,911,015 | 2,023,880 | 1.8% |
| Total Purchased Services | 261,274,781 | 225,329,935 | 270,395,922 | 289,317,501 | 18,921,579 | 7.0% |
| Supplies | 151,088,855 | 128,924,232 | 154,709,078 | 157,561,343 | 2,852,265 | 1.8% |
| Other Operating Expenses (incl Deprec) | 86,974,535 | 57,858,680 | 69,430,416 | 72,574,816 | 3,144,399 | 4.5% |
| Total Operating Expenses | 1,142,289,192 | 947,795,085 | 1,137,354,102 | 1,163,565,726 | 26,211,623 | 2.3% |
| Total Non Operating Rev/Exp | 363,101,675 | 309,081,618 | 370,897,942 | 365,663,545 | (5,234,397) | -1.4% |
| Total Income/(Loss) | 27,207,967 | 47,591,157 | 57,914,732 | 38,030,370 | (19,884,362) | -34.3% |
| Hospital Patient Days | 290,293 | 257,029 | 304,283 | 308,132 | 3,849 | 1.3% |
| Admissions | 40,996 | 33,168 | 39,526 | 40,137 | 611 | 1.5% |
| Hospital Average LOS | 7.08 | 7.75 | 7.70 | 7.68 | (0.02) | -0.3% |
| Total FTEs | 7,976.8 | 7,952.8 | 7,952.8 | 7,999.8 | 47.0 | 0.6% |
| EEOB | 7.23 | 6.72 | 6.81 | 6.82 | 0.01 | 0.2% |

ATTACHMENT C

Miracles
made daily.

Jackson
HEALTH SYSTEM



FY 2014 Proposed Budget

Public Health Trust Board of Trustees

August 23, 2013



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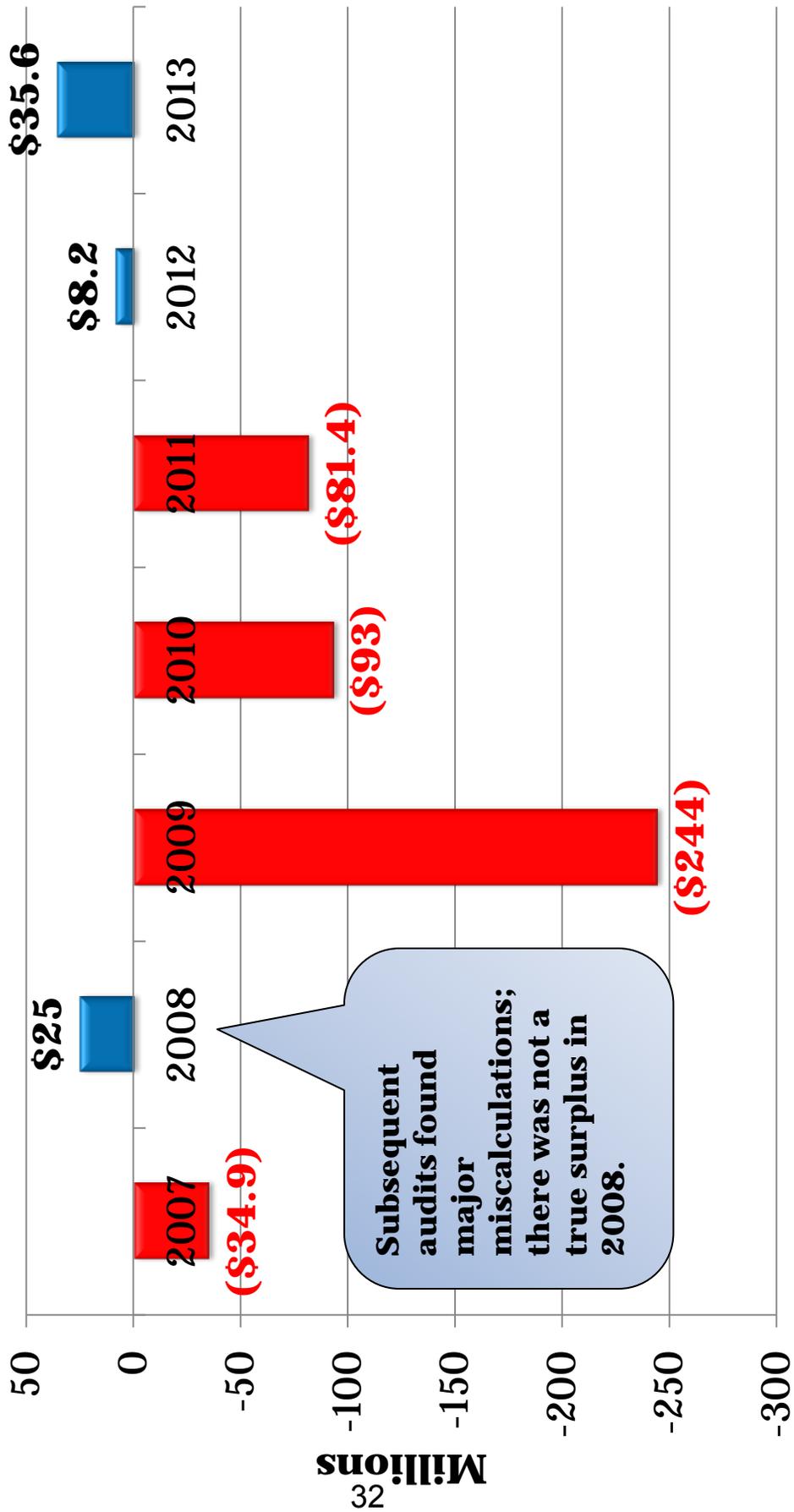
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 (1,052)
611

33

Jackson North

Expansion of OB Services
 Expansion of Pediatric Care
 Continued growth of Surgical Program
 Continued growth of Specialty Care Unit
 Geriatric Psych and Baker Act

Total JNMC:

27
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 (632)
(489)

Jackson South

OB Physician recruitment
 Psych Program growth
 ER growth due to operational improvements
 Surgical growth/Marketing campaigns Urology, Bariatric, & Surgeon recruitment
 Admission growth from Community Physicians/Splitters

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69
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ATTACHMENT C

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| Benefits | 146,572,138 | 113,466,598 | 136,159,918 | 139,773,568 | 3,613,651 | 2.7% |
| Total Purchased Services | 451,579,759 | 350,456,113 | 420,547,335 | 389,644,722 | (30,902,614) | -7.3% |
| Supplies | 186,653,792 | 158,719,578 | 190,463,494 | 195,706,852 | 5,243,358 | 2.8% |
| Other Operating Expenses (incl Deprec) | 102,259,082 | 73,635,157 | 88,362,189 | 91,997,716 | 3,635,527 | 4.1% |
| Total Operating Expenses | 1,568,699,063 | 1,258,978,603 | 1,510,774,324 | 1,498,389,686 | (12,384,638) | -0.8% |
| Total Non Operating Rev/Exp | 364,628,975 | 310,835,931 | 373,003,118 | 367,765,561 | (5,237,557) | -1.4% |
| Total Income/(Loss) | 8,199,758 | 29,035,548 | 35,648,000 | 11,600,893 | (24,047,107) | -67.5% |
| Hospital Patient Days | 381,850 | 331,795 | 392,975 | 394,620 | 1,645 | 0.4% |
| Admissions | 60,203 | 48,354 | 57,698 | 58,106 | 408 | 0.7% |
| Hospital Average LOS | 6.34 | 6.86 | 6.81 | 6.79 | (0.02) | -0.3% |
| Total FTEs | 10,056.3 | 9,934.6 | 9,934.6 | 10,084.6 | 150.0 | 1.5% |
| EEOB | 6.76 | 6.42 | 6.51 | 6.61 | 0.10 | 1.6% |

Jackson Memorial Hospital

| FY2012 Actual | YTD Jul-13 Actual | FY 2013 Annualized | FY 2014 Budget | FY 2014 Budget vs. FY 2013 Annualized | FY 2014 Budget vs. FY 2013 Annualized % |
|---------------|-------------------|--------------------|----------------|---------------------------------------|---|
|---------------|-------------------|--------------------|----------------|---------------------------------------|---|

| | | | | | | |
|--|-----------------|-----------------|-----------------|-----------------|--------------|--------|
| Total Gross Patient Revenue | 2,968,644,123 | 2,557,379,553 | 3,068,855,464 | 3,016,465,081 | (52,390,383) | -1.7% |
| Total Deductions from Revenue | (2,427,871,109) | (1,935,849,690) | (2,322,214,286) | (2,266,726,239) | 55,488,047 | -2.4% |
| Total Net Patient Revenue | 540,773,014 | 621,529,863 | 746,641,179 | 749,738,842 | 3,097,663 | 0.4% |
| Total Other Operating Revenue | 265,622,470 | 64,774,761 | 77,729,714 | 86,193,708 | 8,463,995 | 10.9% |
| Total Revenue | 806,395,484 | 686,304,624 | 824,370,892 | 835,932,550 | 11,561,658 | 1.4% |
| Operating Expenses | | | | | | |
| Salaries & Wages | 531,022,356 | 444,109,626 | 532,931,551 | 532,201,050 | (730,500) | -0.1% |
| Benefits | 111,928,666 | 91,572,613 | 109,887,136 | 111,911,015 | 2,023,880 | 1.8% |
| Total Purchased Services | 261,274,781 | 225,329,935 | 270,395,922 | 289,317,501 | 18,921,579 | 7.0% |
| Supplies | 151,088,855 | 128,924,232 | 154,709,078 | 157,561,343 | 2,852,265 | 1.8% |
| Other Operating Expenses (incl Deprec) | 86,974,535 | 57,858,680 | 69,430,416 | 72,574,816 | 3,144,399 | 4.5% |
| Total Operating Expenses | 1,142,289,192 | 947,795,085 | 1,137,354,102 | 1,163,565,726 | 26,211,623 | 2.3% |
| Total Non Operating Rev/Exp | 363,101,675 | 309,081,618 | 370,897,942 | 365,663,545 | (5,234,397) | -1.4% |
| Total Income/(Loss) | 27,207,967 | 47,591,157 | 57,914,732 | 38,030,370 | (19,884,362) | -34.3% |
| Hospital Patient Days | 290,293 | 257,029 | 304,283 | 308,132 | 3,849 | 1.3% |
| Admissions | 40,996 | 33,168 | 39,526 | 40,137 | 611 | 1.5% |
| Hospital Average LOS | 7.08 | 7.75 | 7.70 | 7.68 | (0.02) | -0.3% |
| Total FTEs | 7,976.8 | 7,952.8 | 7,952.8 | 7,999.8 | 47.0 | 0.6% |
| EEOB | 7.23 | 6.72 | 6.81 | 6.82 | 0.01 | 0.2% |

ATTACHMENT C

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Jackson North Medical Center

| FY2012 Actual | YTD Jul-13 Actual | FY 2013 Annualized | FY 2014 Budget | FY 2014 Budget vs. FY 2013 Annualized | FY 2014 Budget vs. FY 2013 Annualized % |
|---------------|-------------------|--------------------|----------------|---------------------------------------|---|
|---------------|-------------------|--------------------|----------------|---------------------------------------|---|

| | | | | | | |
|--|---------------|---------------|---------------|---------------|-------------|---------|
| Total Gross Patient Revenue | 507,382,641 | 446,231,262 | 535,477,514 | 539,541,621 | 4,064,107 | 0.8% |
| Total Deductions from Revenue | (387,092,017) | (340,601,368) | (408,721,642) | (412,116,619) | (3,394,977) | 0.8% |
| Total Net Patient Revenue | 120,290,624 | 105,629,893 | 126,755,872 | 127,425,002 | 669,130 | 0.5% |
| Total Other Operating Revenue | 1,572,380 | 1,014,636 | 1,217,563 | 1,371,062 | 153,499 | 12.6% |
| Total Revenue | 121,863,004 | 106,644,529 | 127,973,435 | 128,796,064 | 822,629 | 0.6% |
| Operating Expenses | | | | | | |
| Salaries & Wages | 44,611,544 | 37,194,608 | 44,633,530 | 46,101,038 | 1,467,508 | 3.3% |
| Benefits | 9,888,023 | 6,449,551 | 7,739,461 | 8,198,198 | 458,737 | 5.9% |
| Total Purchased Services | 32,097,095 | 27,734,954 | 33,281,945 | 32,559,438 | (722,507) | -2.2% |
| Supplies | 15,716,587 | 13,040,047 | 15,648,057 | 16,828,116 | 1,180,059 | 7.5% |
| Other Operating Expenses (incl. Deprec.) | 6,000,747 | 5,028,987 | 6,034,784 | 6,288,630 | 253,845 | 4.2% |
| Total Operating Expenses | 108,313,997 | 89,448,148 | 107,337,777 | 109,975,420 | 2,637,643 | 2.5% |
| Total Non Operating Rev/Exp | 33 | 14 | 17 | (17) | (17) | -100.0% |
| Total Income/(Loss) | 13,549,040 | 17,196,396 | 20,635,675 | 18,820,644 | (1,815,031) | -8.8% |
| Hospital Patient Days | 52,661 | 46,319 | 56,183 | 52,897 | (3,286) | -5.8% |
| Admissions | 9,589 | 7,465 | 9,313 | 8,824 | (489) | -5.3% |
| Hospital Average LOS | 5.49 | 6.20 | 6.03 | 5.99 | (0.04) | -0.6% |
| Total FTEs | 601.2 | 596.2 | 596.2 | 631.8 | 35.7 | 6.0% |
| EEOB | 3.00 | 2.92 | 2.89 | 3.23 | 0.34 | 11.8% |

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Jackson
HEALTH SYSTEM



Jackson North Medical Center

| FY2012 Actual | YTD Jul-13 Actual | FY 2013 Annualized | FY 2014 Budget | FY 2014 Budget vs. FY 2013 Annualized | FY 2014 Budget vs. FY 2013 Annualized % |
|---------------|-------------------|--------------------|----------------|---------------------------------------|---|
|---------------|-------------------|--------------------|----------------|---------------------------------------|---|

| | | | | | | |
|--|---------------|---------------|---------------|---------------|-------------|---------|
| Total Gross Patient Revenue | 507,382,641 | 446,231,262 | 535,477,514 | 539,541,621 | 4,064,107 | 0.8% |
| Total Deductions from Revenue | (387,092,017) | (340,601,368) | (408,721,642) | (412,116,619) | (3,394,977) | 0.8% |
| Total Net Patient Revenue | 120,290,624 | 105,629,893 | 126,755,872 | 127,425,002 | 669,130 | 0.5% |
| Total Other Operating Revenue | 1,572,380 | 1,014,636 | 1,217,563 | 1,371,062 | 153,499 | 12.6% |
| Total Revenue | 121,863,004 | 106,644,529 | 127,973,435 | 128,796,064 | 822,629 | 0.6% |
| Operating Expenses | | | | | | |
| Salaries & Wages | 44,611,544 | 37,194,608 | 44,633,530 | 46,101,038 | 1,467,508 | 3.3% |
| Benefits | 9,888,023 | 6,449,551 | 7,739,461 | 8,198,198 | 458,737 | 5.9% |
| Total Purchased Services | 32,097,095 | 27,734,954 | 33,281,945 | 32,559,438 | (722,507) | -2.2% |
| Supplies | 15,716,587 | 13,040,047 | 15,648,057 | 16,828,116 | 1,180,059 | 7.5% |
| Other Operating Expenses (incl. Deprec.) | 6,000,747 | 5,028,987 | 6,034,784 | 6,288,630 | 253,845 | 4.2% |
| Total Operating Expenses | 108,313,997 | 89,448,148 | 107,337,777 | 109,975,420 | 2,637,643 | 2.5% |
| Total Non Operating Rev/Exp | 33 | 14 | 17 | (17) | (17) | -100.0% |
| Total Income/(Loss) | 13,549,040 | 17,196,396 | 20,635,675 | 18,820,644 | (1,815,031) | -8.8% |
| Hospital Patient Days | 52,661 | 46,319 | 56,183 | 52,897 | (3,286) | -5.8% |
| Admissions | 9,589 | 7,465 | 9,313 | 8,824 | (489) | -5.3% |
| Hospital Average LOS | 5.49 | 6.20 | 6.03 | 5.99 | (0.04) | -0.6% |
| Total FTEs | 601.2 | 596.2 | 596.2 | 631.8 | 35.7 | 6.0% |
| EEOB | 3.00 | 2.92 | 2.89 | 3.23 | 0.34 | 11.8% |

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Jackson South Community Hospital

| | FY2012 Actual | YTD Jul-13 Actual | FY 2013 Annualized | FY 2014 Budget | FY 2014 Budget vs. FY 2013 Annualized | FY 2014 Budget vs. FY 2013 Annualized % |
|--|---------------|-------------------|--------------------|----------------|---------------------------------------|---|
| Total Gross Patient Revenue | 377,238,836 | 323,437,803 | 388,125,363 | 383,086,128 | (5,039,235) | -1.3% |
| Total Deductions from Revenue | (278,101,043) | (242,720,447) | (291,264,536) | (283,091,066) | 8,173,470 | -2.8% |
| Total Net Patient Revenue | 99,137,793 | 80,717,356 | 96,860,827 | 99,995,062 | 3,134,235 | 3.2% |
| Total Other Operating Revenue | 2,748,626 | 2,546,634 | 3,055,961 | 2,761,075 | (294,885) | -9.6% |
| Total Revenue | 101,886,419 | 83,263,990 | 99,916,788 | 102,756,137 | 2,839,350 | 2.8% |
| Operating Expenses | | | | | | |
| Salaries & Wages | 45,653,466 | 36,057,472 | 43,268,967 | 41,321,446 | (1,947,521) | -4.5% |
| Benefits | 10,832,350 | 6,462,345 | 7,754,814 | 7,671,582 | (83,232) | -1.1% |
| Total Purchased Services | 15,808,182 | 12,444,897 | 14,933,876 | 16,480,779 | 1,546,903 | 10.4% |
| Supplies | 14,236,601 | 12,359,809 | 14,831,771 | 15,273,128 | 441,356 | 3.0% |
| Other Operating Expenses (incl Deprec) | 7,489,818 | 9,517,658 | 11,421,190 | 11,691,309 | 270,119 | 2.4% |
| Total Operating Expenses | 94,020,417 | 76,842,182 | 92,210,619 | 92,438,243 | 227,625 | 0.2% |
| Total Non Operating Rev/Exp | (10,425) | 6,088 | 7,306 | (10,312) | (17,618) | -241.1% |
| Total Income/(Loss) | 7,855,577 | 6,427,896 | 7,713,475 | 10,307,582 | 2,594,107 | 33.6% |
| Hospital Patient Days | 37,269 | 28,447 | 32,509 | 33,591 | 1,082 | 3.3% |
| Admissions | 9,394 | 7,721 | 8,859 | 9,145 | 286 | 3.2% |
| Hospital Average LOS | 3.97 | 3.68 | 3.67 | 3.67 | 0.00 | 0.1% |
| Total FTEs | 615.7 | 572.2 | 572.2 | 564.9 | (7.3) | -1.3% |
| EEOB | 3.81 | 3.73 | 3.92 | 3.71 | (0.20) | -5.2% |

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Jackson Primary Care Centers

| | FY2012 Actual | YTD Jul-13 Actual | FY 2013 Annualized | FY 2014 Budget | FY 2014 Budget vs. FY 2013 Annualized | FY 2014 Budget vs. FY 2013 Annualized % |
|--|------------------|----------------------|-----------------------|-------------------|--|--|
| Total Gross Patient Revenue | 24,891,238 | 14,432,094 | 17,318,512 | 18,433,085 | 1,114,573 | 6.4% |
| Total Deductions from Revenue | (21,563,799) | (12,873,543) | (15,448,252) | (16,268,608) | (820,356) | 5.3% |
| Total Net Patient Revenue | 3,327,439 | 1,558,550 | 1,870,260 | 2,164,477 | 294,217 | 15.7% |
| Total Other Operating Revenue | 82,504 | 911,139 | 1,093,366 | 1,683,106 | 589,740 | 53.9% |
| Total Revenue | 3,409,943 | 2,469,689 | 2,963,627 | 3,847,583 | 883,956 | 29.8% |
| Operating Expenses | | | | | | |
| Salaries & Wages | 7,086,065 | 6,198,131 | 7,437,757 | 7,564,923 | 127,166 | 1.7% |
| Benefits | 1,651,518 | 1,083,597 | 1,300,317 | 1,363,399 | 63,083 | 4.9% |
| Total Purchased Services | 8,835,331 | 6,715,283 | 8,058,340 | 8,614,776 | 556,436 | 6.9% |
| Supplies | 309,408 | 412,242 | 494,690 | 498,835 | 4,145 | 0.8% |
| Other Operating Expenses (incl Deprec) | 126,428 | 120,876 | 145,051 | 166,507 | 21,456 | 14.8% |
| Total Operating Expenses | 18,008,750 | 14,530,128 | 17,436,154 | 18,208,440 | 772,286 | 4.4% |
| Total Income/(Loss) | (14,598,807) | (12,060,440) | (14,472,528) | (14,360,857) | 111,670 | -0.8% |
| Hospital Patient Days | | | | | | |
| Admissions | | | | | | |
| Hospital Average LOS | | | | | | |
| Total FTEs | 86.9 | 88.5 | 88.5 | 105.7 | 17.3 | 19.5% |
| EEOB | | | | | | |

Jackson Nursing Homes

| | FY2012 Actual | YTD Jul-13 Actual | FY 2013 Annualized | FY 2014 Budget | FY 2014 Budget vs. FY 2013 Annualized | FY 2014 Budget vs. FY 2013 Annualized % |
|--|------------------|----------------------|-----------------------|-------------------|--|--|
| Total Gross Patient Revenue | 37,817,580 | 33,178,593 | 39,814,312 | 40,660,999 | 846,687 | 2.1% |
| Total Deductions from Revenue | (15,363,549) | (15,555,932) | (18,667,118) | (18,284,413) | 382,706 | -2.1% |
| Total Net Patient Revenue | 22,454,031 | 17,622,661 | 21,147,194 | 22,376,587 | 1,229,393 | 5.8% |
| Total Other Operating Revenue | 3,421,479 | 3,206,546 | 3,847,856 | 4,029,579 | 181,724 | 4.7% |
| Total Revenue | 25,875,510 | 20,829,208 | 24,995,049 | 26,406,166 | 1,411,117 | 5.6% |
| Operating Expenses | | | | | | |
| Salaries & Wages | 19,554,112 | 15,645,261 | 18,774,314 | 18,335,555 | (438,758) | -2.3% |
| Benefits | 5,746,146 | 3,864,596 | 4,637,515 | 4,704,987 | 67,472 | 1.5% |
| Total Purchased Services | 4,007,817 | 3,628,987 | 4,354,784 | 4,467,248 | 112,464 | 2.6% |
| Supplies | 2,920,360 | 2,660,132 | 3,192,159 | 3,158,894 | (33,265) | -1.0% |
| Other Operating Expenses (incl Deprec) | 607,486 | 505,838 | 607,005 | 502,736 | (104,269) | -17.2% |
| Total Operating Expenses | 32,835,922 | 26,304,815 | 31,565,777 | 31,169,421 | (396,356) | -1.3% |
| Total Income/(Loss) | (6,960,411) | (5,475,553) | (6,570,663) | (4,763,255) | 1,807,408 | -27.5% |
| Hospital Patient Days | | | | | | |
| Admissions | | | | | | |
| Hospital Average LOS | | | | | | |
| Total FTEs | 407.1 | 400.1 | 400.1 | 397.5 | (2.5) | -0.6% |
| EEOB | | | | | | |

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Corrections Health Services

| FY2012 Actual | YTD Jul-13 Actual | FY 2013 Annualized | FY 2014 Budget | FY 2014 Budget vs. FY 2013 Annualized | FY 2014 Budget vs. FY 2013 Annualized % |
|---|-------------------|--------------------|----------------|---------------------------------------|---|
| 1,829,013 | | | | | |
| Total Gross Patient Revenue | | | | | |
| | | | | | |
| (1,857,831) | 1,970 | 2,364 | | (2,364) | -100.0% |
| Total Deductions from Revenue | | | | | |
| | | | | | |
| (28,818) | 1,970 | 2,364 | | (2,364) | -100.0% |
| Total Net Patient Revenue | | | | | |
| | | | | | |
| 90,061 | 15,560 | 18,671 | 19,666 | 995 | 5.3% |
| Total Other Operating Revenue | | | | | |
| | | | | | |
| 61,243 | 17,530 | 21,036 | 19,666 | (1,370) | -6.5% |
| Total Revenue | | | | | |
| | | | | | |
| 19,487,768 | 13,972,795 | 16,767,354 | 17,015,736 | 248,383 | 1.5% |
| 3,750,802 | 2,475,568 | 2,970,681 | 3,229,222 | 258,541 | 8.7% |
| 201,258 | 633,487 | 760,184 | 1,237,281 | 477,097 | 62.8% |
| 1,498,398 | 991,317 | 1,189,580 | 1,691,469 | 501,889 | 42.2% |
| 51,777 | 34,735 | 41,682 | 14,016 | (27,666) | -66.4% |
| Total Operating Expenses (incl Deprec) | | | | | |
| | | | | | |
| 24,990,004 | 18,107,901 | 21,729,482 | 23,187,724 | 1,458,242 | 6.7% |
| Total Operating Expenses | | | | | |
| | | | | | |
| (24,928,761) | (18,090,371) | (21,708,446) | (23,168,058) | (1,459,612) | 6.7% |
| Total Income/(Loss) | | | | | |
| | | | | | |
| 1,627 | | | | | |
| Hospital Patient Days | | | | | |
| | | | | | |
| 224 | | | | | |
| Admissions | | | | | |
| | | | | | |
| 7.26 | | | | | |
| Hospital Average LOS | | | | | |
| | | | | | |
| 239.8 | 229.7 | 229.7 | 228.3 | (1.4) | -0.6% |
| Total FTEs | | | | | |
| 54.84 | | | | | |
| EEOB | | | | | |

JMH Health Plan

| FY2012 Actual | YTD Jul-13 Actual | FY 2013 Annualized | FY 2014 Budget | FY 2014 Budget vs. FY 2013 Annualized | FY 2014 Budget vs. FY 2013 Annualized % |
|---------------|-------------------|--------------------|----------------|---------------------------------------|---|
|---------------|-------------------|--------------------|----------------|---------------------------------------|---|

| | | | | | | |
|--|-------------|------------|------------|------------|--------------|---------|
| Total Gross Patient Revenue | 127,462,392 | 65,953,246 | 79,143,895 | 28,026,391 | (51,117,504) | -64.6% |
| Total Deductions from Revenue | | | | | | |
| Total Net Patient Revenue | 127,462,392 | 65,953,246 | 79,143,895 | 28,026,391 | (51,117,504) | -64.6% |
| Total Other Operating Revenue | | | | | | |
| Total Revenue | 127,462,392 | 65,953,246 | 79,143,895 | 28,026,391 | (51,117,504) | -64.6% |
| Operating Expenses | | | | | | |
| Salaries & Wages | 2,457,599 | (9,087) | (10,905) | 10,905 | 10,905 | -100.0% |
| Benefits | 603,733 | 9,087 | 10,905 | (10,905) | (10,905) | -100.0% |
| Total Purchased Services | 108,155,410 | 66,360,955 | 79,633,145 | 27,318,710 | (52,314,436) | -65.7% |
| Supplies | 1,445 | | | | | |
| Other Operating Expenses (incl Deprec) | 70,846 | 57,494 | 68,993 | 68,767 | (226) | -0.3% |
| Total Operating Expenses | 111,289,033 | 66,418,448 | 79,702,138 | 27,387,477 | (52,314,661) | -65.6% |
| Total Income/(Loss) | 16,196,026 | (450,228) | (540,273) | 659,796 | 1,200,069 | 222.1% |
| Hospital Patient Days | | | | | | |
| Admissions | | | | | | |
| Hospital Average LOS | | | | | | |
| Total FTEs | 43.1 | 0.9 | 0.9 | - | (0.9) | -100.0% |
| EEOB | | | | | | |

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Physician Services

| | FY2012 Actual | YTD Jul-13 Actual | FY 2013 Annualized | FY 2014 Budget | FY 2014 Budget vs. FY 2013 Annualized | FY 2014 Budget vs. FY 2013 Annualized % |
|--|---------------|-------------------|--------------------|----------------|---------------------------------------|---|
| Total Gross Patient Revenue | 37,468,600 | 11,064,699 | 13,277,639 | 13,241,223 | (36,416) | -0.3% |
| Total Deductions from Revenue | (25,698,976) | (9,305,794) | (11,166,953) | (10,112,852) | 1,054,101 | -9.4% |
| Total Net Patient Revenue | 11,769,624 | 1,758,905 | 2,110,686 | 3,128,371 | 1,017,685 | 48.2% |
| Total Other Operating Revenue | 8,658,614 | 6,270,870 | 7,525,044 | 9,226,954 | 1,701,909 | 22.6% |
| Total Revenue | 20,428,238 | 8,029,776 | 9,635,731 | 12,355,325 | 2,719,594 | 28.2% |
| Operating Expenses | | | | | | |
| Salaries & Wages | 11,152,754 | 9,056,307 | 10,867,569 | 18,073,933 | 7,206,364 | 66.3% |
| Benefits | 2,037,172 | 1,471,007 | 1,765,209 | 2,507,800 | 742,591 | 42.1% |
| Total Purchased Services | 19,890,113 | 6,340,359 | 7,608,431 | 8,186,479 | 578,048 | 7.6% |
| Supplies | 781,167 | 223,203 | 267,844 | 547,788 | 279,944 | 104.5% |
| Other Operating Expenses (incl Deprec) | 351,962 | 39,406 | 47,287 | 82,006 | 34,719 | 73.4% |
| Total Operating Expenses | 34,213,169 | 17,130,283 | 20,556,340 | 29,398,006 | 8,841,666 | 43.0% |
| Total Income/(Loss) | (14,381,878) | (9,100,499) | (10,920,599) | (17,042,681) | (6,122,083) | 56.1% |
| Hospital Patient Days | | | | | | |
| Admissions | | | | | | |
| Hospital Average LOS | | | | | | |
| Total FTEs | 70.6 | 80.0 | 80.0 | 139.5 | 59.4 | 74.3% |
| EEOB | | | | | | |

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Proposed Operating Budget

FY 2013-2014 PUBLIC HEALTH TRUST OPERATING BUDGET SCHEDULE FOR COUNTY ORDINANCE

| Revenue | FY 2013-14 Recommended Budget |
|---|-------------------------------|
| Transfer from Countywide General Fund-Maintenance of Effort | 137,901,000 |
| County Health Care Sales Surtax | 211,840,000 |
| Net Patient Service Revenue | 1,004,828,000 |
| JMH Health Plan/ Managed Care Revenue | 28,026,000 |
| Other Operating Revenues excluding JMH Health Plan Revenue | 109,370,000 |
| Other Non-operating Revenue | 18,025,000 |
| Cash Carryover Available for Operations | 80,283,000 |
| TOTAL* | 1,590,273,000 |
| Expenditures | |
| Operating Expenses excluding JMH Health Plan Purchase of Services | 1,418,911,000 |
| JMH Health Plan Purchase of Services | 23,963,000 |
| Depreciation/Transfer to Capital | 40,000,000 |
| Principal Payments | 7,645,000 |
| Reserve for Restricted Cash | 602,000 |
| Reduction in Accounts Payable | 20,243,000 |
| Cash for Unanticipated Expenses/Carryover in FY 2014-2015 | 78,909,000 |
| Total | 1,590,273,000 |

* Total Revenues include adjustments for uncollectible accounts, contractual allowances, and the 95% adjustment required by State law.

Notes: The Public Health Trust provides for inmate medical services in compliance with all applicable laws and requirements. The above budget includes \$33.8 million reimbursement to the County for the Trust's share of the County's Medicaid liability; \$300,000 for the County Attorney's Office for time spent on Workman's Compensation claims; \$6.8 million for Community Health of South Florida, Inc.; \$250,000 for various community based organizations; and \$1.133 million for the Miami Dade Health Department.

Multi-Year Capital Plan

Total: \$632.6 million

- **Includes BBC-GOB projects, which appear in the County's overall proposed capital plan for the BBC-GOB**
- **Net of BBC-GOB projects, the PHT capital plan totals \$585.4 million, with \$98.6 million of expenditures programmed in FY 2014 from a variety of funding sources**

Unfunded Needs: \$790 million

- **Near Term: \$350 million**
- **Long Term: \$440 million**

Multi-Year Capital Plan

\$9.9 million of ongoing projects/equipment and \$30.1 million of new projects/equipment funded with capital contribution (funded depreciation)

Plan assumes reimbursement of \$45.5 million of GOB funding outstanding for Jackson South may be used to fund projects under the Series 2005 Revenue Bond Project rules, currently anticipated to be reimbursed in FY 2013

Multi-Year Capital Plan

Jackson Memorial Foundation

- Budget spending \$1,805,000 in Foundation-funded projects in FY 2014
- May be adjusted as donations are received

Prior Bonds

- Continuing projects funded with Series 2005 Revenue Bond proceeds and interest: \$32.1 million
- Ongoing infrastructure projects funded with Series 2009 Revenue Bond proceeds and interest: \$20.7 million

Ryder Exterior Hardening Project

- Anticipated expenditure of \$4.1 million in FY 2014
- Funded by FEMA with local match via capital contribution and 2005 revenue Bonds

Multi-Year Capital Plan

| <u>Revenues:</u> | <u>Prior Years</u> | <u>FY 2013-14</u> | <u>Future Years</u> | <u>Total</u> |
|-----------------------------------|---------------------|---------------------|----------------------|----------------------|
| Funded Depreciation | \$ 3,513,000 | \$ 40,000,000 | \$ 450,000,000 | \$ 493,513,000 |
| Series 2005 Revenue Bond Proceeds | 49,404,000 | | | 49,404,000 |
| Series 2005 Revenue Bond Interest | 733,000 | 75,000 | - | 808,000 |
| Series 2009 Revenue Bond Proceeds | 31,169,000 | - | - | 31,169,000 |
| Series 2009 Revenue Bond Interest | 1,405,000 | 50,000 | - | 1,455,000 |
| Future Financing | - | - | - | - |
| Foundation | 2,000,000 | - | - | 2,000,000 |
| Federal Grants | 1,019,000 | 4,092,000 | 1,933,000 | 7,044,000 |
| Total | \$89,243,000 | \$44,217,000 | \$451,933,000 | \$585,393,000 |
| Expenditures: | | | | |
| Facility Improvements | \$ 5,993,000 | \$ 44,026,000 | \$ 190,071,000 | \$ 240,090,000 |
| Information Technology | - | 9,039,000 | 134,999,000 | 144,038,000 |
| Infrastructure Improvements | 16,102,000 | 36,332,000 | - | 52,434,000 |
| Medical Equipment | 4,579,000 | 9,252,000 | 135,000,000 | 148,831,000 |
| Total | \$26,674,000 | \$98,649,000 | \$460,070,000 | \$585,393,000 |



Jackson
HEALTH SYSTEM

Miracles made daily.

ANIMAL SERVICES

DIRECTOR'S OFFICE

Oversees all departmental activities, including veterinary services, code enforcement, marketing, outreach, and personnel; develops and implements programs and services relating to animal services throughout Miami-Dade County

| | |
|---------------------|----------------------|
| <u>FY12-13</u> 2 | <u>FY 13-14</u> 2 |
|---------------------|----------------------|

CUSTOMER SERVICE

Coordinates customer service functions, such as adoptions, working with rescue groups, lost and found, and processing financial transactions at the service counter; oversees outreach, the volunteer program, and public and media relations

| | |
|-----------------------|-----------------------|
| <u>FY 12-13</u> 14 | <u>FY 13-14</u> 25 |
|-----------------------|-----------------------|

BUDGET AND FINANCE

Oversees budget and finance, accounts payable/receivable, collections, human resources, the issuance of rabies/licensing notices and violations, grants and contracts compliance

| | |
|-----------------------|-----------------------|
| <u>FY 12-13</u> 14 | <u>FY 13-14</u> 17 |
|-----------------------|-----------------------|

CODE ENFORCEMENT

Ensures compliance with Chapter 5 of the County Code and Chapter 828 of the Florida Statutes; coordinates regulatory and enforcement activities; and oversees field operations and dispatching, the issuance of uniform civil citations, and investigations

| | |
|-----------------------|-----------------------|
| <u>FY 12-13</u> 27 | <u>FY 13-14</u> 29 |
|-----------------------|-----------------------|

VETERINARY CLINIC

Oversees all veterinary services, including surgeries, rabies vaccinations, medical treatments, and euthanasia of shelter animals

| | |
|-----------------------|-----------------------|
| <u>FY 12-13</u> 19 | <u>FY 13-14</u> 40 |
|-----------------------|-----------------------|

KENNEL

Cares for shelter animals, including cleaning and feeding; assists constituents interested in adoption; coordinates the transport and foster program; and assists constituents who have lost their pets

| | |
|-----------------------|-----------------------|
| <u>FY 12-13</u> 34 | <u>FY 13-14</u> 57 |
|-----------------------|-----------------------|

FACILITIES MANAGEMENT

Responsible for all procurement activities, building maintenance, janitorial services, security, technology infrastructure and related contract management

| | |
|----------------------|----------------------|
| <u>FY 12-13</u> 3 | <u>FY 13-14</u> 3 |
|----------------------|----------------------|

AUDIT AND MANAGEMENT SERVICES

AUDIT SERVICES

Performs audits to improve performance and foster accountability, while promoting a more efficient, effective, and ethical County government

| | |
|-----------------|-----------------|
| <u>FY 12-13</u> | <u>FY 13-14</u> |
| 38 | 37 |

ADMINISTRATIVE SUPPORT SERVICES

Provides departmental support primarily in the areas of budget preparation and fiscal management, procurement, personnel administration, audit report processing, inventory/file management, and information technology assistance

| | |
|-----------------|-----------------|
| <u>FY 12-13</u> | <u>FY 13-14</u> |
| 5 | 4 |

BOARD OF COUNTY COMMISSIONERS

COUNTY COMMISSION

Comprised of 13 single-member districts that reflect the diversity and unique demographics of one of the nation's largest metropolitan areas
 Establishes regulations, laws, and fiscal policies
 Oversees essential public services, including planning and zoning and fiscal administration, and ensures citizen participation and interaction at every level of local government
 Develops framework for promulgating legislative and policy priorities to ensure accountability, transparency, and efficiency

FY 12-13 FY 13-14
 103 101

OFFICE OF COMMISSION AUDITOR

Provides independent budgetary, audit, management, revenue forecasting, and fiscal analysis of Board policies, County services, and contracts
 Provides objective and critical analysis of proposed legislation for Board consideration
 Conducts research and policy analysis and assists in formulating and developing legislation

FY 12-13 FY 13-14
 23 20

OFFICE OF THE CHAIR

Serves as chief presiding officer of the legislative and governing body of County government
 Establishes Committee System
 Appoints members to all Commission Committees and Subcommittees
 Provides guidance/leadership to Commission Committees on legislative issues of countywide significance
 Oversees the efficient and productive assignment and scheduling of legislation
 Oversees process for appointing members to advisory boards, authorities, trusts, and committees
 Coordinates Commission and Committee calendars
 Presides over all Board of County Commissioners meetings
 Oversees Commission Sergeants-at-Arms, Support, Employee Recognition, and Protocol staffs
 Liaises and coordinates workplan with the Office of Intergovernmental Affairs
 Liaises and coordinates workplan with the Office of Commission Auditor

FY 12-13 FY 13-14
 4 4

OFFICE OF INTERGOVERNMENTAL AFFAIRS

Coordinates the County's intergovernmental relations at the local, state, and federal levels

FY 12-13 FY 13-14
 7 7

AGENDA COORDINATION

Prepares County Commission, Committee, Subcommittee, and workshop agendas and coordinates meetings

FY 12-13 FY 13-14
 4 4

PROTOCOL

Coordinates all protocol and employee recognition functions for the Office of the Chair and members of the BCC
 Coordinates Commission protocol, dignitary visits, Consular Corps, and Intergovernmental Visits and promotes the Sister Cities program

FY 12-13 FY 13-14
 3 3

BCC COMMUNICATIONS

Produces bi-annual Commission e-newsletter
 Produces, coordinates, and schedules radio and TV programs, and events
 Prepares media kits and informational/educational materials
 Conducts necessary research for the Office of the Chair and members of the BCC

FY 12-13 FY 13-14
 3 3

SUPPORT STAFF SERVICES

Provides support staff to the Chairman and BCC
 Coordinates with Sergeants-at-Arms to maintain decorum at meetings and security for Commissioners

FY 12-13 FY 13-14
 13 13

OFFICE OF COMMUNITY ADVOCACY

Promotes the expansion and replication of Community Relations Board (CRB) initiatives at the municipal level
 Provides administrative support to the CRB, Asian Affairs Advisory Board, Black Affairs Advisory Board, Hispanic Affairs Advisory Board, and the Commission for Women

FY 12-13 FY 13-14
 8 8

COMMUNITY ACTION AND HUMAN SERVICES

OFFICE OF THE DIRECTOR

Provides overall direction and coordination of departmental functions

FY 12-13
8

FY 13-14
8

ADMINISTRATION

Administers fiscal and budgetary operations, including purchasing, reporting, accounts payable/receivable, and grant monitoring; provides technical assistance in preparation of grants

FY 12-13
26

FY 13-14
27

CHILD DEVELOPMENT SERVICES

Administers child care grants, including school readiness, inclusion and voluntary pre-kindergarten, at family day care and child care centers throughout Miami-Dade County

FY 12-13
150

FY 13-14
0

HEAD START/EARLY HEAD START

Provides a comprehensive child development program for children (newborn to five years of age) from low-income families

FY 12-13
74

FY 13-14
74

ELDERLY, DISABILITY, AND VETERANS

Provides a continuum of services for the elderly, veterans, and individuals with disabilities

FY 12-13
163

FY 13-14
162

FAMILY AND COMMUNITY SERVICES

Assists low-income families and communities toward self-sufficiency through programs, including LIHEAP, information referral, and support of 16 Community Advisory Communities (CAC), and assists veterans with benefit claims

FY 12-13
80

FY 13-14
72

EMPLOYMENT AND TRAINING

Provides employment programs for disadvantaged populations such as at-risk youth, farm workers, and refugees

FY 12-13
7

FY 13-14
5

TRANSPORTATION

Transports children and elders to Head Start and elderly programs respectively

FY 12-13
22

FY 13-14
17

REHABILITATIVE SERVICES

Provides comprehensive treatment for adult substance abusers in Miami-Dade County, including assessment, evaluation, referral, and diversion

FY 12-13
56

FY 13-14
56

ENERGY PROGRAMS

Administers the Single Family Rehab Program, the Weatherization Program of the Low-Income Home Energy Assistance Program (LIHEAP), Solar Program, and Housing and Community Development (HCD) funded Home Repair Programs

FY 12-13
21

FY 13-14
23

TARGETED SERVICES

Provides crisis counseling, safe shelter, transportation, and other services to victims of domestic violence and their immediate family members

FY 12-13
57

FY 13-14
57

GREATER MIAMI SERVICE CORPS

Administers and operates the National Urban Corps for Greater Miami, which involves young adults (ages 18-23) in the physical and social needs of their community through volunteerism and community service, providing them with structured meaningful work experience and comprehensive educational opportunities

FY 12-13
10

FY 13-14
11

PSYCHOLOGICAL SERVICES

Provides professional psychological services to disadvantaged populations, such as low-income children in Head Start

FY 12-13
1

FY 13-14
1

COMMUNITY INFORMATION AND OUTREACH

DIRECTOR'S OFFICE

Provides overall leadership, direction, and coordination; establishes departmental policies and procedures

FY 12-13
2

FY 13-14
2

311 ANSWER CENTER & SERVICE CENTERS

Manages the day-to-day operations of the 311 Answer Center, which provides centralized access to government information and service requests; manages three Service Centers to provide in-person services to the community

Maintains a comprehensive knowledgebase of government information and services through real-time updates, provides training to call center staff, and applies quality assurance measures to improve service delivery

FY 12-13
124

FY 13-14
120

ONLINE SERVICES

Manages content for the web portal, departmental websites, and various digital and print publications; designs user interfaces for the web; develops internal and external communication; provides multi-media marketing and public education services; manages quality assurance, analytics and research for digital content

Coordinates, plans and executes Business Office functions for IT and Marketing projects; coordinates executive projects and programs mandated by resolution or executive order; and administers Sponsorship and Employee Discount programs and all facets associated with them

FY 12-13
16

FY 13-14
20

MIAMI-DADE TELEVISION

Provides gavel to gavel television coverage of all BCC meetings; produces original programming and video content for broadcast and web; provides chambers support for non-broadcast meetings; manages EOC video system and supports media events Countywide

FY 12-13
11

FY 13-14
11

eGOVERNMENT SOLUTIONS

Oversees miamidade.gov portal development, Customer Relationship Management (CRM), mobile applications, online civic engagement technologies and Web Content Management systems; manages eNet self-services and internal online communication, collaboration and knowledge tools

FY 12-13
10

FY 13-14
11

ADMINISTRATIVE SUPPORT

Directs all personnel, procurement, contract management, and budgeting functions; responsible for fiscal activities, internal controls, and performance reporting

FY 12-13
5

FY 13-14
5

CREATIVE AND BRANDING SERVICES

Provides certified translation, interpretation services in Spanish and Creole, photography, and graphic design services; coordinates and supports Departmental and Countywide media placement

FY 12-13
11

FY 13-14
9

CORRECTIONS AND REHABILITATION

OFFICE OF THE DIRECTOR

Formulates all departmental policies and provides overall direction and coordination of department activities relating to the booking, release, classification, and incarceration of individuals arrested in Miami-Dade County; oversees the Security and Internal Affairs Bureau, Medical Services, and the Legal Unit

| | |
|-----------------|-----------------|
| <u>FY 12-13</u> | <u>FY 13-14</u> |
| 76 | 64 |

CUSTODY SERVICES

Provides for the care, custody, and control of inmates incarcerated within five detention facilities; responsible for all inmate intake, classification, and release functions

| | |
|-----------------|-----------------|
| <u>FY 12-13</u> | <u>FY 13-14</u> |
| 2,108 | 2,059 |

MANAGEMENT SERVICES AND TRAINING

Supports all administrative requirements of the Department, including budget and finance, personnel management, training, basic training academy, policy and planning, procurement, legislative coordination, and regulatory compliance

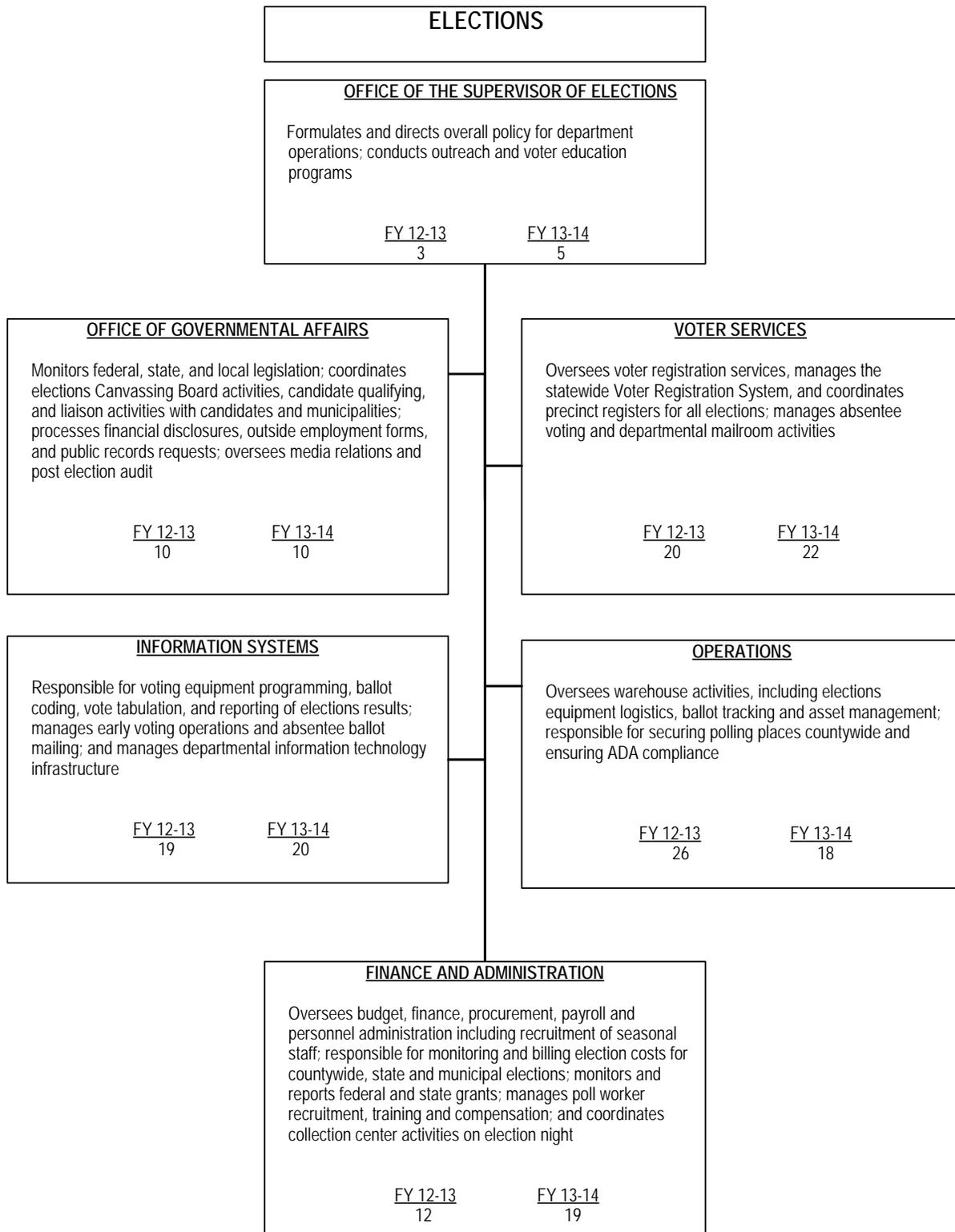
| | |
|-----------------|-----------------|
| <u>FY 12-13</u> | <u>FY 13-14</u> |
| 143 | 143 |

SUPPORT SERVICES

Includes the following units: Custody Support Services, Physical Plant Maintenance, Alternatives to Incarceration, and Inmate Programs; provides court services, inmate transportation and hospital services, food services, facilities management, information systems, pretrial release, materials management, monitored release (house arrest), construction management (capital projects) and community affairs services

| | |
|-----------------|-----------------|
| <u>FY 12-13</u> | <u>FY 13-14</u> |
| 656 | 580 |





FINANCE

OFFICE OF THE DIRECTOR
 Formulates and directs overall financial policy of the County

FY 12-13 FY 13-14
 5 6

CONTROLLER

Satisfies legal and mandated requirements; processes vendor payments and payroll; maintains County's general ledger system; and provides financial reporting

FY 12-13 FY 13-14
 107 111

CASH MANAGEMENT

Invests surplus funds in compliance with Florida Statutes, local ordinances, and investment policy

FY 12-13 FY 13-14
 7 7

BOND ADMINISTRATION

Manages the County's debt financing

FY 12-13 FY 13-14
 8 8

TAX COLLECTOR

Administers state laws, local ordinances, and policies pertaining to the collection and distribution of current and delinquent County and municipal ad valorem taxes, non-ad valorem assessments, improvement liens, local business tax receipts, waste fees, excise utility taxes, convention and tourist development taxes, and license fees (auto, boat, hunting, and fishing); and collection of delinquent accounts for various County departments

FY 12-13 FY 13-14
 184 199

FIRE AND RESCUE

OFFICE OF THE FIRE CHIEF

Provides leadership and direction; establishes long-term vision for fire rescue services; formulates departmental policy; provides planning, research, accreditation and quality management for the department; and oversees public affairs

| | |
|----------------------|----------------------|
| <u>FY 12-13</u> 9 | <u>FY 13-14</u> 9 |
|----------------------|----------------------|

TECHNICAL/SUPPORT SERVICES

Provides state and federally mandated minimum standard, career development, and advanced firefighting training, and oversees new program development; provides fire prevention and public education programs; directs fire prevention and building and alarm inspections; manages warehouse and supply, motor pool, and research and development activities; maintains and repairs departmental heavy equipment fleet; administers off-duty services by providing Fire Department personnel and equipment support for special events; provides facilities maintenance and construction; management information and computer systems; and dispatches emergency and non-emergency calls for service and coordinates radio frequency allocations

| | |
|------------------------|------------------------|
| <u>FY 12-13</u> 295 | <u>FY 13-14</u> 287 |
|------------------------|------------------------|

SUPPRESSION AND RESCUE

Provides fire suppression services, ground and air rescue transport, and medical services to the public; performs specialized protection services such as hazardous materials, water rescue, marine firefighting, and technical rescue training (TRT); performs safety surveys, and firefighting and rescue demonstrations; oversees Airport and Seaport fire and rescue services and employee training activities; maintains Antivenin Bank and administers the anti-venom program; oversees ocean rescue services; provides advanced emergency medical services training, certification maintenance, and hospital liaison services

| | |
|--------------------------|--------------------------|
| <u>FY 12-13</u> 2,060 | <u>FY 13-14</u> 1,939 |
|--------------------------|--------------------------|

BUDGET/PLANNING/GRANTS/ADMINISTRATION

Oversees capital project development; manages fiscal operations including capital and grants management, provides for planning services and review of development projects; directs human resources activities; maintains medical records; functions as liaison with elected officials and County administrative offices; maintains departmental records; develops recruitment programs; and oversees procurement management

| | |
|-----------------------|-----------------------|
| <u>FY 12-13</u> 50 | <u>FY 13-14</u> 47 |
|-----------------------|-----------------------|

EMERGENCY MANAGEMENT

Provides overall leadership, management, and coordination of the Division, manages the County's emergency operations; plans, coordinates, and implements disaster preparedness, response, recovery, and mitigation programs

| | |
|-----------------------|-----------------------|
| <u>FY 12-13</u> 17 | <u>FY 13-14</u> 17 |
|-----------------------|-----------------------|

HUMAN RESOURCES

OFFICE OF THE DIRECTOR

Formulates human resources, fair employment, and human rights policy; oversees all departmental activities and provides department-wide administrative support in the areas of procurement, budget, fiscal management, and business planning

FY 12-13
0
FY 13-14
3

PAYROLL AND INFORMATION MANAGEMENT

Processes payroll, time and attendance transactions for all County employees; maintains central personnel and medical files, including the Employee Master File and County Table of Organization; provides reporting and business intelligence functionality for personnel related issues and maintains, develops, and implements HR system enhancements

FY 12-13
0
FY 13-14
49

HUMAN RIGHTS AND FAIR EMPLOYMENT PRACTICES

Manages and oversees all policies and practices related to equality and discrimination; promotes equal employment policies and practices, investigates complaints of discrimination, and facilitates conflict resolution through mediation; plans and coordinates all functions to enforce the County's Anti-Discrimination Ordinance and provides administrative support to the Commission on Human Rights

FY 12-13
0
FY 13-14
7

LABOR RELATIONS, COMPENSATION AND BENEFITS

Plans, negotiates, and administers all County collective bargaining agreements in accordance with Florida Statutes; administers employee appeals and collective bargaining grievances; and provides advice related to the provisions of the agreement. Administers the County's compensation and benefits for all County employees.

FY 12-13
0
FY 13-14
34

RECRUITMENT, TESTING, AND CAREER DEVELOPMENT

Assists departments in recruitment and selection of qualified job applicants through the development, administration, and validation of competitive recruitment methods, to include examinations; provides centralized employment services and administers the County's internships and training programs

FY 12-13
0
FY 13-14
32

INTERNAL SERVICES DEPARTMENT

OFFICE OF THE DIRECTOR

Establishes departmental policies and goals and provides legislative coordination

FY 12-13
12

FY 13-14
10

HUMAN RESOURCES

Formulates Human Resources (HR) policy; develops strategic HR programs and administers the County's employee relations systems; advises departments on personnel issues and appropriate methods of problem resolution; coordinates all recruitment and personnel issues and actions for Miami-Dade County; performs departmental personnel representative functions; serves as custodian of personnel and medical records

FY 12-13
123

FY 13-14
0

PROCUREMENT

Manages the procurement of goods and services purchased through bids, request for proposals, and other solicitation instruments; administers the Architectural and Engineering (A&E) selection process and the Equitable Distribution Program (EDP); manages A&E technical certification, prequalification for A&E services, and the Miscellaneous Construction Contract Program (MCC); manages vendor registration and outreach and coordinates vendor information; manages the County Store and the disposal of County surplus property

FY 12-13
108

FY 13-14
106

ADMINISTRATION AND BUSINESS SERVICES

Provides departmental support and coordination of fiscal operations, budget preparation and human resources; provides countywide design, printing, and mail services

FY 12-13
56

FY 13-14
53

FLEET MANAGEMENT

Maintains the County's light and heavy mobile equipment fleet; provides fuel and/or maintenance to County departments, municipalities and other governmental entities; and administers the Vehicle Replacement and Fuel Conservation Program

FY 12-13
259

FY 13-14
258

FACILITIES AND UTILITIES MANAGEMENT

Manages, renovates, and maintains County-operated facilities and parking operations; administers countywide security and energy performance contracts, and manages utility use; regulates elevator equipment throughout Miami-Dade County

FY 12-13
198

FY 13-14
243

DESIGN AND CONSTRUCTION SERVICES

Plans, designs, and manages new facility construction and major renovations of County facilities; develops countywide construction management standards and policies

FY 12-13
110

FY 13-14
62

RISK MANAGEMENT

Administers self-insured workers' compensation and liability programs, countywide safety and property/casualty programs and employee benefits

FY 12-13
88

FY 13-14
91

REAL ESTATE DEVELOPMENT

Administers countywide joint real estate development, real property lease negotiations and management, property acquisition, and sales

FY 12-13
19

FY 13-14
19

AMERICAN WITH DISABILITIES ACT (ADA) COORDINATION

Promotes and coordinates compliance with ADA

FY 12-13
1

FY 13-14
1

INFORMATION TECHNOLOGY

| <u>OFFICE OF THE DIRECTOR</u> | |
|---|---|
| Oversees the provision of IT resources and services and performs Chief Information Officer (CIO) functions | |
| <u>FY 12-13</u> 3 | <u>FY 13-14</u> 3 |
| <div style="border: 1px solid black; padding: 5px;"> <p style="text-align: center;"><u>OPERATIONAL SUPPORT</u></p> <p>Provides asset management, financial, budgetary, human resources, project management and administrative support to IT operations</p> <p style="text-align: center;"><u>FY 12-13</u> <u>FY 13-14</u> 30 34</p> </div> | <div style="border: 1px solid black; padding: 5px;"> <p style="text-align: center;"><u>ENTERPRISE SOLUTIONS</u></p> <p>Delivers enterprise services for Geographic Information System (GIS), Enterprise Asset Management System (EAMS), and Electronic Content Management (ECM)</p> <p style="text-align: center;"><u>FY 12-13</u> <u>FY 13-14</u> 46 56</p> </div> |
| <div style="border: 1px solid black; padding: 5px;"> <p style="text-align: center;"><u>ENTERPRISE DATA CENTER</u></p> <p>Provides 24 X 7 operation, and support for the hardware and system software that run the County's mainframe and distributed systems environments, provides enterprise storage and backup services and mainframe printing services</p> <p style="text-align: center;"><u>FY 12-13</u> <u>FY 13-14</u> 80 81</p> </div> | <div style="border: 1px solid black; padding: 5px;"> <p style="text-align: center;"><u>ENTERPRISE APPLICATIONS</u></p> <p>Provides multi-platform Countywide and departmental automated application systems, including support for public safety applications, tax collection and legislative systems</p> <p style="text-align: center;"><u>FY 12-13</u> <u>FY 13-14</u> 71 85</p> </div> |
| <div style="border: 1px solid black; padding: 5px;"> <p style="text-align: center;"><u>ENTERPRISE ARCHITECTURE</u></p> <p>Delivers enterprise middleware, architecture, and database services, and provides support for 311/911</p> <p style="text-align: center;"><u>FY 12-13</u> <u>FY 13-14</u> 45 50</p> </div> | <div style="border: 1px solid black; padding: 5px;"> <p style="text-align: center;"><u>ENTERPRISE RESOURCE PLANNING</u></p> <p>Delivers enterprise program services for Enterprise Resource Planning (ERP) and core legacy systems including human resource and financial systems</p> <p style="text-align: center;"><u>FY 12-13</u> <u>FY 13-14</u> 65 75</p> </div> |
| <div style="border: 1px solid black; padding: 5px;"> <p style="text-align: center;"><u>FIELD SERVICES</u></p> <p>Delivers engineering, enterprise maintenance, installations, and support for telephone systems, computer peripherals, wireless devices, and wide and local area network support</p> <p style="text-align: center;"><u>FY 12-13</u> <u>FY 13-14</u> 109 120</p> </div> | <div style="border: 1px solid black; padding: 5px;"> <p style="text-align: center;"><u>ENTERPRISE SECURITY</u></p> <p>Develops and implements data security policies, manages enterprise security risk, and manages the County's data security infrastructure, remote access, directory services, and mobile messaging</p> <p style="text-align: center;"><u>FY 12-13</u> <u>FY 13-14</u> 20 21</p> </div> |
| <div style="border: 1px solid black; padding: 5px;"> <p style="text-align: center;"><u>RADIO AND WIRELESS SERVICES</u></p> <p>Provides local and regional public safety first responders and County departments with efficient, reliable, and secure radio communications services and solutions</p> <p style="text-align: center;"><u>FY 12-13</u> <u>FY 13-14</u> 55 51</p> </div> | <div style="border: 1px solid black; padding: 5px;"> <p style="text-align: center;"><u>SHARED SERVICES</u></p> <p>Provides customer support for Countywide telephone services and maintains internal work order and billing systems</p> <p style="text-align: center;"><u>FY 12-13</u> <u>FY 13-14</u> 17 17</p> </div> |

JUVENILE SERVICES

| | | | |
|--|--|--|--|
| <u>OFFICE OF THE DIRECTOR</u> | | | |
| Provides overall policy, strategy, and direction for the Department in order to serve arrested and at-risk juveniles and their families | | | |
| <u>FY 12-13</u> | | <u>FY 13-14</u> | |
| 2 | | 2 | |
| <u>OPERATIONS*</u> | | <u>OPERATIONAL SUPPORT</u> | |
| Provides centralized booking and security, assessment and diversion services, public policy and outreach services | | Provides centralized operational support to the department, including fiscal management, facilities management, and records services | |
| <u>FY 12-13</u> | | <u>FY 13-14</u> | |
| 0 | | 81 | |
| <u>FY 12-13</u> | | <u>FY 13-14</u> | |
| 7 | | 10 | |
| <u>GUARDIAN AD LITEM</u> | | <u>COMMUNITY SERVICES</u> | |
| Protects the rights of children involved in court proceedings and advocates for their best interest | | Provides public policy recommendations based on data analysis; provides outreach and violence intervention services to at-risk communities | |
| <u>FY 12-13</u> | | <u>FY 13-14</u> | |
| 7 | | 6 | |
| <u>FY 12-13</u> | | <u>FY 13-14</u> | |
| 5 | | 0 | |
| <u>CARE AND CUSTODY</u> | | <u>CLINICAL ASSESSMENT AND DIVERSION SERVICES</u> | |
| Provides centralized booking services and security; assessment of substance abuse, family, and mental health issues; and training of staff | | Provides assessment and diversion services for juvenile offenders and at-risk youth in the community | |
| <u>FY 12-13</u> | | <u>FY 13-14</u> | |
| 36 | | 0 | |
| <u>FY 12-13</u> | | <u>FY 13-14</u> | |
| 43 | | 0 | |

*Note: In FY 2013-14, The Care and Custody, Clinical Assessment and Diversion Services, and Community Services Units are combined to form the Operations Division

LIBRARY

OFFICE OF THE DIRECTOR

- Provides overall direction and coordination of departmental operations and management

| | |
|-----------------|-----------------|
| <u>FY 12-13</u> | <u>FY 13-14</u> |
| 3 | 3 |

ADMINISTRATION

- Oversees implementation of departmental policy and manages the departmental budget

| | |
|-----------------|-----------------|
| <u>FY 12-13</u> | <u>FY 13-14</u> |
| 12 | 9 |

SUPPORT SERVICES

- Processes financial transactions and personnel actions; oversees the Library's capital expansion plan; develops and prints educational and promotional materials for the Library System; manages maintenance, security, fleet services, and human resources throughout the system

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| <u>FY 12-13</u> | <u>FY 13-14</u> |
| 48 | 29 |

OUTREACH SERVICES

- Develops and implements special events and programs for targeted populations, such as children or patrons with difficulty accessing services at branches

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| <u>FY 12-13</u> | <u>FY 13-14</u> |
| 24 | 14 |

PUBLIC SERVICE

- Provides informational and lending services to users of branch and regional facilities, programs and events to encourage literacy, library usage, and life-long learning; formulates and administers the Collection Development Policy and Materials Budget Plan for the Library System; coordinates all library automation efforts and online services, including short- and long-term technical planning, e-government, web portal initiatives, network infrastructure, network security, and all central site and remote computer equipment and applications, for staff and the general public

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| <u>FY 12-13</u> | <u>FY 13-14</u> |
| 374 | 220 |

MANAGEMENT AND BUDGET

ADMINISTRATION

Establishes and implements departmental policy; reviews and coordinates agenda submissions; manages departmental personnel; and implements policy enacted by the Board of County Commissioners (BCC) and the Mayor

FY 12-13 FY 13-14
 5 6

MANAGEMENT AND BUDGET

Ensures the financial viability of the County through sound financial management policies
 Administers and coordinates the Miami-Dade County Tax Increment Financing (TIF) Program; oversees the activities of all Community Redevelopment Areas (CRAs) and supports Unincorporated Municipal Service Area (UMSA) CRAs; and administers and coordinates annexation/incorporation efforts
 Manages bond programs

FY 12-13 FY 13-14
 22 20

MANAGEMENT PLANNING AND PERFORMANCE ANALYSIS

Responsible for the implementation of the County's results-oriented government framework, which focuses on planning and accountability through performance management

FY 12-13 FY 13-14
 6 6

GRANTS COORDINATION

Administers and monitors community-based organization (CBO) contracts and the Mom and Pop Small Business Grant Program
 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 the Edward Byrne Memorial Justice Assistance grant (JAG)
 Identifies funding and partnership opportunities, and assists County departments with grant writing to maximize revenue support

FY 12-13 FY 13-14
 43 42

MAYOR

OFFICE OF THE MAYOR
Serves as the elected head of County government, promotes effective government, and determines policy direction to meet community needs; responsible for the management of all administrative departments and for carrying out policies adopted by the Board of County Commissioners

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| <u>FY 12-13</u> 44 | <u>FY 13-14</u> 43 |
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COUNTY DEPARTMENTS

MIAMI-DADE ECONOMIC ADVOCACY TRUST

OFFICE OF THE EXECUTIVE DIRECTOR

Oversees programs, special initiatives, and advocacy activities that address disparities that exist for the Black community and Targeted Urban Areas as identified by Miami-Dade County in the areas of housing, economic development, and criminal justice

FY 12-13
3

FY 13-14
3

ADMINISTRATION

Develops the Department's operating and capital budgets; administers grant funds; performs procurement, personnel, and accounts receivable and payable functions

FY 12-13
3

FY 13-14
3

ECONOMIC DEVELOPMENT

Promotes economic development in the Black community and Targeted Urban Areas for business expansion and job creation through capacity-building workshops, trainings, and special initiatives based on emerging economic trends

FY 12-13
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FY 13-14
1

TEEN COURT

Provides an alternative sanctioning program for first-time misdemeanor juvenile offenders, as well as training for youths interested in the field of law

FY 12-13
14

FY 13-14
13

HOUSING ASSISTANCE PROGRAM

Provides technical and financial assistance to provide homeownership opportunities to low-to moderate-income families

FY 12-13
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FY 13-14
3

PARKS RECREATION AND OPEN SPACES

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| OFFICE OF THE DIRECTOR | |
| Provides overall leadership and direction for departmental operations; coordinates special projects, intergovernmental affairs, and departmental fundraising efforts; and serves on the board of the Parks Foundation, the Miami-Dade Sports Commission, and the Zoo Oversight Board | |
| <u>FY 12-13</u> 5 | <u>FY 13-14</u> 5 |
| <p style="text-align: center;"><u>BUSINESS SUPPORT</u></p> <p>Supports the Department in the areas of budget, finance, grant management, human resources, employee development, procurement, contracts management, information technology, marketing, public information, and communications</p> <p style="text-align: center;"><u>FY 12-13</u> 59 <u>FY 13-14</u> 63</p> | <p style="text-align: center;"><u>PARK OPERATIONS</u></p> <p>Operates parks, including basic support to patrons, rentals, programming partnerships, campgrounds, ball fields, tennis centers, community events, provides for facility and equipment maintenance service that manages, protects and improves the safety and overall long-term condition of park assets, etc.</p> <p style="text-align: center;"><u>FY 12-13</u> 257 <u>FY 13-14</u> 274</p> |
| <p style="text-align: center;"><u>MIAMI-DADE ZOOLOGICAL PARK AND GARDENS (ZOO MIAMI)</u></p> <p>Manages and operates the zoo; conducts sales and marketing, public information, and education programs; provides for feeding and care of zoo animals; selects and displays specimens</p> <p style="text-align: center;"><u>FY 12-13</u> 185 <u>FY 13-14</u> 188</p> | <p style="text-align: center;"><u>LANDSCAPE MAINTENANCE - SPECIAL TAXING DISTRICTS</u></p> <p>Provides landscaping and grounds maintenance services to Special Taxing Districts approved by the Board of County Commissioners</p> <p style="text-align: center;"><u>FY 12-13</u> 48 <u>FY 13-14</u> 45</p> |
| <p style="text-align: center;"><u>DEERING ESTATE AND DESTINATIONS</u></p> <p>Manages and operates the Charles Deering Estate and Fruit and Spice Park; oversees historical preservation of facilities; manages facilities, grounds, maintenance, and security</p> <p style="text-align: center;"><u>FY 12-13</u> 28 <u>FY 13-14</u> 29</p> | <p style="text-align: center;"><u>PLANNING AND DEVELOPMENT</u></p> <p>Provides planning, project management, architectural and engineering design, and construction of capital projects; provides contract management and capital program management; supports the Community Image Advisory Board, which advises the BCC on the aesthetics of major transportation arteries and facilities</p> <p style="text-align: center;"><u>FY 12-13</u> 65 <u>FY 13-14</u> 61</p> |
| <p style="text-align: center;"><u>GOLF ENTERPRISE</u></p> <p>Operates and manages the five County-owned golf courses: Briar Bay, Country Club of Miami, Crandon, Greynolds, and Palmetto</p> <p style="text-align: center;"><u>FY 12-13</u> 23 <u>FY 13-14</u> 23</p> | <p style="text-align: center;"><u>LANDSCAPE MAINTENANCE - OPEN SPACES</u></p> <p>Provides non-park landscaping and grounds maintenance services, including Tree Crews and Right-of-Way Assets and Aesthetics Management (RAAM)</p> <p style="text-align: center;"><u>FY 12-13</u> 56 <u>FY 13-14</u> 54</p> |
| <p style="text-align: center;"><u>COASTAL PARK AND MARINA ENTERPRISE</u></p> <p>Operates and maintains seven legacy parks along the coast, six public marinas, Crandon Tennis Center, and the Tennis Tournament</p> <p style="text-align: center;"><u>FY 12-13</u> 95 <u>FY 13-14</u> 93</p> | <p style="text-align: center;"><u>NATURAL AREAS MANAGEMENT</u></p> <p>Maintains environmentally endangered lands throughout the County through prescribed burns and removal of invasive species</p> <p style="text-align: center;"><u>FY 12-13</u> 59 <u>FY 13-14</u> 53</p> |
| <p style="text-align: center;"><u>BEACH MAINTENANCE</u></p> <p>Maintains the public beaches from Sunny Isles to Government Cut, including debris and litter removal</p> <p style="text-align: center;"><u>FY 12-13</u> 46 <u>FY 13-14</u> 46</p> | |

PUBLIC HOUSING AND COMMUNITY DEVELOPMENT

OFFICE OF THE DIRECTOR

- Provides direction, communication, and coordination of federal and local housing and community development programs to assist extremely low-to moderate-income families and the elderly and disabled; provides management supervision for agency divisions and offices including the Applicant Leasing Center; interacts with public and private stakeholders to ensure attainment of PHCD's goals and objectives

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| <u>FY 12-13</u> 6 | <u>FY 13-14</u> 6 |
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ASSET MANAGEMENT

- Provides ongoing rehabilitation of public housing vacant units for prospective residents, and rehabilitation of vacant units for residents with Reasonable Accommodations needs; provides technical maintenance support services to all regional sites as needed; responsible for the management and maintenance services of over 9,000 units encompassed in 105 Public Housing Developments; manages the capital asset inventory; provides relocation leasing, rent collection, evictions, policy reviews, and future developments; accepts all applications for Public Housing; interviews prospective residents, determines eligibility, assigns units and maintains waiting list of current applicants; maintains waiting list of residents approved for relocation and assigns units

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| <u>FY 12-13</u> 202 | <u>FY 13-14</u> 276 |
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FACILITIES AND DEVELOPMENT

- Manages design and construction of capital improvement projects including rehabilitation of existing development sites (over 9,000 units), new affordable housing developments, including the Scott/Carver HOPE VI re-development, GOB projects, and the infill housing program; prioritizes capital projects and ensures capital funds are obligated and expended within federal guidelines; administers developer activities such as environmental clearance, financial closing, U.S. HUD and local agency approvals, project schedules, design and plan reviews, construction and completion; develops contract documents for bidding to contractors and administers the design and construction process

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| <u>FY 12-13</u> 12 | <u>FY 13-14</u> 11 |
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ADMINISTRATION

- Conducts audits for compliance with U.S. HUD and departmental regulations; oversees administrative functions, including human resources, technical services, procurement, Helen M. Sawyer Plaza Assisted Living Facility, Emergency Management Operations, and investigations regarding fair housing complaints; handles reasonable accommodation requests for tenants and applicants

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| <u>FY 12-13</u> 35 | <u>FY 13-14</u> 40 |
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CENTRALIZED MAINTENANCE

- Provides ongoing rehabilitation of public housing vacant units for prospective residents, and rehabilitation of vacant units for residents with Reasonable Accommodations needs; provides technical maintenance support services to all regional sites as needed

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| <u>FY 12-13</u> 87 | <u>FY 13-14</u> 0 |
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FINANCE AND ACCOUNTING

- Provides financial support to the Department and ensures that Federal and County requirements are met; oversees budgeting, accounting, financial reporting, accounts payable, Section 8 programs oversight, and revenue management; services loan portfolio of over 6,000 loans for affordable housing developments, rehabilitation and construction

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| <u>FY 12-13</u> 38 | <u>FY 13-14</u> 38 |
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CONTRACT ADMINISTRATION

- Administers special Section 8 programs, including Moderate Rehabilitation, Shelter Plus Care, and Single Room Occupancy; monitors private contractors for the Housing Choice Voucher Program; oversees the County-owned Substantial Rehabilitation and Section 8 New Construction programs managed by private firms; accepts all applications for Section 8 New Construction, Section 8 Housing Choice Voucher, and Moderate Rehabilitation programs; interviews prospective residents, determines eligibility, and maintains waiting list of current applicants

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| <u>FY 12-13</u> 22 | <u>FY 13-14</u> 26 |
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HOUSING AND COMMUNITY DEVELOPMENT

- Administers federal and state funded programs including the Community Development Block Grant (CDBG), the Home Investment Partnerships Program (HOME), the Emergency Solutions Grant (ESG), the Neighborhood Stabilization Program (NSP), Documentary Stamp Surtax (Surtax), and State Housing Initiatives Partnership (SHIP) funds designed to develop viable urban communities by providing decent housing and a suitable living environment, principally for low-to-moderate income households

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| <u>FY 12-13</u> 35 | <u>FY 13-14</u> 33 |
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RESIDENT SERVICES, COMMUNITY PLANNING AND OUTREACH

- Develops and implements annual competitive award process and subsequent recapture/reallocation of funding for Community Development Block Grant (CDBG), the Home Investment Partnerships Program (HOME), the Emergency Solutions Grant (ESG), the Neighborhood Stabilization Program (NSP), and Documentary Stamp Surtax (Surtax) and State Housing Initiatives Partnership (SHIP) programs; administers community planning functions including citizen participation, annual reporting requirements to U.S. HUD for funding programs, as well as submission of the 5-Year Consolidated Plan, Annual Action Plans, and Consolidated Annual Performance Evaluation Report (CAPER); assists public housing residents with attaining self-sufficiency through strategic partnerships with public and private service providers

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| <u>FY 12-13</u> 14 | <u>FY 13-14</u> 13 |
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PUBLIC WORKS WASTE MANAGEMENT

OFFICE OF THE DIRECTOR
 Formulates departmental policy and provides overall direction and coordination of departmental operations and management

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| <u>FY 12-13</u> 8 | <u>FY 13-14</u> 9 |
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COLLECTION OPERATIONS

Provides residential and commercial garbage and trash collection; operates the neighborhood Trash and Recycling centers; and provides bulky waste pick-ups, and illegal dumping removal

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| <u>FY 12-13</u> 566 | <u>FY 13-14</u> 553 |
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TRAFFIC OPERATIONS

Provides traffic engineering studies, designs traffic control plans for construction, maintains all traffic signs and signals in Miami-Dade County

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| <u>FY 12-13</u> 135 | <u>FY 13-14</u> 168 |
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DISPOSAL OPERATIONS

Disposes of all waste that enters the system and maintains disposal capacity; manages three regional transfer stations, the North and South Dade Landfills, and the Resources Recovery ashfill

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| <u>FY 12-13</u> 270 | <u>FY 13-14</u> 268 |
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HIGHWAY ENGINEERING

Plans and designs major infrastructure improvements; operates and maintains the Causeways infrastructure and rights-of-way; creates and administers special taxing districts

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| <u>FY 12-13</u> 172 | <u>FY 13-14</u> 174 |
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ENVIRONMENTAL AND TECHNICAL SERVICES

Maintains capital infrastructure, environmental compliance, fleet, landfills, and the Resources Recovery contract

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| <u>FY 12-13</u> 43 | <u>FY 13-14</u> 43 |
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CONSTRUCTION AND MAINTENANCE

Develops, administers and provides oversight for infrastructure construction contracts; conducts maintenance on all county maintained rights-of-way infrastructure including roadway, bridges, guardrails, swales and sidewalks; administers storm water management mosquito eradication and control activities

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| <u>FY 12-13</u> 424 | <u>FY 13-14</u> 379 |
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ADMINISTRATION

Implements departmental policy and provides overall direction on personnel, finance, budget, planning, procurement, information systems, media, outreach, and customer service department-wide; administers the curbside recycling program

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| <u>FY 12-13</u> 114 | <u>FY 13-14</u> 115 |
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REGULATORY ECONOMIC RESOURCES

OFFICE OF THE DIRECTOR
 Provides overall direction for Department operations and formulates departmental policy

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| <u>FY 12-13</u> | <u>FY 13-14</u> |
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ADMINISTRATIVE SERVICES AND FISCAL MANAGEMENT

Provides administrative support for finance and budgeting, billing and collection, liens processing, human resources, procurement, asset management, information technology shared services, business plan development, and departmental safety coordination

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| <u>FY 12-13</u> | <u>FY 13-14</u> |
| 63 | 47 |

BUSINESS AFFAIRS

Regulates various industries, including private for-hire transportation; provides education and training services to commercial growers, homeowners, families, and youths; promotes opportunities for small businesses and local workers on County contracts through enforcement of small business and workforce program goals, prompt payment policies, and responsible and living wage requirements; coordinates activities to increase international trade and promotes the County as a global gateway; coordinates film activities and permitting

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| <u>FY 12-13</u> | <u>FY 13-14</u> |
| 142 | 145 |

CONSTRUCTION, PERMITTING AND BUILDING CODE

Serves as the Building Official for Miami-Dade County; processes Florida Building Code and unsafe structures violations; manages and enforces local contractor licensing as part of Chapter 10 of the County Code; ensures compliance with the Florida Building Code and other applicable regulations through review of plans, inspection of construction, and enforcement activities; administers licensing of local contractors; reviews and recommends construction products and components; manages the preparation, legal review, and certification of documents related to planning, zoning and development; processes construction permit applications, inspection requests and results, and Certificates of Occupancy; directs records management, and public information; provides residential and commercial zoning code enforcement; and assesses impact fees

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| <u>FY 12-13</u> | <u>FY 13-14</u> |
| 278 | 306 |

ENVIRONMENTAL RESOURCE MANAGEMENT

Conducts environmental resources permitting, monitoring, and restoration; facilitates contaminated site remediation to ensure that environmental laws are followed; regulates sources of pollution and monitors air quality; regulates water supply protection

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| <u>FY 12-13</u> | <u>FY 13-14</u> |
| 396 | 371 |

DEVELOPMENT SERVICES

Maintains zoning data for properties in unincorporated Miami-Dade County; ensures all commercial, office, residential, industrial, and agricultural developments conform to all land use regulations and codes

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| <u>FY 12-13</u> | <u>FY 13-14</u> |
| 64 | 53 |

PLANNING

Manages and administers the CDMP; prepares population projections and economic, demographic, and growth alternatives; coordinates Sustainable Initiatives

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| <u>FY 12-13</u> | <u>FY 13-14</u> |
| 32 | 34 |

WATER AND SEWER

