

OFFICIAL FILE COPY
CLERK OF THE BOARD
OF COUNTY COMMISSIONERS
MIAMI-DADE COUNTY, FLORIDA

Approved _____ Mayor

Agenda Item B
As Amended 9-18-08

Veto _____

Override _____

ORDINANCE NO. 08-105

ORDINANCE APPROVING, ADOPTING AND RATIFYING THE COUNTYWIDE GENERAL FUND BUDGET FOR MIAMI-DADE COUNTY, FLORIDA, FOR THE FISCAL YEAR COMMENCING OCTOBER 1, 2008, AND ENDING SEPTEMBER 30, 2009; PROVIDING A SHORT TITLE; INCORPORATING THE 2008-09 PROPOSED BUDGET AS AMENDED; APPROPRIATING ALL BUDGETED EXPENDITURES; AUTHORIZING THE INVESTMENT OF COUNTY FUNDS IN THE TIME WARRANTS OF MIAMI-DADE COUNTY; AUTHORIZING THE TRANSFER OF FUNDS AS CASH ADVANCES PENDING RECEIPT OF TAXES; AUTHORIZING DEPOSIT OF INTEREST EARNED TO THE GENERAL FUND; RATIFYING AND APPROVING IMPLEMENTING ORDERS AND OTHER ACTIONS OF THE BOARD WHICH SET CHARGES, AUTHORIZING FEES CONSISTENT WITH APPROPRIATIONS AND PROVIDING FOR THEIR AMENDMENT; AUTHORIZING THE COUNTY MANAGER TO EXECUTE CERTAIN FUNDING AGREEMENTS; AMENDING ARTICLE LXXIA OF THE CODE OF MIAMI-DADE COUNTY, FLORIDA, CHANGING THE DEPARTMENT NAME FROM "TEAM METRO" TO THE "OFFICE OF NEIGHBORHOOD COMPLIANCE"; REPEALING PRIOR ORDINANCES AND RESOLUTIONS IN CONFLICT; PROVIDING SEVERABILITY; AND PROVIDING AN EFFECTIVE DATE

BE IT ORDAINED, BY THE BOARD OF COUNTY COMMISSIONERS OF MIAMI-DADE COUNTY, FLORIDA:

Section 1. This ordinance shall be known and may be cited as the "2008-09 Miami-Dade County Countywide Budget Ordinance".

Section 2. Pursuant to Section 5.03(B) of the Home Rule Charter, the County Manager has recommended a proposed budget for Miami-Dade County, Florida, for the fiscal year commencing October 1, 2008. Said budget document as submitted to the Board of County Commissioners ("Board") is incorporated herein by reference and is amended to include all of the applicable changes contained in the September 4, 2008, memorandum from the County Manager, entitled Information for First Budget Hearing- 2008-09 Proposed Budget and

scrivener's errors orally read into the aforementioned memorandum, and is further amended to include all of the applicable changes contained in the September 18, 2008, memorandum from the County Manager, entitled Information for Second Budget Hearing – FY 2008-09 Proposed Budget, except that: any unspent balance, after all Presidential Election expenses are realized, of the \$1 million Election Reserve, specified in typewritten page 8, be transferred to the Miami-Dade Transit Department. The numerical changes in appropriations and expenditures resulting from the foregoing are incorporated in the attachment hereto.

Section 3. The Countywide General Fund proposed budget, including the five-year financial plan contained therein, is hereby approved, adopted and ratified, and the budgeted revenues and expenditures therein are hereby appropriated. Department expenditure allocations established by the County Manager as revised and summarized in the attached budget are adopted as limitations of all expenditures, except as hereinafter provided; and appropriations have been hereby provided for outstanding indebtedness for the payment of vouchers that have been incurred in the current or prior year, but are not expected to be paid until the commencement of the new fiscal year. Receipts from sources not anticipated in the attached budget may be appropriated and expended by ordinance duly enacted by the Board in accordance with Section 129.06(2)(d), Florida Statutes, and Section 1.02(A) of the Miami-Dade County Home Rule Charter. Adjustments within the same fund to departmental appropriations made in the attached budget may be approved from time to time by motion duly adopted by the Board in accordance with Section 129.06(2), Florida Statutes, and Ordinance No. 07-45. The Director of the Office of Strategic Business Management is authorized to approve adjustments to expenditure code allocations within the limit of the departmental or other appropriations made in the attached budget. All adjustments herein are approved and ratified.

Section 4. Pursuant to the authority of Chapter 8015, Special Acts of Florida, 1919, which authorizes the Board of County Commissioners of Miami-Dade County, Florida, to borrow money and to issue time warrants, and pursuant to the authority of Section 129.02(5), Florida Statutes, which permits funds of the County to be invested in securities of the federal

government and of the local governments in Florida, or both, the Finance Director is hereby authorized to invest these monies in the time warrants of Miami-Dade County, Florida.

Section 5. As provided in Section 5.03(C) of the Home Rule Charter, the Board hereby authorizes the transfer of any portion of the earnings or balance of the several funds, other than sinking funds for obligations not yet retired, to the general funds of the County, provided that such transfer be deemed a cash advance to meet operating and other expenses approved by the Board, and that all such advances shall be reimbursed before the end of the fiscal year upon receipt of adequate tax or other appropriate revenues. Provided, however, that this section in no way limits or restricts the power of the Board to transfer any unencumbered appropriation balance, or any portion thereof, from one department, fund or agency to another as provided by law pursuant to Section 5.03(C) of the Home Rule Charter.

Section 6. The Finance Director, pursuant to Section 5.03(C) of the Home Rule Charter, is hereby authorized to deposit to the accounts of the General Fund any interest on deposits earned or accrued to the benefit of any trust funds, revolving accounts, working capital reserves or other funds held in trust by Miami-Dade County, unless specifically prohibited from doing so by trust or other agreements.

Section 7. All Implementing Orders and other actions of the Board setting fees and charges, are hereby ratified, confirmed and approved; and may be amended by subsequent Board action during the fiscal year.

Section 8. The County Manager is hereby authorized to execute County Attorney-approved agreements for funding allocations for Community-based Organizations approved in this ordinance as a result of a Request for Proposal or other formal selection process or individual allocations approved by the Board.

Section 9. All references to "Team Metro" in the Code of Miami-Dade County, including Article LXXIA of the Code of Miami-Dade County, are hereby amended to change the department's name referenced therein from "Team Metro" to the "Office of Neighborhood Compliance".

Section 10. Notwithstanding any other provision of the County Code, resolution or Implementing Order to the contrary, non-profit entities awarded grants of County monies from the Elected Officials Discretionary Reserve, Commission Office Funds, or County Services Reserve shall not be required to complete affidavits of compliance with the various policies or requirements applicable to entities contracting or transacting business with the County.

Section 11. All ordinances and parts of ordinances and all resolutions in conflict herewith are hereby repealed.

Section 12. If any section, subsection, sentence, clause or provision of this ordinance is held invalid, the remainder of this ordinance shall not be affected by such invalidity.

Section 13. The provisions of this ordinance shall become effective ten (10) days after the date of enactment unless vetoed by the Mayor, and if vetoed, shall become effective only upon an override by this Board. In the event all or any portions of this ordinance are vetoed, the remaining portions, if any, shall become effective ten (10) days after the date of enactment and the portions vetoed shall become effective only upon override by this Board.

Section 13. This ordinance does not contain a sunset provision.

PASSED AND ADOPTED: September 18, 2008

Approved by County Attorney as
to form and legal sufficiency.



COUNTYWIDE GENERAL FUND REVENUE

Net*
2008-09
Budget

TAXES

General Property Tax (Tax Roll: \$245,562,406,227)	\$1,128,607,000
Local Option Gas Tax	43,500,000
Ninth Cent Gas Tax	<u>11,000,000</u>
Subtotal	<u>\$1,183,107,000</u>

OCCUPATIONAL LICENSES

Business Taxes	<u>\$4,550,000</u>
Subtotal	<u>\$4,550,000</u>

INTERGOVERNMENTAL REVENUES

State Sales Tax	\$55,360,000
State Revenue Sharing	32,165,000
Gasoline and Motor Fuels Tax	13,629,000
State Crime Lab Reimbursement	950,000
Alcoholic Beverage Licenses	587,000
Secondary Roads	500,000
Race Track Revenue	447,000
State Insurance Agent License Fee	<u>464,000</u>
Subtotal	<u>\$104,102,000</u>

CHARGES FOR SERVICES

Sheriff and Police Fees	\$2,755,000
Other	<u>500,000</u>
Subtotal	<u>\$3,255,000</u>

INTEREST INCOME

Interest	<u>\$12,240,000</u>
Subtotal	<u>\$12,240,000</u>

COUNTYWIDE GENERAL FUND REVENUE (cont'd)

	Net* 2008-09 <u>Budget</u>
<u>OTHER</u>	
Administrative Reimbursements	\$33,631,000
Miscellaneous	<u>1,096,000</u>
Subtotal	<u>\$34,727,000</u>
<u>CASH CARRYOVER</u>	
Cash Carryover	<u>\$43,400,000</u>
Subtotal	<u>\$43,400,000</u>
Total	<u>\$1,385,381,000</u>

* All anticipated receipts have been adjusted as necessary in accordance with Chapter 129.01(2)(b) of the Florida Statutes.

COUNTYWIDE GENERAL FUND EXPENDITURES

	2008-09 Budget
County Executive Office	\$6,383,000
Board of County Commissioners (BCC)	14,030,000
County Attorney	14,559,000
Animal Services	3,195,000
Corrections and Rehabilitation	315,632,000
Emergency Management	2,773,000
Miami-Dade Fire Rescue	26,265,000
Independent Review Panel	599,000
Judicial Administration	27,663,000
Juvenile Services	8,911,000
Legal Aid	1,675,000
Medical Examiner	10,179,000
Miami-Dade Police	148,027,000
Non-departmental - Public Safety	17,331,000
Transit	145,743,000
Non-departmental - Transportation	1,627,000
Cultural Affairs	7,764,000
Historical Museum of South Florida	332,000
Miami Art Museum	342,000
Museum of Science and Planetarium	342,000
Park and Recreation	45,481,000
Vizcaya	282,000
Non-departmental - Recreation and Culture	5,764,000
Office of Neighborhood Compliance	131,000
Planning and Zoning	3,326,000
Public Works	23,670,000
Non-departmental - Neighborhood and Unincorporated Area Municipal Services	649,000
Community Action Agency	12,784,000
Community Advocacy	2,171,000
Human Services	39,234,000
Public Health Trust	177,870,000
Non-departmental - Health and Human Services	29,987,000
Economic Development Coordination	779,000
Community and Economic Development	786,000
Consumer Services	1,035,000
Film and Entertainment	564,000
International Trade Consortium	1,144,000
Metro-Miami Action Plan	997,000
Non-departmental - Economic Development	50,113,000

COUNTYWIDE GENERAL FUND EXPENDITURES (cont'd)

	2008-09 Budget
Agenda Coordination	802,000
Americans with Disabilities Act Coordination	344,000
Audit and Management Services	3,958,000
Commission on Ethics and Public Trust	2,318,000
Elections	21,684,000
Enterprise Technology Services	28,293,000
Fair Employment Practices	880,000
General Services Administration	34,878,000
Government Information Center	11,845,000
Grants Coordination	4,291,000
Human Resources	8,021,000
Inspector General	363,000
Property Appraisal	28,269,000
Strategic Business Management	4,041,000
Sustainability	543,000
Transfer to Emergency Contingency Reserve	1,928,000
Non-departmental - Enabling Strategies	<u>82,784,000</u>
Total	<u>\$1,385,381,000</u>

Memorandum



Date: September 4, 2008

Agenda Item IE

To: Honorable Chairman Bruno A. Barriero
and Members, Board of County Commissioners

From: George M. Burgess
County Manager

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

Subject: Information for First Budget Hearing – FY 2008-09 Proposed Budget

This report accompanies the FY 2008-09 Budget Ordinances for your consideration at the first budget hearing on September 4, 2008. This document details all adjustments necessary from what was included in the FY 2008-09 Proposed Budget and what has been included in these ordinances, as well as making recommendations for other adjustments for your consideration. The total value of all adjustments contained in this document is \$32.301 million, representing less than one percent of the FY 2008-09 Proposed Budget. The \$32.301 million adjustment is composed of the \$42.479 million associated with the millage rates adopted by the Board on July 17, 2008, a change in general fund carryover of \$1.2 million, and an overall reduction of \$11.378 million grants and other proprietary revenues.

The Proposed Budget based on the June 1 preliminary tax roll was released on June 24, 2008. The value of the certified tax roll for 2008 was released on July 1 and was higher than estimated in the Proposed Budget. Subsequently, on July 17, 2008, the Board adopted a countywide millage rate of 4.8733, or 0.043 mills lower than the millage rate in the Proposed Budget. To allow maximum flexibility in its budget deliberation, the Board adopted millage rates at the same level as in FY 2007-08 for the Unincorporated Municipal Service Area (UMSA) (2.0416), Fire Rescue (2.2067), and Library District (0.3842), which are in excess of the rates in the Proposed Budget. Even at these rates, the owner of a home of average value in a majority of municipalities and UMSA will pay less in County property taxes for FY 2008-09 than in FY 2007-08. As noted in Attachment A, homeowners in 27 municipalities and UMSA will save money on their County taxes and homeowners in only six municipalities will actually pay more in property taxes when combined with the millages rates adopted by the municipalities for purposes of advertisement on the TRIM notices. In order for the Board to adopt the millage rates advertised on the TRIM notices, a two-thirds affirmative vote would be required for each rate. It is important to note that 26 municipalities advertised tax rates in excess of the maximum millage rates and would therefore require an extraordinary affirmative vote to adopt these rates.

The additional revenue generated by these millage rates has been allocated to a Service Enhancement Reserve within each taxing jurisdiction. Adjustments were also made to community redevelopment agency and Public Health Trust payments as appropriate. The attached ordinances reflect the revenues generated by those millage rates adopted in July and the Board is reminded that pursuant to State law, the tentative millage rates approved at the first budget hearing cannot be higher than those approved in July without re-noticing all property owners and cannot be increased at the second hearing.

The ordinances also incorporate technical changes and adjustments, corrections of scriveners' errors, corrections of appropriation posting errors, and current estimates of grants for agencies and departments. Cash carryovers for proprietary funds have been adjusted where appropriate. Between the first and second budget hearings, the Mayor and I will continue to work with you and the Commission Auditor on further refinements to the budget, as required and adjustments will be incorporated as part of the information that will be provided to the Board for the second budget hearing on September 18, 2008.

The Budget Development Process

This year we continued to follow the Resourcing for Results budget development process as outlined in the County Code sponsored by Commissioner Martinez and adopted, adopted by the Board as the Results Oriented Governing Ordinance 05-136 on July 7, 2005. In January I forwarded to the Mayor and the Board my recommended budget priorities and throughout the months of February, March, and April staff provided information to the various Commission Committees. In April, the Board adopted its budget priorities. Throughout the budget development process we reviewed and analyzed the departmental budget submissions, ensuring alignment with the Board approved Strategic Plan and the departmental business plans. Our analysis is based on each and every program and activity of the County; reviewing the expenditures associated with the program and the results achieved. As part of the "plan, measure, monitor" cycle of results-oriented planning, we reviewed our goals and objectives and our relative performance, the resources required to achieve our goals, and the relative priority of each of the activities.

We held 60 departmental resource allocation meetings and, as required under Ordinance 07-45, four Revenue Estimating Conferences, all of which were publicly noticed meetings. We also held public meetings at six sites throughout the county on August 11, 12, and 13, pursuant to R-1018-94, to discuss tax rates and fee changes (Attachment B is a copy of the advertisement for these meetings).

As we concluded the development of the Proposed Budget, we were mindful of the priorities established by the Board and the suggestions the Board provided to us, both in the Commission Committee meetings and also in the one-on-one meetings that the Office of Strategic Business Management (OSBM) Director and I held with each of you, as well as extensive meetings with the Mayor. Since the release of the Proposed Budget in June, a number of issues have been identified that will impact the FY 2008-09 Proposed Budget. In addition, and based on the benefit of recent Board input, we have incorporated programmatic changes and the corresponding funding adjustments to the FY 2008-09 Proposed Budget outlined in this report.

Operating Budget Adjustments

The recommended operating budget adjustments total \$32.301 million and are summarized in the table below and detailed in the following paragraphs. Adjustments are being funded by allocations from increased ad valorem and proprietary revenues.

Revenue Budget Recommendations
(Dollars in Thousands)

	<u>CW</u>	<u>UMSA</u>	<u>Fire Rescue/ Library</u>	<u>Proprietary/ Other</u>	<u>Total</u>
<u>Revenue Adjustments</u>					
Animal Services - Fee Revenue	0	0	0	734	734
Aviation - Miami Airport Affairs Committee Revenue Adjustment	0	0	0	(20,939)	(20,939)
Community Action Agency - Grant Funding	0	0	0	2,133	2,133
Consumer Services - Fee Revenue	0	0	0	20	20
County Attorney - Interagency Revenue	0	0	0	224	224
Countywide General Fund - Carryover	1,200	0	0	0	1,200
Countywide General Fund - Ad-Valorem Revenue	2,141	0	0	0	2,141
Cultural Affairs - Children's Trust and Local Art and Agency Grant	0	0	0	(356)	(356)
Elections - Voter Education Grant	0	0	0	120	120
Emergency Mgmt. and Homeland Security - Carryover and Grant Revenue	0	0	0	5,005	5,005
Fire Rescue District - Ad-Valorem Revenue	0	0	25,041	0	25,041
Human Services - Grant and Food and Beverage Tax Revenue	0	0	0	(1,117)	(1,117)
Inspector General - Fee Revenue	0	0	0	300	300
Library District - Ad-Valorem Revenue	0	0	5,704	0	5,704
Miami-Dade Police - Interagency Revenue	0	0	0	126	126
Office of Neighborhood Compliance - Research Fee	0	0	0	440	440
Public Works - Special Taxing District Revenue	0	0	0	3,432	3,432
Seaport - Advertising and Storage Revenue	0	0	0	(1,500)	(1,500)
UMSA General Fund - Ad-Valorem Revenue	0	9,593	0	0	9,593
Total Revenue Adjustments	\$3,341	\$9,593	\$30,745	(\$11,378)	\$32,301

Expenditure Budget Recommendations

(Dollars in Thousands)

	<u>CW</u>	<u>UMSA</u>	<u>Fire Rescue/ Library</u>	<u>Proprietary/ Other</u>	<u>Total</u>
<u>Expenditure Adjustments</u>					
Alliance for Human Services - Social Services Master Plan	(150)	0	0	0	(150)
Animal Services - Operating Expense	0	0	0	734	734
Aviation - Operating and Non-Operating Expense	0	0	0	(20,939)	(20,939)
Community Action Agency - Operating and Pass-Through Grant Expense	0	0	0	2,133	2,133
Community Action Agency - Emergency Assistance and Maintenance Programs	(1,462)	0	0	(1,907)	(3,369)
Consumer Services - Operating Expenses	164	0	0	20	184
County Attorney - Operating Expense	0	0	0	224	224
Cultural Affairs - Program Grants	0	0	0	(356)	(356)
Elections - Voter Education Program	0	0	0	120	120
Emergency Mgnt. and Homeland Security - Oper. and pass-through grant expense	0	0	0	5,005	5,005
Finance - Lien Collections Unit	0	0	0	(1,119)	(1,119)
Fire Rescue - Service Enhancement Reserve	0	0	25,041	0	25,041
Human Services - Domestic Violence Center Operations	1,600	0	0	(1,600)	0
Human Services - Operating and Pass-Through Grant Expense	0	0	0	483	483
Human Services - Emergency Assistance and Maintenance Programs	1,462	0	0	1,907	3,369
Inspector General - Operating Expense	0	0	0	300	300
Library District - Service Enhancement Reserve	0	0	5,704	0	5,704
Non-Departmental - Service Enhancement Reserve Increase	599	9,571	0	0	10,170
Non-Departmental - Service Enhancement Reserve Decrease	(379)	0	0	0	(379)
Non-Departmental - Tax Increment Financing	1,135	22	0	0	1,157
Non-Departmental - Public Campaign Financing	(600)	0	0	0	(600)
Medical Examiner - Employee Reclassification Expense	215	0	0	0	215
Miami Dade Police - MDR Internal Affairs and Illegal Dumping	0	0	0	126	126
Office of Neighborhood Compliance - Lien Collections Unit/Operating Expense	0	0	0	1,559	1,559
Public Health Trust - Adjustment due to Property Tax Roll/Carryover Change	757	0	0	0	757
Public Works - Special Taxing District Expense	0	0	0	3,432	3,432
Seaport - Operating Expense	0	0	0	1,565	1,565
Seaport - Non-Operating Expense	0	0	0	(3,065)	(3,065)
Total Expenditure Adjustments	\$3,341	\$9,593	\$30,745	(\$11,378)	\$32,301

Updated Tax Roll Adjustments

As a result of the higher than anticipated growth in the property tax roll and the preliminary millage rates adopted by the Board on July 17, there are increases to the budgeted property tax revenues. For the Countywide General Fund the revenue increase is \$2.141 million. Portions of this increase go to fund an increase in the formula payment to the Public Health Trust (\$614,000), tax increment financing district payments (\$1.135 million), and the balance was allocated to a Service Enhancement Reserve (\$392,000). For the UMSA General Fund the property tax revenue increase is \$9.593 million. A portion of this increase is needed to fund the UMSA portion of the tax increment financing district payment (\$22,000) with the balance (\$9.571 million) set aside in a Service Enhancement Reserve. The revenue increases for the Library District (\$5.704 million) and Fire-Rescue District (\$25.041 million) are both being set aside in the respective service enhancement reserves.

Alliance for Human Services (AHS)

The Alliance for Human Services is expected to suspend its activities during the first quarter of the FY 2008-09. It is therefore recommended that the \$150,000 allocation toward the completion of the countywide Social Services Master Plan be reallocated to the Service Enhancement Reserve.

Animal Services

The FY 2008-09 Proposed Budget included the elimination of nine full-time positions and a reduction of fleet expenditures for a total reduction of \$789,000. Further analysis has been conducted by the Department in coordination with OSBM to reduce the impact on services and improve fiscal controls without requiring additional General Fund support. It is recommended that Animal Service fees be adjusted as outlined in budget ordinance to generate \$664,000 in additional proprietary revenue; additionally, carryover into FY 2008-09 is \$70,000 higher than anticipated in the Proposed Budget. The revised fees more clearly align current Animal Services Fees with the Department's corresponding respective fee Implementing Order. Except for the puppy license fee, which is higher, the proposed fee adjustments identified in budget ordinance are within the range of fees charged at other public animal shelters and significantly lower than fees charged at other South Florida Humane Societies and private veterinarians for similar services.

The additional revenue will be used to fund an additional Animal Services Investigator associated with large animal cruelty cases, as well as the outsourcing to the Society for the Prevention of Cruelty to Animals for the delivery of services for the care, maintenance, and housing of impounded large animals (\$155,000). The additional revenue will also be used to reinstate the following six positions: one Animal Control Officer (\$49,000), one Disposal Technician (\$40,000), one Animal Service Investigator (\$54,000), one Senior System Program Analyst (\$87,000), one Accountant I (\$75,000), and one Animal Services Representative 2 (\$50,000). In addition, the Department requires \$70,000 to replace failing air conditioning units at the shelter, \$40,000 to pay for the fleet costs associated with the reinstated Animal Control Officer, Disposal Technician, and Animal Service Investigator positions and \$114,000 for various operating support items.

Aviation

The FY 2008-09 Proposed Budget recommended \$680.701 million for the operation of the Miami-Dade Aviation Department (MDAD). A revised budget approved by the Miami Airport Affairs Committee (MAAC), reflects a decrease of \$20.939 million to \$659.762 million. Included in the revised budget is a reduction of \$54.117 million in aviation fees and charges to \$243.792 million from a proposed \$297.909 million. Additionally, in anticipation of rental locations closing due to the construction of the North Terminal, rental revenues are being revised to reflect a reduction of \$7.352 million to \$94.858 million from a proposed \$102.210 million. Other adjustments to commercial operations, carryover, and other non-operating revenue reflect an increase of \$5.530 million. As part of these adjustments, the landing fee rate, currently at \$1.94 per 1,000 pound unit in FY 2007-08, has been decreased to \$1.18 per 1,000 pound unit from the recommended \$2.46 per 1,000 pound unit in the FY 2008-09 Proposed Budget. Airline cost per enplaned passenger, estimated at \$18.87, will decrease to \$16.48. The revised budget, as presented to the MAAC, without objections, recommends that the reduction in aviation fees and charges and rental revenues be offset by an increased transfer from the Improvement Fund of \$35 million to a total of \$65 million.

Miami-Dade Aviation Department Revenue Reconciliation:

Description	Amount (\$000)
FY 2008-09 Proposed Revenues	\$680,701
Reduction in Aviation Fees and Charges	(\$54,117)
Reduction in Rental Revenue	(\$ 7,352)
Increase in Commercial Operations, Carryover, & MISC Revenue	\$ 5,530
Increased Transfer from Improvement Fund	\$ 35,000
FY 2008-09 Revised Proposed Revenues	\$659,762

Operational adjustments include a net decrease in expenditures of \$5.502 million to \$412.915 million from the FY 2008-09 Proposed Budget of \$418.417 million. Expenditure adjustments include an increase in other operating expenditures to account for increased utility and outside contractual agreements (\$4.409 million) and a decrease in capital operating costs (\$9.911 million) as a result of deferred projects.

Miami Dade Aviation Department Operating Expenditure Reconciliation:

Description	Amount (\$000)
FY 2008-09 Proposed Operating Expenditures	\$418,417
Increase of Other Operating	\$ 4,409
Reduction in Capital Operating expenses	(\$ 9,911)
FY 2008-09 Revised Operating Expenses	\$412,915

Non-operational expenditures will be adjusted to reflect a decrease of \$15.437 million to \$246.847 million from the FY 2008-09 Proposed Budget of \$262.284 million. This adjustment reflects an increase of \$1.321 million in cash reserves and a decreased transfer of \$16.758 million to the Improvement Reserve Fund. Total department operating and non-operating expenditures will be decreased by \$20.939 million.

Miami Dade Aviation Department Non-Operating Expenditure Reconciliation:

FY 2008-09 Proposed Non-Operational Expenditures	\$262,284
Increase to Cash Reserve	\$ 1,321
Decrease Transfer to Improvement Fund	(\$ 16,758)
FY 2008-09 Revised Non-Operational Expenditures	\$246,847

The MDAD FY 2008-09 Proposed Multi-Year Capital Improvement Program (CIP) will require an increase of \$30 million (to \$6.286 billion from a proposed amount of \$6.256 billion) to costs associated with the Miami International People Mover. The additional \$30 million will be funded by Florida Department of Transportation (FDOT) grants, thereby not increasing the Aviation Department's borrowing requirement.

Community-based Organizations (CBO) and Other Allocations

The FY 2008-09 Proposed Budget includes funding for the following events as in-kind allocations within departmental budgets: Martin Luther King Jr. Parade and Festivities in Homestead, West Perrine, and Liberty City (\$175,000), Miami Beach Memorial Day Event (\$375,000), Miami Tropical Marathon (\$45,000), and Exponica International (\$72,000). In addition, for those elected offices that have prior year unallocated in-kind district specific balances, those amounts will be carried forward. Also, as required under Article CVII, Section 2-1605 of the Miami-Dade County Code, "the County Manager shall provide financial support to the Sports Commission by including \$250,000 in the official Miami-Dade County budget each year unless directed otherwise by the Board of County Commissioners." As such, the FY 2008-09 Proposed Budget includes funding for the Sports Commission (\$250,000). In addition, as per Resolution R-220-06, "Approving Multi-Year Funding Strategy to Support the Orange Bowl Committee", the Board approved funding (\$150,000) and in-kind support (\$100,000) for non-title years from FY 2006-07 to FY 2009-10 with increased funding for FY 2008-09, which is a title bowl year (\$500,000). This funding was included in the FY 2008-09 Proposed Budget.

Attachments C and D are the reports on Airport and Seaport Promotional Funds required by Administrative Order 7-32.

As requested by the Board, under R-420-08, the CBO Advisory Board continues the evaluation process for all community-based organization contracts. A final recommendation will be provided to the Board as part of the information for second budget hearing.

Community Advocacy

To increase the number of discrimination cases closed, and to achieve more operational efficiencies, the Office of Community Advocacy (OCA) will need to reinstate one Special Project Administrator 1 position which was being eliminated as part of the proposed budget. The position will be funded from existing Justice Assistance Grant (Byrne Grant) funds earmarked for administrative support and Equal Employment Opportunity Commission (EEOC) funds earmark to provide assistance processing discrimination cases. The overall departmental budget will not change.

Community Action Agency (CAA) and Department of Human Services (DHS)

Subsequent to the release of the Proposed Budget, CAA received \$3.339 million in additional grant revenues distributed as follows: Children's Trust Grant (\$441,000) for the Self Help Division to provide Out-of-School program services to children between the ages of 5 and 18; Low Income Home Energy Assistance (LIHEAP) Grant (\$48,000) for low income residents; and \$2.850 million from the Office of Community Economic Development (OCED) funds for a Rehabilitation Program Grant for low income, elderly, and/or disabled homeowners.

In addition, the Head Start Division budget included a cost of living adjustment (\$763,000) that was not realized in the award notification from the United States Department of Human Services received July 2008. Accordingly, the Head Start Division budget will be reduced as follows: Medical and Dental Services (\$100,000) and the DHS contract for Mental Health/Disability Services (\$353,000, 2 positions in DHS). Since the children identified in these programs are Medicaid eligible, the impact of these reductions is minimum. Other reductions included: the elimination of three administrative positions (\$182,000), savings realized from attrition (\$78,000), and miscellaneous operating expense (\$50,000). Furthermore, the YMCA after school meals program funded by the United States Department of Agriculture which will no longer be administered by the Head Start Division resulting in a reduction of \$443,000 in pass through revenues and expenses. The YMCA will now be responsible for the administration of the after school meals program.

During the summer, DHS and the Community Action Agency (CAA) met a number of times to identify further efficiencies derived from the proposed realignment of activities between the departments. As a result, it was agreed that DHS will retain the maintenance of neighborhood center facilities, and will continue to administer the Emergency Assistance Programs. CAA will transfer eight positions to DHS (\$3.369 million of which \$1.462 million is Countywide General Fund).

Subsequent to the release of the FY 2008-09 Proposed Budget, the Home Ownership for People Everywhere (HOPE VI) case management and social services program is being phased out at the request of the Miami-Dade Housing Agency (MDHA). This adjustment requires the reduction of ten positions from DHS (\$656,000). Public housing residents seeking assistance with HOPE VI program applications will now be served by existing MDHA staff. MDHA has requested DHS continue providing service at the Helen Sawyer Assisted Living Facility through the second quarter of FY 2008-09 (\$1.102 million, 41 positions). The additional service time to be provided by DHS will allow MDHA to complete a comprehensive funding and operational plan for the facility.

The State of Florida Department of Children and Families Refugee Services increased the allocation for the youth/families component of the Targeted Refugee Service division for FY 2008-09 from \$1.1 million to \$1.337 million, an increase of \$237,000. The additional funding will allow the DHS to restore one position to serve 120 additional refugee youth/families (from 520 to 640) and receive case management, tutoring/homework assistance, mentoring, career planning counseling, and empowerment and skills training. After this adjustment is implemented, the Targeted Refugee Services will provide services to a combined 1,110 refugees in our community.

The Proposed Budget included funds from the Food and Beverage Tax (FBT) (\$1.6 million) to partially support the operation of the victims of domestic violence shelters, and other services provided to victims of domestic abuse. The County Attorney's Office determined that such use of these funds is not an allowable under the current State of Florida Statutes (212.0306(3) (b)). In October 2005, Commissioner Natasha Seijas sponsored a resolution (R-1209-05) urging the Florida Legislation to expand the uses of the Food and Beverage Tax for Homeless programs to include not only construction and operation of domestic violence centers but also domestic violence programs; the resolution passed. Unfortunately, the legislature did not take action to amend the law. It is recommended that this request be included again in our 2009 legislative package.

Since the release of the Proposed Budget it has been noted that the current projected expenses associated with Public Campaign Financing in FY 2007-08 (\$1.2 million) will not occur; furthermore, none of the budgeted expenditure for FY 2008-09 (\$600,000) will be spent. It is recommended that \$1.6 million of these funds be allocated to DHS to support the domestic violence shelter operating expenses and \$143,000 be allocated to the Public Health Trust county contribution as required. The remaining \$57,000 will be allocated to the Service Enhancement Reserve.

Consumer Services

The FY 2008-09 Proposed Budget included the elimination of the Consumer Advocate position from the Consumer Services Department. After further discussions with the department and to better serve the community's needs, it is recommended that this position be reinstated (\$184,000). This position will be funded by the Services Enhancement Reserve (\$164,000) and other miscellaneous revenues (\$20,000).

County Attorney

It is recommended that the County Attorney's Office (CAO) budget be amended to reflect additional revenues generated through interagency transfers for salary reimbursements from the Seaport Department (\$224,000) for additional legal services being requested by the Seaport Department. The CAO position count will be increased by one Assistant County Attorney position.

Cultural Affairs

The FY 2008-09 Proposed Budget anticipated renewal of the grant from The Children's Trust to the Department of Cultural Affairs at the same FY 2007-08 level (\$1.5 million). The Children's Trust has reduced its grant to the Cultural Affairs Department by \$348,000; program allocations through the Department's Youth Arts Enrichment, Summer Arts & Science Camps for Kids and All Kids Included programs are being reduced due to a the decline in Children's Trust revenues. In addition, the department's Local Art and Agency (LAA) grant from the State of Florida for administration has been reduced from \$23,000 to \$15,000.

Elections

After the FY 2008-09 Proposed Budget was released, the Elections Department received notification that the State grant funding for Voter Education will be \$120,000 higher than anticipated. The additional revenue will be allocated to voter education as required by the grant.

Emergency Management and Homeland Security

Subsequent to the release of the FY 2008-09 Proposed Budget, the Office of Emergency Management and Homeland Security received notice of award of additional State grants (\$478,000), new Urban Area Security Initiative (UASI) grants (\$4.302 million), and higher than estimated carryover and additional

revenue (\$225,000). As a result of these additional revenues, total operating expenditures for the Department should be increased by \$914,000 and non-operating expenditures should be increased by \$4.091 million. The FY 2008-09 portion of the Department's budget will be adjusted to reflect appropriate increases in the salary and fringe expenditures (\$184,000) associated with an assistant director position and corrections made as a result of related grant funding (includes pass-through payments to municipalities and other organizations, \$4.091 million), and other operating expenditures (\$730,000).

Finance

Subsequent to the release of the FY 2008-09 Proposed Budget, the Finance and Team Metro Departments, in coordination with OSBM, have further analyzed the activities currently performed by the Team Metro Lien Collection Unit and it has been determined that due to the direct relationship with the code enforcement activities the unit should be transferred to the newly created Office of Neighborhood Compliance instead of the Finance Department as proposed in the budget. It is therefore recommended that the Lien Collection Unit be transferred to the new Office of Neighborhood Compliance (17 positions, \$1.119 million). The Finance Department budget will be adjusted accordingly.

Homeless Trust

Subsequent to the release of the FY 2008-09 Proposed Budget, the Homeless Trust Board approved the funding originally budgeted in reserve for additional services targeted primarily for public information efforts activities. The budget ordinance reflects an increase of \$109,000 for a total \$34.499 million in operating expenses and will reflect a reduction of \$109,000 for a total of \$4.479 million in reserves.

Inspector General (OIG)

Based on increased oversight estimates made after the FY 2008-09 Proposed Budget was released, it is recommended that the School Board's Interlocal Agreement with the OIG be increased to \$400,000 from \$200,000 in FY 2008-09. The Miami-Dade County School Board has recommended this increase as part of their FY 2008-09 Proposed Budget. In addition, the OIG's FY 2008-09 Proposed Budget also included \$300,000 in proprietary fees for an MOU with the Miami-Dade Aviation Department (MDAD). As a result of a growing demand for increased oversight at the airport, it is recommended that the projected MOU agreement with MDAD be increased by \$100,000 to \$400,000. It is recommended that two positions be reinstated.

Medical Examiner

As a result of the recent compensation adjustment for the Assistant Medical Examiner classification and the compensation increases of other classifications impacted by the Assistant Medical Examiner adjustment, the Department will require an additional \$215,000. The funding will be provided from the Services Enhancement Reserve.

Miami-Dade Police

Subsequent to the release of the FY 2008-09 Proposed Budget, the Miami-Dade Fire Rescue (MDFR) Department requested an increase in the staffing of the MDFR Internal Affairs Unit (currently staffed by Miami-Dade Police) to seven from six positions. To appropriately reflect this adjustment, expenditures and corresponding reimbursements have been increased by \$126,000.

Neighborhood Compliance

The FY 2008-09 Proposed Budget consolidated and transferred various functions of Team Metro to other existing County departments, and created a new department, Office of Neighborhood Compliance (ONC), to provide the code enforcement function previously administered by Team Metro. Further analysis has been conducted by Team Metro in coordination with OSBM to identify ways to better support the code enforcement function and services of the Office of Neighborhood Compliance.

As a result of this analysis, it is determined that Team Metro's lien collection unit, which was transferred to the Finance Department in the FY 2008-09 Proposed Budget, should be transferred to ONC and two additional Collection Clerk positions will be added to the unit to better meet the lien revenue collection activities of the office and to improve service to customers that pay for lien research requests. The added collection positions, in conjunction with an increase the lien research fee from \$75 to \$125 as identified in budget ordinance, will result in \$440,000 in additional proprietary revenue for the Department. In addition, the ONC's table of organization and operating expenses are corrected to incorporate the 17 positions and other operating expenses transferred from Finance (\$1.119 million), the two new collection positions, and one administrative position (\$300,000, 3 positions) for a total position count of 130, and a total funding increase of \$1.559 million for operating expenses.

Park and Recreation

After the FY 2008-09 Proposed Budget was released, additional funding from the Environmentally Endangered Lands (EEL) fund was identified. Recognizing the importance of maintaining and restoring the County's native ecosystem and wildlife, it is recommended that the additional funds be utilized to strengthen the Department's Natural Areas Management Division with additional staff (one Biologist 2 and one position to organize and direct prescribed burns) and equipment. The Natural Areas Management Division works to control the spread of invasive plants, trees, and shrubs, as well as, nuisance wildlife and insects and manages prescribed burns in park properties. The added expenses (\$155,000) will be reimbursed by EEL funding.

Public Health Trust

As stated in the Proposed Budget, the Public Health Trust (PHT) is refining its FY 2008-09 Proposed Budget and is developing alternatives and initiatives to close an anticipated budgetary gap. A balanced budget will be presented to the PHT Board, August 25, 2008, for approval and a full report will be provided to the Board of County Commissioners before the second budget hearing.

Public Works

As disclosed in the FY 2008-09 Proposed Budget, an update to the Special Taxing Districts budget is usually done in the month of August. The revised budget reflects an increase of \$3.432 million to \$36.418 million from \$32.986 million to meet operational expenditure requirements.

Seaport

The FY 2008-09 Proposed Budget recommended budget of \$125.460 million for the operation of the Seaport Department. Due to revised revenue estimates forgoing advertising (\$1 million) and storage (\$500,000) fees, a corresponding expenditure budget reduction to \$123.960 million is required. Additionally, the Seaport's operating expenditures will increase by \$1.565 million to \$73.172 million from a proposed \$71.607 million as a result of increases in electricity (\$915,000) and other expenses (\$650,000). The non-operating transfer to the Seaport's reserve maintenance fund will be reduced by \$3.065 million to balance the budget.

Water and Sewer (WASD)

As reported in the FY 2008-09 Proposed Budget, the Water and Sewer Department (WASD) evaluated the recommendations of the independent rate consultant over the summer to adjust the retail rate blocks to allocate costs to users and to implement a water conservation program. It is recommended that the retail rate blocks be adjusted to more accurately distribute the cost of providing services to retail customer types such as residential, multi family dwelling (MFD), and non-residential customers. The Department will continue the policy of not applying the maintenance index to the department's retail lifeline customers (customers using less than 3,750 gallons per month). Additionally, it is recommended that the Board approve a South Florida Water Management District (SFWMD) Water Restriction Surcharge that will be applied to water retail customers flowing through the fourth tier of the water consumption rate structure to penalize large volume users in accordance with the SFWMD strategies. These adjustments are included in the attached Implementing Order.

In addition, WASD conducted an organizational review of the Department's clerical and secretarial staff. The Department has identified efficiencies that will reduce a total of 25 positions. The reduction will produce \$1.056 million in savings in the operating budget for FY 2008-09 and will reduce an equivalent transfer from operating reserves. In addition, the department will need to increase its other operating costs by \$51,000 to cover unanticipated lease expenditures at the Opa-Locka airport. Net transfer to reserves will be reduced by \$1.041 million to balance the budget. (See Attachment E)

Recommended Fee Adjustments

The Board is reminded that the Self-Supporting Budget Ordinance (Agenda Item F) includes the proposed fee changes that were recommended in the FY 2008-09 Proposed Budget. Fee adjustments include, but are not limited to, adjustments to: Building permitting fees, Planning and Zoning fees, Vizcaya fees, miscellaneous Park and Recreation fees, Solid Waste disposal tipping fees based on the Consumer Price Index (CPI), various Seaport fees and rates, and Aviation landing fees. Fee adjustments are detailed in each departmental narrative included in the FY 2008-09 Proposed Resource Allocation and Multi-Year Capital Plan book, Volume 1.

Pay Plan

It is recommended that the Board approve the FY 2008-09 Pay Plan. Language approving the FY 2008-09 Pay Plan is incorporated in the Self-Supporting Budget Ordinance. The Pay Plan contains changes and adjustments that update and clarify Pay Plan language and provisions. It also 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. The Pay Plan incorporates provisions of the collective bargaining agreements and other actions that have been previously approved by the Board.

Other Operating Budget Adjustments

Because there are substantive service adjustments recommended in the Proposed Budget and the fiscal impact of these adjustments has been estimated as accurately as possible but may not take into account the realities of implementing personnel actions, service relocations, and other reorganization expenses, it may be necessary to amend certain departmental budgets at mid-year or at the end of FY 2008-09.

Capital Budget Updates

Building Better Communities (BBC) General Obligation Bond Program

During the summer, the Office of Capital Improvements conducted extensive meetings with all stakeholders to better determine near term programming of BBC projects and to update spending projections, particularly as relates to the next bond sale. Subsequently, the Board approved Resolution R-853-08 on July 17, 2008, approving BBC General Obligation Bond Program projects to be included in the next series. The result of this action as amended to include Project Number 122 Ferri Property, \$2.1 million has subsequently been programmed in the FY 2008-09 Proposed Capital Budget and Multi-Year Capital Plan. The proposed appropriation for BBC in FY 2008-09 increases from \$298.875 million to \$374.503 million, which also includes the previously approved funding for the Seaport Tunnel (\$100 million), and support for the Office of Capital Improvements and the Office of the County Attorney.

Future Financings

The FY 2008-09 Proposed Capital Budget and Multi-Year Capital Plan programs a future financing for Fire Rescue capital projects and one general government function. A report was submitted to the Board of County Commissioners on July 17, 2008 regarding Fire Rescue Department fiscal affairs including capital funding requirements. Recommendations from that report are contained within the proposed capital plan including a \$25 million future financing requirement in FY 2008-09 and a \$25 million financing requirement in FY 2009-10. In addition, the proposed capital plan currently includes a \$7.3 million financing to complete the County's cyber security initiative originally programmed for the current fiscal year. The financing requirement will be reduced to \$6.3 million since \$1 million of appropriated bond interest was required to be used to initiate a portion of the project over the summer to address priority cyber concerns.

Interest and Existing Proceed Recommendations

The FY 2008-09 Proposed Capital Budget and Multi-Year Capital Plan includes recommendations to allocate projected earned interest through the end of this fiscal year and uncommitted existing bond or loan proceeds to a legal, appropriate substitute use relative to the original programming of the proceeds. These recommendations enable a reduction in the absolute size of required future financings in order to complete important capital projects necessary to continue delivery of county services, particularly in the Public Safety Strategic Area. These recommendations are included as Attachment F. Capital projects included in the FY 2008-09 Proposed Capital Budget are denoted with an asterisk. The complete set of recommended projects in Attachment F, finalized with summer updates to projected interest earnings through the end of this fiscal year, are recommended to be included in the proposed appropriations for second reading.

Position Adjustments

In some instances, the above recommendations will adjust the number of positions in the FY 2008-09 Proposed Budget. The adjustments included in this memorandum increase the total number of recommended positions by 9 to 28,972. This is 1,668 positions less than authorized in FY 2007-08, of which 754 are vacant. The recommendations being advanced to you require staffing adjustments in departments as summarized below. Attachment G includes the Tables of Organization associated with the personnel changes recommended below.

Honorable Chairman Bruno A. Barreiro
and Members, Board of County Commissioners
Page 13 of 13

<u>Department</u>	<u>FY 2008-09</u>	<u>Recommended</u>	<u>Revised</u>	<u>Purpose</u>
	<u>Proposed</u>		<u>FY 2008-09</u>	
	<u>Budget</u>	<u>Adjustments</u>	<u>Proposal</u>	
Animal Services	109	7	116	Reinstate six positions and addition of one position
Community Advocacy	20	1	21	Reinstate one position - grant funded
Community Action Agency	652	(11)	641	Transfer to DHS
Consumer Services	123	1	124	Reinstate one position
County Attorney	137	1	138	Add one position
Finance	356	(17)	339	Transferred to Neighborhood Compliance
Government Information Center	222	1	223	Reinstate one position
Human Services	667	26	693	Transfer of eight positions from CAA, reinstate 42, and eliminate 24 positions
Inspector General	36	2	38	Reinstate two positions
Office of Neighborhood Compliance	110	20	130	Transfer from Finance and add three new positions
Park and Recreation	1,273	2	1,275	Add two positions - grant funded
Police	4,332	1	4,333	Add one position - MDR Internal Affairs
Water and Sewer	2,697	(25)	2,672	Eliminate 25 positions - departmental reorganization
Other County Departments	18,229	-	18,229	
Total	28,963	9	28,972	

Moving Forward

We will continue to work with the Board to address the priorities and concerns that have been identified since the release of the Proposed Budget. I am optimistic that we can work together to mitigate, to the best of our abilities, the service impacts made necessary by the property tax relief initiatives and develop a final budget for the Board to adopt that addresses the service needs of our community. My staff and I will work closely with the members of the Board to develop the required adjustments which will be brought to the Board for consideration at the second budget hearing.

Attachments

cmo22408

Municipal Millage Rates, 2007 Homestead Assessed Values, and Tax Impact for 2008

Jurisdiction	2008 Proposed Municipal Millage	Municipal Debt Maximum Millage	Maximum Applicable Jurisdictions	Average Assessed in 2007	Change in County Tax	Change Including Cities @ Proposed Millage
Aventura	1.7261		A, C, D	\$248,647	(\$71)	(\$101)
Bal Harbour	2.3085		A, C	\$639,711	\$138	\$124
Bay Harbor Islands	3.9750		A, C	\$232,880	(\$72)	(\$144)
Biscayne Park	9.3000		A, C, D	\$165,515	(\$115)	(\$301)
Coral Gables	5.2500		A, D	\$552,559	\$108	\$64
Cutler Bay*	2.4470		A, C, D	\$164,350	(\$115)	(\$165)
Doral	2.4470		A, C, D	\$234,150	(\$123)	(\$167)
El Portal	7.7377		A, C, D	\$140,092	(\$128)	(\$289)
Florida City	7.7500		A, C, D	\$87,343	(\$156)	(\$329)
Golden Beach	7.6050		A, C, D	\$1,419,548	\$547	\$680
Hialeah	6.5400		A	\$112,329	(\$86)	(\$227)
Hialeah Gardens	4.9000		A, C, D	\$120,359	(\$139)	(\$243)
Homestead	5.8190		A, C, D	\$149,104	(\$123)	(\$243)
Indian Creek Village	6.5000	0.4500	A, C, D	\$6,972,049	\$3,475	\$4,755
Islandia	6.8043		A, C, D	\$0	\$0	\$0
Key Biscayne	3.2000		A, D	\$671,963	\$163	\$148
Medley	5.7000		A, C, D	\$73,867	(\$163)	(\$293)
Miami	7.6740	0.5776	A, D	\$184,089	(\$61)	(\$222)
Miami Beach	5.6555	0.2415	A, D	\$328,770	\$5	(\$84)
Miami Gardens	5.1402		A, C, D	\$88,080	(\$156)	(\$271)
Miami Lakes	2.6072		A, C, D	\$209,484	(\$92)	(\$140)
Miami Shores	7.6351	0.6764	A, C, D	\$216,264	(\$81)	(\$235)
Miami Springs	6.4305	0.3579	A, C, D	\$179,601	(\$107)	(\$241)
North Bay Village	4.9640	0.1290	A, C, D	\$184,110	(\$105)	(\$204)
North Miami	7.5000	0.1375	A, C	\$132,447	(\$124)	(\$285)
North Miami Beach	6.6236	0.8139	A, C	\$122,637	(\$129)	(\$288)
Opa-Locka	8.6933		A, C, D	\$69,703	(\$165)	(\$365)
Palmetto Bay	2.5582		A, C, D	\$291,222	(\$49)	(\$90)
Pinecrest	1.9809		A, C, D	\$517,799	\$71	\$52
South Miami	5.2790		A, C, D	\$213,359	(\$90)	(\$188)
Sunny Isles Beach	2.4842		A, C, D	\$228,202	(\$82)	(\$127)
Surfside	5.3580		A, C	\$293,423	(\$41)	(\$128)
Sweetwater	3.4037		A, C, D	\$113,562	(\$142)	(\$216)
Virginia Gardens	4.0908		A, C, D	\$130,269	(\$133)	(\$220)
West Miami	6.7376		A, C, D	\$143,784	(\$126)	(\$266)
Unincorporated Area	2.0416		A, B, C, D	\$154,494	(\$162)	

* Cities that have been in existence less the five years are not subject to the maximum millage computation

Legend

- A Countywide
- B UMSA
- C Fire Rescue
- D Library

BROWARD COURTS

1986 murder tears two families apart

■ Gary Troutman is scheduled to go on trial next week for the murder of a childhood classmate more than 20 years ago.

BY DIANA MOSKOWITZ dmoscovitz@miamiherald.com

For more than a year, Gary Troutman has sat in a Broward County jail, accused of raping and murdering 24-year-old Angela Savage more than 20 years ago in Deerfield Beach — a crime to which he has pleaded not guilty.

For both the family of the victim and the accused killer, it's been a strange ordeal. Savage and Troutman were not total strangers; they knew each other from childhood growing up in the 15-square-mile city.

Now, both families hope the trial, tentatively scheduled for Aug. 11 in Fort Lauderdale, will be the final chapter in a painful saga.

"I just want to see it go to trial and see what brought on the conviction," said Angela's mother, Josephine Adams.

Meanwhile, Troutman's 10 siblings cope with seeing their brother accused of another killing, only a few years after his release from jail on a similar charge.

At least one family mem-

ber — Sanders Troutman, an older brother who lives in Live Oak, a small town in Suwannee County — believes Troutman, now 46, didn't commit the crime.

"All the sisters and brothers, they were raised good and disciplined," he said. "He was spoiled, but a good person. Stuff like this just doesn't fit him."

As youngsters, Troutman and Savage pruned at Greater Bethel A.M.E. Church and studied at Deerfield Beach High School. They were born in the same year, 1961, and grew up in large families.

Savage was the third-oldest of Josephine and Bernard Adams' seven children. She shared a June 26 birthday with her mother. She had five brothers and one sister.

Troutman, born Sept. 5, was one of 11 children. Pictures of Savage in her parents' living room show a vital, attractive young woman, looking forward to the future. Growing up, Savage was quiet, except for her laugh, which her mother, Josephine, described as simply "the biggest."

She also remembers Troutman as a teenage boy, coming from his neighborhood to theirs. "As a kid, you could see him outside with the girls," Josephine Adams recalled. "Whoever thought something would happen like this."

The Adamses said they never knew Savage and Troutman to be more than friends.



Savage Troutman



Lily Kcheverria/Miami Herald Staff

In 1986, Savage was 24, pregnant and living with her boyfriend, Dween Mitchell. She had two children: 5-year-old Stacy and 6-month-old Dween Jr.

Her family describes her as a strong mother who didn't anywhere without her children.

That same year, Troutman was living with his wife, Katrina Troutman, the mother of his children. Savage considered Troutman's wife a friend, her parents said. Savage knew Troutman, but her parents said they never knew them to be any more than friends.

LAST SEEN ALIVE

On March 17, 1986, the last time she was seen alive in public, Savage left home carrying Dween Jr. Stacy was in school. Savage walked to a local grocery store, bought cigarettes, then went outside, stopping to chat with someone.

The next day at 6 a.m., her body — bound and beaten — was found on the street in the 400 block of Southeast First Way. Dween Jr. was found on the doorstep of a family friend who lived two doors

away from the Troutmans, the Adamses recall.

In the days and years after the murder — up until his own death several years ago — moved in with his grandfather Mitchell, believed many people thought he was the killer, said Wayne Adams, one of Savage's brothers.

"It still bothers me more than anything the day I talked to him how hurt he was," said Adams, 41.

Savage was buried in Deerfield Beach's city cemetery. Her daughter Stacy moved in with the Adamses. Dween Jr. moved in with his grandparents from his father's family.

He never knew his mother. The Adamses swear he looks just like her.

"You want to see your

the Broward Sheriff's Office erected a billboard with a 20-square-foot likeness of the young mother beside a photograph of her grieving family, asking:

"Who killed Angela Savage?"

What deputies didn't know was that their future suspect was already in custody, charged in a separate killing that bore similarities to the Savage case.

In June of that year, BSO deputies brought Troutman in for questioning about reports of hitting his wife.

A 1986 MURDER

While in custody, Troutman allegedly confessed to the February 1986 murder in Deerfield Beach of Cassandra Scott, then 17, and pregnant. He was convicted in 1996 and sentenced to 25 years.

Shortly after he arrived in prison in Florida, Troutman's DNA was taken. But the technology at the time didn't match it to the DNA collected from the Savage case.

Troutman was released from prison early in July 2005. He was behind bars again about a year later, after Lauderdale police arrested him on battery charges, according to BSO.

On June 18, 2007, Troutman was released from jail. That same day, Troutman's DNA hit as a match to DNA taken from the Angela Savage crime scene. About 17 days later, a BSO deputy saw Troutman sleeping in a park and arrested him.

MIAMI

Arlene Scher's murder case solved, but pain remains

*SCHER, FROM 1B

remaining days in jail, but unfortunately it came at the price of someone else's life."

The revelation of Borrego's death caps a frustrating decade for Scher's family, which worried the detective had given up. Certainly, her death was not a major case in 1997 — she died the same week fashion designer Gianni Versace was gunned down in South Beach.

Versace's death sparked a massive, high-profile manhunt involving law enforcement investigators throughout South Florida. Scher was among 17 homicide victims that week.

A Miami native, Scher had battled drug abuse over the years. Shortly before she died, Scher remarried and moved with her husband to a first-floor apartment at 576 SW Second St.

What led to her death remains a mystery, though it is likely Scher knew Borrego from around the neighborhood. There was no evidence of forced entry.

That morning, neighbors heard a loud argument. Someone called police about 7 a.m.

The killer was leaving the building just as a Miami patrol car pulled up. He bolted up a hallway staircase, dropping some ceramic figurines that included two elephants, a dog and a bird.

Seconds later, once the officer had rushed in, the killer was seen leaping from the second-floor balcony. He vanished.

Scher, wearing a black-and-white polka dot blouse, white denim skirt and no shoes, was found lying between the doorway and kitchen. She had been stabbed about two dozen times.

Her husband, Frank Modesto, was not home at the time. He was later cleared as a suspect. Miami homicide Detective Oscar Tejada released an artist's sketch of the man who jumped off the balcony. But leads went nowhere.

Amid the backdrop of the Versace murder, Beckelheimer admits he grew frustrated with the lack of progress in the case.

"I was going around the neighborhood. I didn't want police to catch him — I wanted to catch him. I was very angry back then," said Beckelheimer, 39, who left the newspaper in 2004 to

manage contract security for the U.S. Coast Guard and Federal Aviation Administration.

Soon after her murder, he and friend Eddie Davis, The Miami Herald's security manager, in 1997.

They offered an extra \$1,000 reward, announced in a 174-word Miami Herald blurb one month after Scher's death.

Neighborhood residents recognized the man from the sketch. No one knew his name. The investigation fizzled.

"It was sad what happened to his mom," Davis said. "It was something I felt I can help somebody out, I'm that kind of person."

Physical evidence would end up being key.



TRAGIC Arlene Scher was murdered in a 1997.

DNA was taken from blood on the apartment stairwell and from the elephants — which detectives speculate Borrego was trying to steal — and was submitted to a state database.

In 2005, a routine database check matched the DNA from the elephants to Borrego. A fingerprint taken from a ceramic bird inside her bedroom also matched Borrego's.

At the time, he was serving 40 years in state prison for the 1999 murder and robbery of a man named Juan Lopez. Borrego confessed and later was convicted of second-degree murder.

He had never been a suspect in Scher's death. Miami Detective Andy Arostegui, of the cold case squad, visited Borrego in prison in 2005. He had a search warrant to take a second DNA sample.

Arostegui asked him about Scher's death.

"He started rambling about the homicide, that he knew who had done it. When I confronted him [with DNA evidence], he clammed up," Arostegui said. "He said he'd call me. Obviously, he never

called."

Several weeks ago, Arostegui met with the Miami-Dade State Attorney's Office to review the evidence and begin preparing an arrest warrant.

But Borrego had disappeared from a state prison database. A call to the corrections department confirmed his whereabouts: he had died May 18.

Arostegui ordered a death certificate and closed the case. For Beckelheimer, closure came years ago.

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The Miami Herald

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Client Name: METRO-DADE COUNTY
Advertiser: Metro and State/B5/Dade
Section/Page/Zone: Metro and State/B5/Dade
Description:

MIAMI-DEDE COUNTY
Public Meetings on Budget Issues Including Taxes and Fees for the FY 2008-09
Proposed Budget
Miami-Dade County will hold a public meeting in your area to discuss proposed adjustments to taxes or fees. On each of the dates and locations listed below, the Office of Strategic Business Management will make a presentation to discuss the FY 2008-09 Proposed Budget.

- MONDAY AUGUST 11, 2008 AT 6:30 PM
Caleb Center
5400 NW 22nd Avenue • Miami, FL 33142
- TUESDAY AUGUST 12, 2008 AT 6:30 PM
Intercoastal Police Station
15685 Biscayne Boulevard • Miami, FL 33160
West Dade Regional Library
8445 Coral Way • Miami, Florida 33165
- WEDNESDAY AUGUST 13, 2008 AT 6:30 PM
North Dade Regional Library
2455 NW 183rd Street • Miami, Florida 33056
South Dade Regional Library
10750 SW 211th Street • Miami, Florida 33169
West Kendall Regional Library
10201 Hammocks Boulevard • Miami, Florida 33196

All of these sessions are free and open to the public. For further information, please call John Sanday at 305-375-3887. For sign language interpreter services and for materials in accessible format, call 305-375-6143 five days in advance of the meeting you plan to attend.

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Space Reservation Deadline: Monday, August 11
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The Miami Herald
MiamiHerald.com

**AVIATION DEPARTMENT PROMOTIONAL FUND
RECOMMENDED EXPENDITURES**

Fiscal Year 2008-09

The Budget Ordinance also includes recommendations for Aviation Department Promotional Fund Expenditures totaling \$212,000. As the date of the approved events/program approaches, the Aviation Department will obtain the documentation required by A.O.7-32 from each entity for review by the Aviation Department and the County Attorney's Office prior to disbursement of funds, and in accordance to the following recommendations.

1. **Custom/Trade/Finance Symposium**
Event title: **Eight Symposiums of the Americas**
Amount recommended: **\$ 5,000**

The Symposium provides an annual forum for the nation's leading customs officials and business trade executives to learn the latest advances in trade talks, and transportation. It presents a forum to exchange views on how to develop strategies to enhance the growth of international trade, and automation and modernization of customs procedures for the efficient movement of goods and passengers through Miami International Airport.

2. **Airport Council International**
Event title: **Conference**
Amount recommended: **\$ 10,000**

The Miami-Dade Aviation Department will co-host numerous conferences with Airport Council International during this fiscal year. The conferences will enable Miami International Airport to promote itself to a large number of airports.

3. **Caribbean Central American Action Conference**
Event title: **The Miami Conference in the Caribbean**
Amount recommended: **\$ 5,000**

This conference is held every year in Miami and provides a forum for deliberation on diverse policies and business issues in the countries of the Caribbean basin. CLAA is focusing on the vote from CARICOM member-countries to name Miami as the location for the Permanent FTAA Secretariat. Miami International Airport has strong interests in securing the Secretariat in Miami to maintain its position as the US air service gateway to Latin America and the Caribbean.

4. **Miami-Dade County Aviation Department**
Event title: **Inaugural for new airlines**
Amount recommended: **\$ 2,500**

The Aviation Department will co-host inaugural ceremonies for new airlines servicing MIA with the respective airline.

5. **Free Trade Area of the Americas (FTAA)**
Event title: **Caribbean Symposium**
Amount recommended: **\$ 5,000**

The FTAA Caribbean Symposium will promote Miami-Dade County as the viable candidate for the future Headquarters.

6. **Miami-Dade County Aviation Department**
Event Title: **Community Outreach Programs**
Amount recommended: **\$ 23,000**

The Miami-Dade County Aviation Department, in accordance with FAA guidelines and the use of airport revenue to support community activities including AFRICANDO event, is authorized to utilize airport revenue in support of community activities as long as such expenditures are directly and substantially related to the operations of the Miami International Airport and Miami-Dade County Aviation Department's five General Aviation airports. These expenditures will be documented and be subject to review on a case-by-case basis to insure compliance with FAA policies and procedures.

7. **USAfrica Air Transportation Summit**
Event title: **Air Service Development**
Amount recommended: **\$ 25,000**

The Miami-Dade Aviation Department will promote new air service and trade between MIA and Africa. The Summit strives to identify barriers that stand in the way of increased passenger and cargo trade between both continents.

8. **Airport Minority Advisory Council**
Event title: **Annual Sponsorship**
Amount recommended: **\$ 5,000**

The Airport Minority Advisory Council (AMAC) promotes the full participation of minority women-owned business in airport contracts, and promotes the employment of minorities and women in the airport industry. This organization has over 600 members, including minority and women business owners, airport operators, corporate CEOs, government officials, and other aviation entities.

9. **Miami-Dade County Days**
Event title: 2005 Dade Days in Tallahassee
Amount recommended: \$ 5,000

Miami-Dade Days provides a unique opportunity for participants, including local officials and community leaders to discuss legislative priorities with state legislators in an informal setting.

10. **AAAE Conference**
Event Title: Customer Service & Volunteer Educational Conference
Amount recommended: \$ 2,500

This is an educational program for Customer Service and the Volunteer Program at airports. This conference will be held in Miami, Florida in 2008.

11. **MDAD - Office of Governmental Affairs**
Event Title: Florida Airport Council
Amount recommended: \$ 2,000

The Office of Governmental Affairs, in representing Miami International Airport, will co-sponsor the State Legislative Summit and the Washington Summit in 2008. Funding is requested at \$1,000 for each event.

13. **Miami-Dade County Aviation Department**
Event Title: Security and Safety Meeting
Amount recommended: \$ 2,000

Meetings conducted by Miami-Dade Aviation Department at MIA to promote safety and security among union workers.

14. **Capital Improvement Program Events**
Event title: New MIA projects/inaugurations
Amount recommended: \$ 45,000

On going CIP projects at Miami International Airport like; North Terminal Grand Concession openings, March Spring Fling, Promotion and grand openings of Central and North Terminals.

15. **Miami-Dade County Aviation Department**
Even title: Media Day
Amount recommended: \$ 2,000

This is a special event conducted by the Miami-Dade County Aviation department to gather all the local media to explain the development of the Capital Improvement Programs and how they can assist in reaching out to residents when utilizing Miami International Airport.

- 16. Miami International Airport/Terminal**
Event title: Summer Travel Program
Amount recommended: \$ 1,000

Miami International Airport will continue the Summer Travel Program by providing entertainment to for passengers during the heavily traveled summer months. This program is designed to brighten airport passengers and visitors experience while traveling through MIA.

- 17. The Latin Chamber Of Commerce (CAMACOL)**
Event Title: Hemispheric Congress Sponsorship
Amount recommended: \$ 5,000

This conference is held every year as a solid vehicle to establish international business ties worldwide. The mission of the Congress is to directly link businesses throughout the globe, promote Miami-Dade County and the State of Florida as the gateway to the Americas.

- 18. The Industrial Association of Dade County, (IADC)**
Event Title: Round Table and breakfast
Amount recommended: \$ 2,500

The Maintenance Division of Miami-Dade County Aviation Department will host the IADC breakfast on the second Friday of every month. This organization has become a respected voice on local issues, and governmental and regulatory issues affecting the industrial and commercial real estate industry and its affiliated service businesses. IADC Roundtable meetings provide an opportunity for members and guests to network with each other.

- 19. Miami-Dade Aviation Department**
Event: Security Heroes Recognition Luncheon
Amount: \$ 5,000

This program had been resurrected by Miami-Dade Aviation Department to recognize employees for outstanding performance in the area of security at Miami International Airport.

- 20. Miami-Dade County Aviation Department**
Event: Survival Fire Drill
Amount: \$ 5,000

The survival drill is conducted every-two years by The Fire Department of Miami-Dade County Aviation Department to review safety practices.

- 21. Miami-Dade County Aviation Department**
Event Title: Florida Airports Council Conference
Amount: \$50,000

The Florida Airports Council (FAC) is an association of publicly owned and operated airports, airport professionals and experts in the fields of airport design, development, and improvement, and it is the largest airport-specific organization in Florida and is considered by industry leaders to be the premier state airport organization in the nation. The Florida Airports Councils annual conference is the largest and most successful statewide airport event in the country with more than 700 industry professionals in attendance.

- 22. Miami Dade County Aviation Department**
Event Title: Minority Enterprise Development Conference (MED)
Amount \$4,500

This conference is sponsored by the US Department of Commerce and MDAD has been a participant from its inception.

In summary, these events will provide Miami-Dade County's Aviation Department an excellent opportunity to showcase and promote Miami International Airport and its General Aviation airports. All promotional funds recipients will be required to comply with the requirements of Administrative Order 7-32 governing the expenditure of Miami-Dade County Aviation Department promotional funds, and with the Federal Aviation Administration's guidelines.

**Seaport Promotional Fund
Recommended Expenditures
FY08-09**

As incorporated in Administrative Order 7-32 are recommendations for Seaport Promotional Fund expenditures totaling \$426,000 for other county offices and programs and \$485,000 to support the following maritime industry related events. These funds will be transferred to the appropriate entities pursuant to execution of standard agreements approved by the County Attorneys Office. Expenditures of such funds shall be spent in accordance with the budgets submitted as part of the standard agreements. In some instances, the funds will be spent directly by the County as set forth below.

1. Latin Chamber of Commerce (CAMACOL)

Event title: "Hemispheric Congress"
Amount recommended: \$125,000

The Hemispheric Congress is considered one of the most successful conduits for interaction among the business communities of the Americas. Several programs designed to enhance trade relations in the hemisphere have been developed as a result of the conference. These include a hemispheric network for dissemination of commercial information; the Inter-American Economic Commission, headquartered in Miami-Dade County; Sanchez-to-Sanchez-to-Smith, which links Latin American and Caribbean Basin executives with Hispanic manufacturers in Miami-Dade, Florida and the United States; training programs designed to strengthen entrepreneurial skills; and the Inter-American Business Matchmakers, which links Miami-Dade and Florida manufacturers with buyers from the region, thereby increasing export sales to Latin America and the Caribbean. The support of Miami-Dade County will again enable the Congress to strengthen multi-lateral trade, and develop markets for our products. This event benefits Miami-Dade County by promoting trade to strengthen our local economy.

2. Greater Miami Convention and Visitors Bureau

Event title: "Cruise Miami Promotion Program"
Amount recommended: \$75,000

The aim of this program is to increase the length of stay in Miami-Dade County for cruise and air passengers utilizing the Dante B. Fascell Port of Miami-Dade and Miami International Airport as embarkation/debarkation points for overnight cruise voyages. Other participants targeted for cooperation in this program includes cruise lines, airlines and area hotels. A portion of these funds will be utilized, as in previous years, to co-sponsor the Florida Caribbean Cruise Association Gala Dinner. This dinner is supported by the Seatrade Cruise Convention which benefits the tourism industry in Miami-Dade County.

3. Florida International University

Event title: Inter-American Conference of Mayors
Amount recommended: \$ 65,000

The aim of this conference is to strengthen democracy in the hemisphere by creating opportunities for discussion among local leaders and those interested in local government. It provides a forum for discussion of common issues and varied experiences, which enables participants and communities to learn from one another. The event benefits our community by showcasing Miami-Dade County and its authorities as key resources in strengthening local government throughout the Americas.

4. Seatrade Cruise Shipping Convention

Event title: "FCCA Gala Dinner, Conference and related events"
Amount recommended: \$95,000

The Seatrade Cruise Shipping Convention is the premier annual convention in the cruise industry. It is attended regularly by over 5,000 participants, including over 1,000 cruise line owners and operators. Miami-Dade County was chosen as the convention site based on its reputation as "Cruise Capital of the World," and there is no single cruise event in the world from which the Dante B. Fascell Port of Miami-Dade and the County can receive more exposure. Funds for this event will be spent directly by the Port for the FCCA Gala Dinner, Conference and related events.

5. Port of Miami Promotional/Inaugural Events/Customer Appreciation Night

Event title: "Miscellaneous Services Related to Preparation for Promotional and Inaugural Events at the Port and Customer Appreciation Night"
Amount recommended: \$50,000

Throughout the year, promotional events/activities arise where the Port of Miami elects to participate as a sponsor or host site. These events provide Miami-Dade County an excellent opportunity to showcase its seaport facilities for both cargo operations and passenger accommodations as hemispheric hubs for international trade and tourism. These funds might also be utilized for a Customer Appreciation Night to take place either at the Port or at an off-Port site.

6. World Trade Center Miami

Event title: Sea Cargo Americas Trade Show & Congress
Amount recommended: \$75,000

This is our second bi-annual congress to continue to provide a forum for executives in the sea cargo industry to exchange views on global trade and enhance growth of the industry in the Western Hemisphere. The trade show component will showcase the latest products and technology utilized in this ever evolving and competitive industry.

Memorandum



Date: August 4, 2008

To: George M. Burgess
County Manager

From: FOR John W. Renfrow, P.E., Director
Miami-Dade Water and Sewer Department

Subject: Miami-Dade Water and Sewer Department Clerical and Secretarial Organizational Review

As specified in your Budget Message dated June 24, 2008 addressed to Mayor Carlos Alvarez and the Board of County Commissioners, the Miami-Dade Water and Sewer Department (WASD) has prepared for your review an internal assessment of its clerical and secretarial staff from top to bottom with a two-fold objective; to create efficiencies and to generate savings across the board.

A comprehensive study was conducted on a systematic basis of each WASD clerical and secretarial position by examining the job descriptions, the actual duties assigned to each clerk and secretary, the ratio of WASD employees (designated to receive secretarial and clerical support) to each secretary and each clerk, and the ratio of supervisors to the secretarial and clerical staff. These studies included on-site audits with the clerical and secretarial staff in WASD headquarters and out in the field including the water and wastewater plants, plant maintenance, sewage collection, pump station, water distribution, water production, meter reading and the laboratory field offices. While these audits were being carried out there was direct communications with the deputy directors, the assistant directors, the chiefs of the divisions, the second line managers, and the first line managers to confirm the accuracy of the assessments being prepared including: 1) the clerical and secretarial services required, 2) the current workload assignments, and 3) the reporting structure.

The results of WASD's analysis are outlined in the next several pages. Recommendations are proposed to reduce a total 25 positions 20 filled and 5 vacant positions, and re-evaluate, on a position-by-position basis, 4 filled positions whose work functions and workload appear to be mis-classified. The reduction in staff will produce \$1.056 million in savings in WASD's proposed FY 2008-09 operating budget, allowing the department to reduce the amount anticipated would be needed to be transferred from reserves, this action will help to alleviate the impact of projected future rate increases. Other efficiencies identified in the study consist of transferring 27 filled and 4 vacant positions within WASD. Most of these efficiencies have been implemented department-wide, others are in transition. These actions were taken quickly as the assessment revealed manpower deficiencies and excesses in certain divisions that required immediate action.

A copy of the WASD's Table of Organization (TO) is attached. Please note that each block in the TO has been assigned a number to readily identify the areas of responsibility in the Department's divisions/sections and the corresponding deputy director and assistant director. The results of this analysis are broken down into two categories, the "Proposed Recommendations" category which require the elimination or the re-evaluation of a clerical and secretarial position and the "Other Actions Taken" category including transfers and sharing

responsibilities, these measures have already been acted on or are being acted on by WASD to improve the delivery of services department-wide.

The study began in the Director's Office. The following pages show the results of WASD's internal secretarial and clerical review.

Block 1 of the TO – Director's Office

Recommendations Proposed: Elimination of two (2) Executive Secretary positions from the Director's executive secretarial office staff.

Other Actions Taken: Share the Administrative Secretary in the Director's Office, Block 1, the Senior Assistant for Governmental Affairs, Block 1-A.

Block 1-A of the TO - Assistant Director of Legislation and Municipal Affairs.

Recommendations Proposed: None

Other Actions Taken: Transfer one (1) W&S Secretary from the Intergovernmental Affairs Manager under the Assistant Director of Legislation and Municipal Affairs, Block 1-A, to the Contracts Processing Section, Block 7D.

Block 1-B of the TO – Chief, Public Affairs

Recommendations Proposed: None

Other Actions Taken: One (1) W & S Administrative Secretary to be shared by the Chief of Public Affairs, Block 1-B, with the Intergovernmental Affairs Manager under the Assistant Director of Legislation and Municipal Affairs, Block 1-A.

Block 1-C of the TO – Assistant Director Budget and Capital Funding Coordination

Recommendations Proposed: Elimination of one (1) filled Office Support Specialist 3 position.

Other Actions Taken: Designate two (2) W&S Administrative Secretaries to provide support to the three areas of Budget and Capital Funding Coordination, Block 1-C.

Block 2 of the TO – Deputy Director of Operations

Recommendations Proposed: None.

Other Actions Taken: One (1) Executive Secretary is currently being shared by the Deputy Director of Operations, Block 2, and the Agenda Coordination Office under the Assistant Director of Legislation and Municipal Affairs, Block 1-A.

Block 3 of the TO – Deputy Director of Regulatory Compliance & Capital Improvements

Recommendations Proposed: None.

Other Actions Taken: One (1) Executive Secretary to be shared by the Associate Director of Coordination of High Level Disinfection and Wastewater Reuse Program, Block 13.

Block 4 of the TO – Assistant Director, Maintenance and Support Services

Recommendations Proposed: None.

Other Actions Taken: One (1) Executive Secretary to be shared by the Assistant Director of Maintenance and Support Services, Block 4, with the Assistant Director of Wastewater Systems Operation, Block 6.

Block 4A of the TO – General Maintenance Division

Recommendations Proposed: Elimination of one (1) filled W & S Secretary position and one (1) vacant W & S Secretary position.

Other Actions Taken: The Fuel/Equipment/Operators/Grounds Landscape Section and the Structural/Plumbing/Electrical General Section of the General Maintenance Division will share a filled W&S Secretary position.

Block 4B of the TO – Human Resources Section

Recommendations Proposed: Elimination of one filled (1) W & S Secretary position.

Other Actions Taken: Share the Human Resources Chief's Administrative Secretary with Human Resource Recruitment Section.

Block 4C of the TO – Procurement and Stores Section

Recommendations Proposed: None.

Other Actions Taken: None.

Block 5 of the TO – Assistant Director, Water System Operations

Recommendations Proposed: Eliminate one (1) filled W&S Secretary position and as an efficiency and merge the clerical support for the Construction Support & Management unit with the Administrative unit thereby eliminating one (1) vacant Word Processing Operator 2, as well as eliminate one (1) vacant Data Entry Specialist 1 from the South Services Unit.

Other Actions Taken: One (1) Executive Secretary will be shared by the Assistant Director of Water Systems Operations, Block 5, with the Assistant Director of Legislation and Municipal Affairs, Block 1-A. One (1) Administrative Secretary position from Construction Contracts Management Division, Block 12 B will be transferred into the Water Use Efficiency Section that reports directly to the Assistant Director of Water System Operations in Block 5. Transfer one (1) vacant Data Entry Specialist 1 from the Meter Section under the Assistant Director of Water System Operations, Block 5, to SCADA Operations located in the South District Wastewater Treatment Plant under Block 6.

Block 5A of the TO – Water Production and Maintenance Division

Recommendations Proposed: Elimination of two (2) filled W&S Secretary positions.

Other Actions Taken: The Electrical and Mechanical Maintenance Sections will share the Water Production and Maintenance Division Chief's Administrative Secretary. Transfer to

the water treatment plants two (2) filled Planner Scheduler positions and three (3) filled Data Entry 2 positions, one Planner Scheduler to each of the water treatment plants and one Data Entry 2 Specialist to each of the water treatment plants.

Block 5B of the TO – Water Transmission and Distribution Division

Recommendations Proposed: Elimination of two (2) filled W&S Secretary positions from the Water Transmission and Distribution Division.

Other Actions Taken: Transfer of one (1) vacant Administrative Officer 3 position from Block 5B to Security in Block 9. One (1) filled W & S Secretary position that operates the radio base unit at the Meter Section and handles all turn-ons and meter sets during normal operating hours should be reviewed for proper classification.

Block 5C of the TO – Laboratory Services Division

Recommendations Proposed: None

Other Actions Taken: None as the current classifications for clerical staff do not match the work function and workload and will need to be re-evaluated in the future.

Block 6 of the TO – Assistant Director, Wastewater Systems Operation

Recommendations Proposed: None.

Other Actions Taken: One (1) Executive Secretary will be shared by the Assistant Director of Wastewater Systems Operation, Block 6, with the Assistant Director of Maintenance and Support Services, Block 4. One (1) vacant Data Entry Specialist 1 position will be transferred from the Meter Section under the Assistant Director of Water System Operations, Block 5, to the SCADA Operations located in the South District Wastewater Treatment Plant under Block 6.

Block 6A of the TO – Wastewater Treatment and Maintenance Division

Recommendations Proposed: Elimination of two (2) filled W&S Secretary positions.

Other Actions Taken: Share the Wastewater Treatment and Maintenance Division Chief's Administrative Secretary with Administrative Support Services area. Designate one (1) filled W&S Secretary position to provide support to the three Electrical, Mechanical and Structural Maintenance Sections. Transfer the three (3) filled Planners/ Schedulers positions, one to each wastewater treatment plant. The transfer of six (6) filled Data Entry Specialist 2 positions, so that each wastewater plant has three (3) such positions. Transfer one (1) filled Clerk 4 position, one (1) filled Administrative Officer 1 position from the Wastewater Treatment and Maintenance Division, Block 6A, to the Pump Station Division, Block 6B.

Block 6B of the TO – Pump Station Division

Recommendations Proposed: Elimination of two (2) filled W&S Secretary positions.

Other Actions Taken: Share the Pump Station Division Chief's Administrative Secretary with the Division's Administration Section. Designate two (2) filled W&S Secretary positions to provide support to the Mechanical Maintenance Section (North and Central East Service Area),

the Structural Maintenance Section, the Mechanical Maintenance Section (Central West and South Service Area), and the Electrical Maintenance Section. Two (2) positions will be transferred to the Pump Station Division, Block 6B, from the Wastewater Treatment and Maintenance Division, Block 6A. The positions consist of one (1) filled Clerk 4 position and one (1) filled Administrative Officer 1 position. One (1) filled Word Processing Operator 2 will be transferred from the Construction Management Section, Block 12C, to the Pump Station Division, Block 6B.

Block 6C of the TO – Wastewater Collection and Transmission Line Division

Recommendations Proposed: Elimination of one (1) filled W&S Secretary position.

Other Actions Taken: Share one (1) filled W&S Secretary position between the Sewer Maintenance and Repair Section and the Infiltration/Exfiltration/Inflow/TV Inspection Section. Transfer one (1) vacant Account Clerk position from the Wastewater Collection and Transmission Line Division, Block 6C, to the South District Wastewater Treatment Plant Chief Plant Operator's Office, under the Wastewater Treatment and Maintenance Division, Block 6A.

Block 7 of the TO – Assistant Director, Finance

Recommendations Proposed: None.

Other Actions Taken: One (1) Executive Secretary is currently being shared by the Assistant Director of Finance, Block 7, with the Budget and Financial Advisor to the Director under Budget and Capital Funding Coordination, Block 1-C.

Block 7A of the TO – Controller Division

Recommendations Proposed: Elimination of two (2) filled W&S Secretary positions.

Other Actions Taken: Share the Controller Division's Chief's Administrative Secretary with both Assistant Controller positions. A vacant Clerk 4 and one (1) filled Office Support Specialist 2 have been moved to the Accountant 3 area that oversees 5 business units in order for these positions to be shared by multiple units rather than remain in a silo. Also a filled Clerk 3 position was moved to Accountant 3 overseeing Retail Billing so that this position may be shared by 4 business units.

Block 7B of the TO – System Implementation Section

Recommendations Proposed: None.

Other Actions Taken: None.

Block 7C of the TO – Cash and Grant Management Section

Recommendations Proposed: None.

Other Actions Taken: None.

Block 7D of the TO – Contracts Processing Section

Recommendations Proposed: None.

Other Actions Taken: One (1) filled W&S Secretary was transferred to the Contracts Processing Section, Block 7D, from the Intergovernmental Affairs Manager under the Assistant Director of Legislation and Municipal Affairs, Block 1-A.

Block 8 of the TO – Chief, Retail Customer Service Division

Recommendations Proposed: None.

Other Actions Taken: Share the Retail Customer Service Division Chief's Administrative Secretary with the Meter Reading Section.

Block 8A of the TO – Customer Interface Section

Recommendations Proposed: None.

Other Actions Taken: None as all of the clerical positions are currently being used appropriately for the billing system; however, these clerical positions should be re-evaluated after the department has a field work order system.

Block 8B of the TO – Meter Reading Section

Recommendations Proposed: None

Other Actions Taken: Share the Retail Customer Service Division Chief's Administrative Secretary with the Meter Reading Section. Transfer one (1) filled Office Support Specialist 2 position and one (1) filled W & S Secretary position from Block 8B in the Meter Reading Section to Block 13.

Block 8C of the TO – Emergency Communications Section

Recommendations Proposed: None.

Other Actions Taken: None. The W&S Secretary position in this area has sufficient workload and work functions for the unit. However, the position may need to be re-evaluated in the future for a more suitable classification.

Block 9 of the TO – Chief, Security Office

Recommendations Proposed: None.

Other Actions Taken: Transfer of one (1) vacant Administrative Officer 3 position from the Water Transmission and Distribution Division, Block 5 as this important departmental function currently has no administrative or clerical support.

Block 10 of the TO – Chief, Information Technology Division

Recommendations Proposed: Elimination of one (1) filled W&S Secretarial position.

Other Actions Taken: Change the reporting structure of the filled Clerk 4 position from the Section's Computer Service Manager to the Division's Administrative Officer 3.

Block 11 of the TO – Assistant Director, Regulatory Compliance and Planning

Recommendations Proposed: None.

Other Actions Taken: One (1) Executive Secretary to be shared by the Assistant Director of Regulatory Compliance and Planning, Block 11, with the Assistant Director of Quality Assurance and Performance Auditing, Block 14.

Block 11A of the TO – Regulatory Compliance and Monitoring Division

Recommendations Proposed: None

Other Actions Taken: One (1) filled W&S Secretary to be shared by the Chief of Regulatory Compliance, Block 11A with the Chief in Planning, Block 11B.

Block 11B of the TO – Planning Division

Recommendations Proposed: Elimination of one (1) filled W&S Secretarial position and one (1) filled Word Processing Supervisor position (currently on long-term leave whose duties are already being shared within the Division).

Other Actions Taken: One (1) filled W&S Secretary to be shared by the Chief of Planning, Block 11B with the Chief of Regulatory Compliance, Block 11A.

Block 12 of the TO – Assistant Director, Engineering and Capital Improvements

Recommendations Proposed: None.

Other Actions Taken: One (1) Executive Secretary to be shared by the Assistant Director of Engineering and Capital Improvements, Block 12, with the Chief of the Construction Contracts Management Division, Block 12B.

Block 12A of the TO – Program Management Division

Recommendations Proposed: None.

Other Actions Taken: None.

Block 12B of the TO – Construction Contracts Management Division

Recommendations Proposed: None.

Other Actions Taken: Transfer one (1) filled Administrative Secretary from Construction Contracts Management Division, Block 12B to the Water Use Efficiency Section that reports directly to the Assistant Director of Water System Operations, Block 5.

Block 12C of the TO – Engineering and Design Division

Recommendations Proposed: None.

Other Actions Taken: Share the Engineering and Design Division Chief's Administrative Secretary with the Utility Design Section. Transfer one (1) filled Office Support Specialist 3 position from the Construction Management Section, Block 12C, to the Pump Station Division, Block 6B.

Block 12D of the TO – New Customer Division

Recommendations Proposed: Elimination of one (1) vacant W&S Secretarial position.

Other Actions Taken: As a reporting structure efficiency, designate one (1) filled W&S Secretary to provide support to both the Plans Review and System Records Section and transfer the other filled W&S Secretary to the New Business Section.

Block 13 of the TO – Associate Director, Coordination High Level Disinfection Wastewater Reuse Program

Recommendations Proposed: None.

Other Actions Taken: One (1) Executive Secretary to be shared by the Associate Director of Coordination of High Level Disinfection and Wastewater Reuse Program, Block 13, with the Deputy Director of Regulatory Compliance and Capital Improvements, Block 3. Transfer one (1) filled Office Support Specialist 2 position and one (1) filled W & S Secretary position from Block 8B in the Meter Reading Section to Block 13 for the High Level Disinfection project.

Block 14 of the TO – Assistant Director, Quality Assurance and Performance Auditing

Recommendations Proposed: None.

Other Actions Taken: One (1) Executive Secretary to be shared by the Assistant Director of Quality Assurance and Performance Auditing, Block 14, with the Assistant Director of Regulatory Compliance and Planning, Block 11.

Block 14A of the TO – Quality Assurance Section

Recommendations Proposed: None.

Other Actions Taken: None.

Block 14B of the TO – Performance Auditing Section

Recommendations Proposed: Elimination of one (1) vacant W&S Contract Compliance Specialist position.

Other Actions Taken: None.

These reductions and transfers will enable WASD to further streamline its administrative operations, utilize its resources more effectively, and maximize efficiency in key operating areas while safeguarding and enhancing the delivery of services to residents and complying with current and future regulatory requirements.

While WASD is decreasing its clerical and secretarial staff, there is a need to increase the number of field positions to comply with current and future regulatory requirements, specifically, 1) the 20-Year Water Use Permit issued by the South Florida Water Management District to

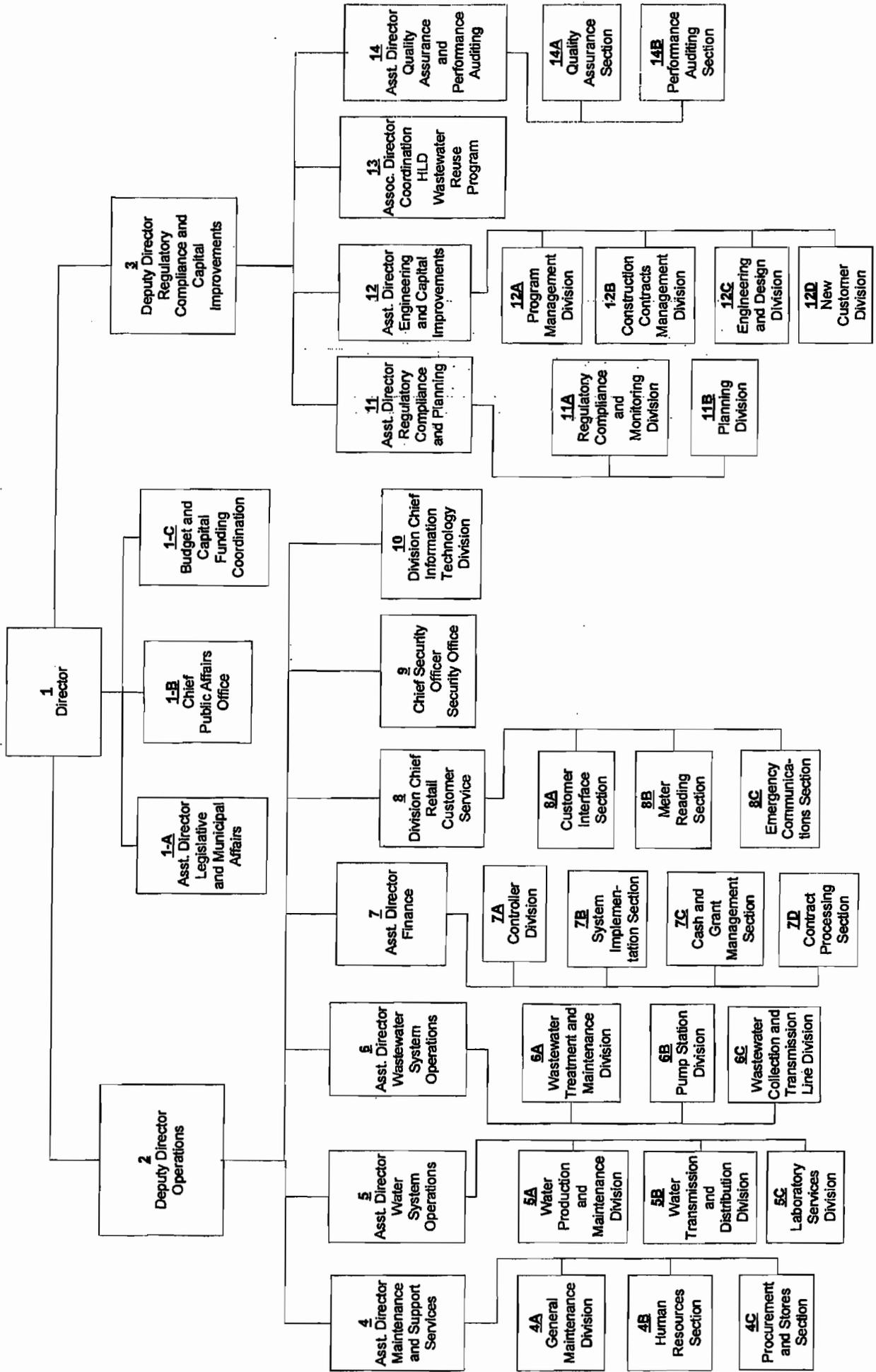
design and construct additional water facilities, alternative water supplies, reclaimed water projects and conservation projects to meet the future demands of the County and its wholesale customers for the next twenty years, and 2) the High Level Disinfection Facility which is being designed and constructed to comply with Consent Order No. 03-1376 to meet current effluent quality standards for deep well disposal.

WASD is focused on results oriented business practices and continually reviews its current policies to make the necessary adjustments department-wide to get the most out of its available resources. As such, WASD is proposing to conduct similar on-site audits next year for its administrative positions and it is expected that more staff reductions will be proposed. It is possible that these future on-site audits may result in a request for a number of additional field positions (enhancements) to assist WASD carry out future local, state and federal mandates.

Attachments

- C: Susanne M. Torriente, Assistant County Manager, County Executive Office
Jennifer Glazer-Moon, Director OSBM

Miami-Dade Water and Sewer Department
Table of Organization



Eliminated Positions By Occupational Code :					Total number of budgeted positions:			
Title	Filled	Vacant	Total	Program Area	FY 2008-09 Proposed	Effect of Study	FY 2008-09 Adjusted	
0022	Office Support Specialist 3	1	0	1	Administration :	396	(5)	391
0056	Word Processing Supervisor	1	0	1	Engineering and Construction :	285	(1)	284
0095	Executive Secretary	2	0	2	Finance and Customer Service:	471	(2)	469
5716	Word Processing Operator 2	0	1	1	Regulatory Compliance and Quality Assurance :	65	(5)	60
5719	W&S Secretary	16	2	18	Wastewater Collection and Treatment :	807	(7)	800
5775	Data Entry Spec 1	0	1	1	Water Production and Distribution :	673	(5)	668
5914	W&S Contract Compliance Specialist	0	1	1	Total positions :	2,697	(25)	2,672
		20	5	25				
Transferred Positions By Occupation Code								
Title	Filled	Vacant	Total					
0012	Clerk 3	1	0	1				
0013	Clerk 4	2	1	3				
0021	Office Support Specialist 2	2	0	2				
0022	Office Support Specialist 3	1	0	1				
0094	Administrative Secretary	2	0	2				
0810	Administrative Officer 1	1	0	1				
0812	Administrative Officer 3	0	1	1				
5719	W&S Secretary	3	0	3				
5728	W&S Account Clerk	0	1	1				
5775	Data Entry Specialist 1	0	1	1				
5776	Data Entry Specialist 2	9	0	9				
5965	Planner Scheduler	5	0	5				
		26	4	30				

Attachment F

Financing and Type	Original Authority	Available Proceeds and Projected FYE 2008 Earned Interest	Substitute or Recommended Use; Note: an asterisk indicates the use is included in Volume 3 of the FY 2008-09 Budget Recommendations	Amount
Public Improvement Bonds, Series BB, General Obligation of Dade County	R-319-87	\$6,271,000 proceeds and \$4,085,000 interest	Children's Courthouse*	<u>\$10,356,000</u>
Public Improvement Bonds, Series CC, General Obligation of Dade County	R-1487-82 and R-1483-86	\$1,590,000 interest	Children's Courthouse* Northside Police Station* Legally Eligible Closeout Costs for either of the above projects	\$589,000 617,000 384,000 Total: <u>\$1,590,000</u>
Public Improvement Bonds, Series EE, General Obligation of Dade County	R-1817-82 and R-573-96	\$299,000 proceeds and \$4,634,000 interest	Northside Police Station*	<u>\$4,933,000</u>
Series 1997C Subordinate Special Obligation Bonds (Convention Development Tax)	Ord. No. 97-210 and R-1393-97	\$1,100,000 proceeds and \$1,069,000 interest	Substitute "Parcel B Bikepath and Shoreline Stabilization Project" for funding originally allocated to project known as "for bridge from the arena site to adjacent commercial property"; the substitute will accomplish the original intent to provide for pedestrian mobility* Legally Eligible Closeout Costs for above project	Total: <u>\$1,841,000</u> 328,000 Total: <u>\$2,169,000</u>
Series 2002 Capital Asset Acquisition Bonds (Budget and Appropriate)	Ord. No. 02-135 and R-814-02	\$1,318,000 interest	Homestead Fire Rescue Station Police Helicopter (1st of 4)	\$42,000 1,276,000 Total: <u>\$1,318,000</u>
Series 2004 A Capital Asset Acquisition Bonds (Budget and Appropriate)	Ord. No. 04-43 and R-225-04	\$260,000 interest	Homestead Fire Rescue Station* Legally Eligible Capital Project Closeout Costs	\$205,000 55,000 Total: <u>\$260,000</u>
Series 2004 B Capital Asset Acquisition Bonds (Budget and Appropriate)	Ord. No. 04-43 and R-844-04	\$3,865,000 interest	Fire Rescue Facilities* Haulover Lifeguard Station* Police Helicopter (1st of 4)* Legally Eligible Capital Project Closeout Costs	\$980,000 600,000 1,974,000 311,000 Total: <u>\$3,865,000</u>

Attachment F

Financing and Type	Original Authority	Available Proceeds and Projected FYE 2008 Earned Interest	Substitute or Recommended Use; Note: an asterisk indicates the use is included in Volume 3 of the FY 2008-09 Budget Recommendations	Amount			
Series 2007 A Capital Asset Acquisition Bonds (Budget and Appropriate)	Ord. No. 07-51 and R-342-07	\$7,000,000 proceeds	Substitute the following Correctional Capital Projects for proceeds originally allocated to Corrections Fire System Improvements:				
			Correctional Facilities Roof Replacements*	\$1,800,000			
			Metro West Detention Center HVAC Replacement*	1,500,000			
			Training and Treatment Center Plumbing Infrastructure*	750,000			
			TGK Housing Unit Shower Renovations*	2,000,000			
			Eligible Corrections Capital Project Closeout Costs	<u>950,000</u>			
			Total:	<u>\$7,000,000</u>			
			<hr/>				
			2001 Sunshine State Governmental Financing Commission (Budget and Appropriate)	Ord. No. 01-110 and R-683-01	\$646,000 interest	Lightspeed Network Connection and Related Technology Equipment*	\$638,000
						Legally Eligible Closeout Costs for Network Connections	<u>8,000</u>
Total:	<u>\$646,000</u>						
<hr/>							
2005 Sunshine State Governmental Financing Commission (Budget and Appropriate)	Ord. No. 05-135	\$3,506,000 interest	Lightspeed Network Connection and Related Technology Equipment*	\$1,150,000			
			Legally Eligible Closeout Costs for Originally Authorized Projects or Police Helicopter (2nd of 4)	<u>2,356,000</u>			
			Total:	<u>\$3,506,000</u>			
<hr/>							
2006 Sunshine State Governmental Financing Commission (Budget and Appropriate)	Ord. No. 06-107	\$1,832,000 interest	Fire Rescue Projects*	\$582,000			
			Police Helicopter (2nd of 4)	<u>1,250,000</u>			
Total:	<u>\$1,832,000</u>						

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

FY 07-08
5

FY 08-09
5

**PERSONNEL AND
CUSTOMER SERVICE SECTION**

- Coordinates all personnel functions including hiring, disciplinary action, employee recognition program, insurance benefits support and other personnel related functions; and oversees customer service functions including adoptions, rescue groups, citation payments

FY 07-08
20

FY 08-09
18

**BUDGET AND
FINANCE SECTION**

- Performs budget development, purchasing, accounts payable/receivable, fiscal management, processes collections, liens transactions; and oversees procurement and facility maintenance

FY 07-08
7

FY 08-09
9

**ENFORCEMENT
AND COLLECTIONS SECTION**

- Ensures that all law enforcement aspects of Chapter 5 of the County Code as well as F.S. 828 are followed, coordinates regulatory and enforcement activities; and oversees field operations and dispatching, the issuance of uniform civil citations, and investigations

FY 07-08
45

FY 08-09
44

VETERINARY SECTION

- Oversees all aspects of the shelter and kennel operation including surgeries, rabies vaccinations, treatment and euthanasia of shelter animals, and impoundment activities

FY 07-08
41

FY 08-09
40

Community Action Agency

OFFICE OF THE DIRECTOR

- Formulates policies and provides overall direction and coordination of departmental functions; ensures the maximum involvement of citizens in the decision-making process; performs all personnel functions; coordinates transportation services and Americans with Disabilities Act coordination

FY 07-08 FY 08-09
 14 30

FISCAL MANAGEMENT

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

FY 07-08 FY 08-09
 18 11

HEAD START/EARLY HEAD START

- Provides a comprehensive child development program for over 6,528 children (newborn to five years of age) from low-income families

FY 07-08 FY 08-09
 494 477

ENERGY PROGRAMS

- Provides services and administration of the Energy Program to include Single Family Rehab Program, Weatherization LIHEAP, Solar Program, Residential Shuttering Programs, and OCED Funded Home Repair Programs

FY 07-08 FY 08-09
 21 22

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, while providing them with structured meaningful work experience and comprehensive educational opportunities

FY 07-08 FY 08-09
 15 16

SELF HELP DIVISION

- Provides services through the CSBG to assist low-income families and communities toward self-sufficiency, including family and community development, Low-Income Home Energy Assistance Program (LIHEAP), information referral, computer training, teen parent assistance, emergency assistance, youth intervention, job training and placement, and Fathers Program

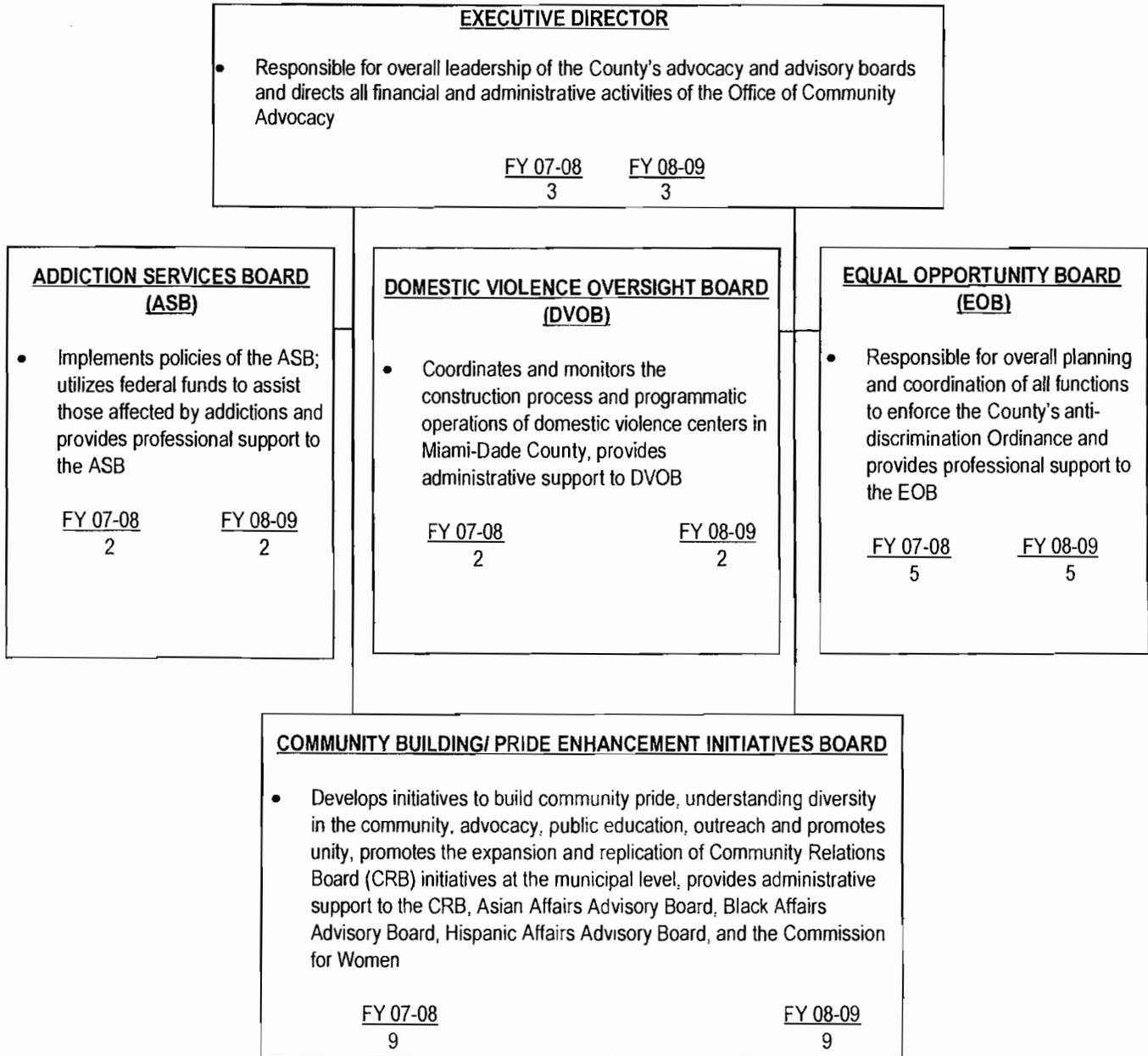
FY 07-08 FY 08-09
 49 82

CITIZEN PARTICIPATION

- Provides staff support to 21 Community Advisory Committees (CAC); assists low-income neighborhoods in decision-making process on issues and concerns impacting their community; and provides leadership development opportunities and civic forum to help improve the quality of life of the residents

FY 07-08 FY 08-09
 3 3

Office of Community Advocacy



Consumer Services

OFFICE OF THE DIRECTOR

- Provides overall leadership, direction, administration, and coordination of departmental operations including personnel, finance, information technology system, purchasing, public information and collections

FY 07-08

14

FY 08-09

12

CONSUMER PROTECTION

- Licenses and regulates locksmith, towing, motor vehicle, moving, vehicle immobilization, motor vehicle title loan, and water re-metering industries; mediates consumer complaints; enforces consumer protection laws, registers telecommunication providers and issues domestic control certificates

FY 07-08

39

FY 08-09

35

COOPERATIVE EXTENSION

- Provides education in commercial agriculture, home gardening, marine science, consumer and family science, resource management, family health, entrepreneurship, and 4-H youth opportunities

FY 07-08

24

FY 08-09

24

PASSENGER TRANSPORTATION REGULATION

- Regulates the for-hire industry and private/public ambulance providers; assures compliance with code requirements relating to ambulance service, non-emergency medical transportation, taxicabs, limousines, passenger motor carriers including jitneys, and Special Transportation Services (STS) carriers; performs vehicle inspections including private school buses; and conducts chauffeur training

FY 07-08

52

FY 08-09

53

County Attorney

BOARD OF COUNTY COMMISSIONERS

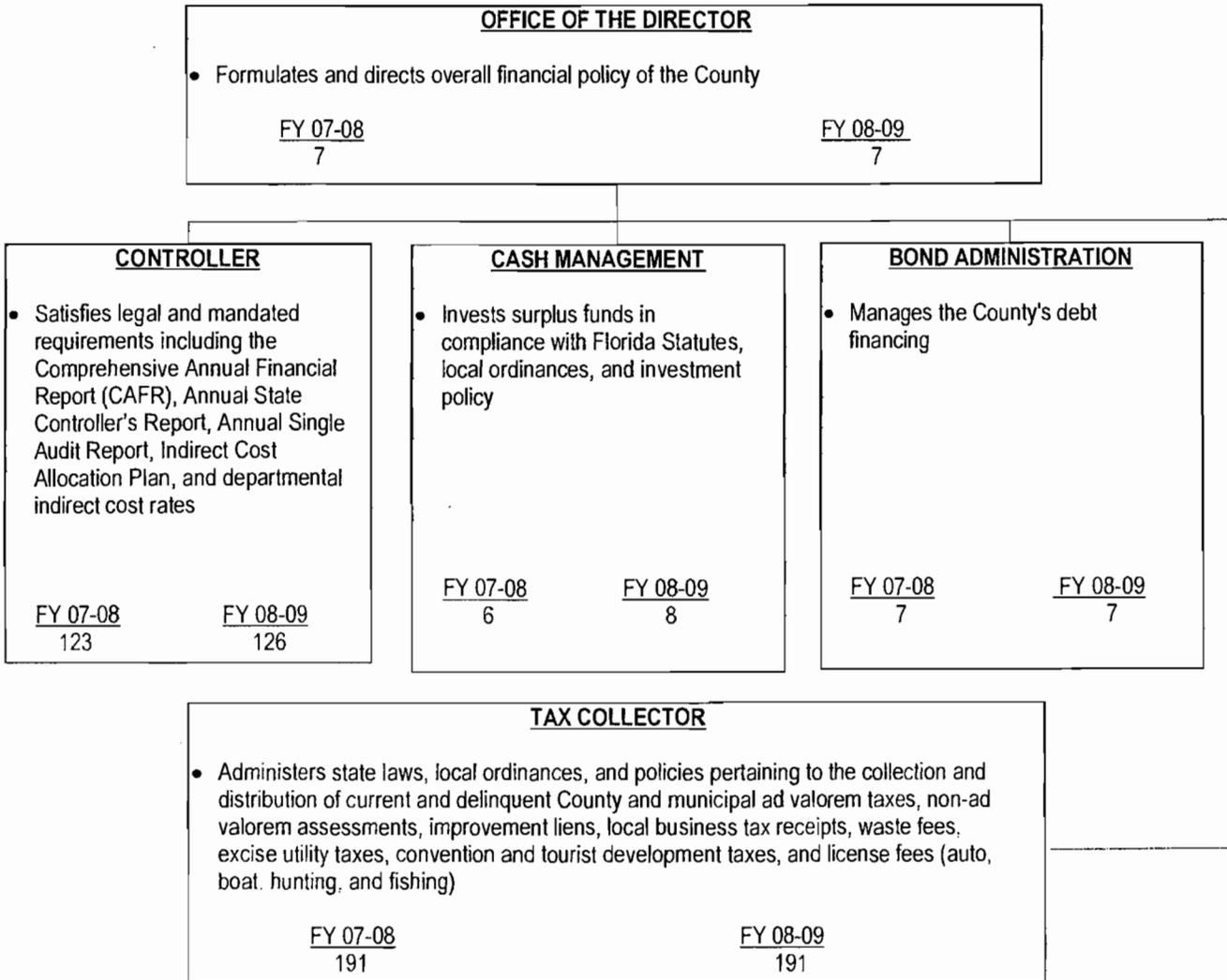
COUNTY ATTORNEY'S OFFICE

- Provides legal representation to the BCC, Mayor, Public Health Trust, various County boards, County Manager, Community Councils, and all County departments and agencies

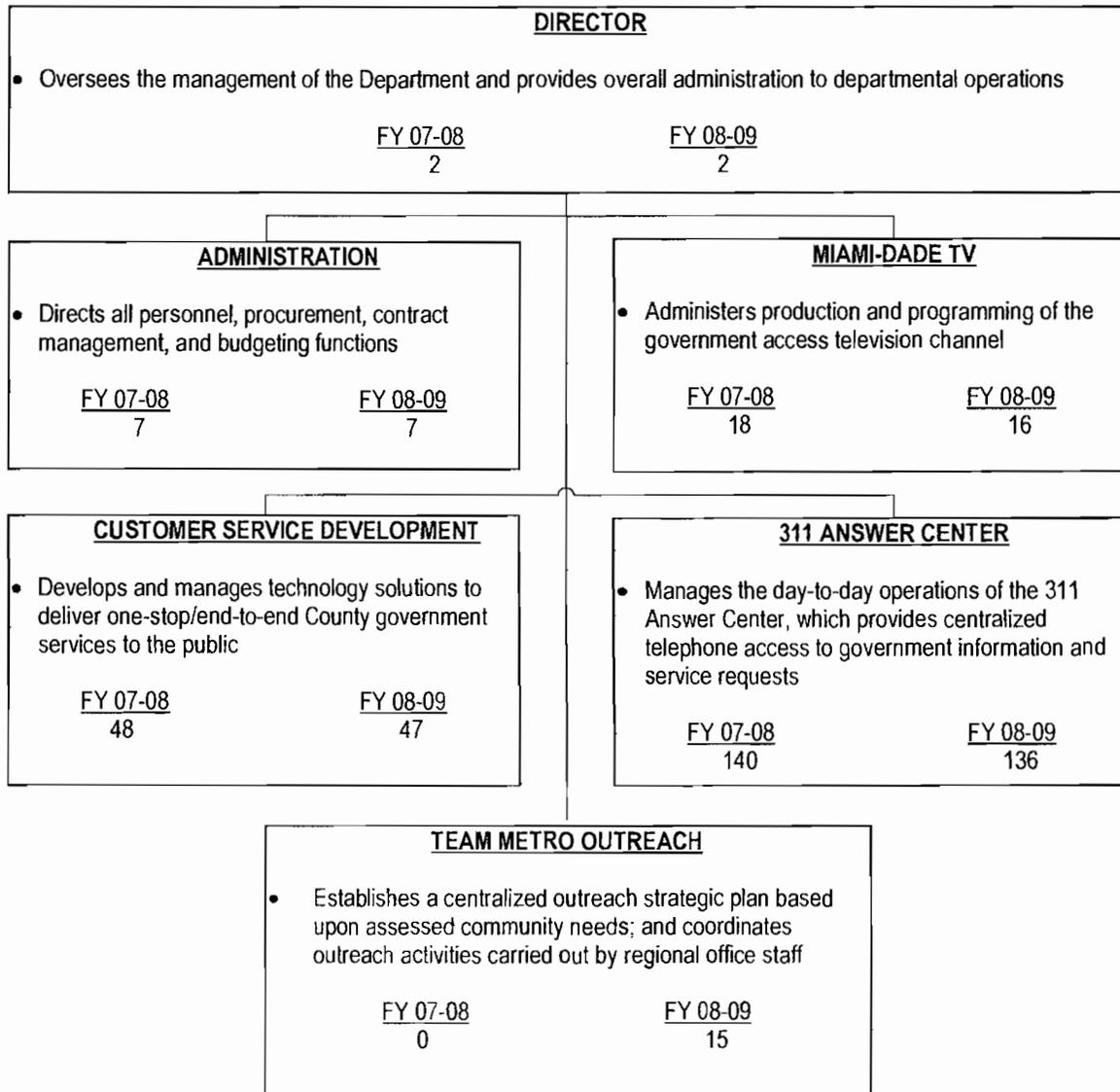
FY 07-08
137

FY 08-09
138

Finance Department



Government Information Center



Department of Human Services

OFFICE OF THE DIRECTOR

- Formulates policies and provides overall direction and coordination of departmental functions

FY 07-08

4

FY 08-09

4

ADMINISTRATION

- Provides administrative support including personnel services, contract and financial management, and procurement; develops and maintains information systems; coordinates Board of County Commissioners agenda items and all leases for DHS facilities

FY 07-08

47

FY 08-09

30

ELDERLY, DISABILITY, AND VETERAN SERVICES

- Administers programs focusing on the development and care of individuals including a continuum of services for the elderly, veterans, and program for the disabled (DSAIL)

FY 07-08

217

FY 08-09

211

CHILD DEVELOPMENT SERVICES

- Administers child care services including school readiness, inclusion and voluntary pre-kindergarten, at family day care/child care centers throughout Miami-Dade County; provides community outreach services to children from infancy to 13 years of age and their families

FY 07-08

196

FY 08-09

196

TARGETED SERVICE

- Administers and coordinates clinical intervention services to families in distress including shelter services for victims of domestic violence and treatment for batterers; administers vocational, employment, and support services for refugees, farm workers, migrants, youth, and families; and provides psychosocial assessments for children in Head Start

FY 07-08

146

FY 08-09

134

REHABILITATIVE SERVICES

- Administers comprehensive substance abuse treatment system for adult substance abusers in Miami-Dade County; services include prevention, central intake, and residential/outpatient services; provides specialized services for the Eleventh Judicial Circuit including assessment, evaluation, referral, diversion, and in-jail treatment services; provides outreach services to homeless individuals and families

FY 07-08

137

FY 08-09

118

Inspector General

INSPECTOR GENERAL

- Investigates fraud, waste, mismanagement, and corruption within Miami-Dade County government; provides all professional functions in the office's efforts to investigate, audit and inspect programs, projects, and contracts to detect and prevent fraud, mismanagement, waste, and abuse; publicly reports findings and initiates or makes civil, administrative, and criminal referrals where necessary; communicates the office's accomplishments through report distribution, website communications, and public awareness

FY 07-08
38

FY 08-09
38

Office of Neighborhood Compliance

OFFICE OF THE DIRECTOR

- Formulates departmental policy and provides direction and leadership for overall operations and administration

FY 07-08
0

FY 08-09
3

ADMINISTRATION AND COLLECTIONS

- Provides citation, lien, and other revenue collection support to code enforcement activities; provides departmental personnel, budget, finance and purchasing support, and maintenance and support information technology applications related to code enforcement activities

FY 07-08
0

FY 08-09
34

CODE ENFORCEMENT

- Provides residential and commercial code enforcement; and provides resident education and voluntary compliance, including nuisance abatement, zoning violations and other maintenance regulations to enhance the safety and aesthetics of the community

FY 07-08
0

FY 08-09
93

Park and Recreation Department

OFFICE OF THE DIRECTOR

- Provides departmental leadership, direction, administration, and coordination of operations, construction, and maintenance support, coordinates special projects, intergovernmental affairs, marketing, public information, communications, coordinates departmental fundraising efforts and acts as a liaison with the Parks Foundation and the Miami-Dade Sports Commission

FY 07-08
16

FY 08-09
14

ADMINISTRATION

- Provides overall logistical support for the Department including budget and finance, grant management, human resources and employee development, safety administration, procurement of commodities and services, contracts management, financial and performance auditing, strategic planning, information technology and telecommunications, and the formulation of procedures, standards, and practices

FY 07-08
67

FY 08-09
60

OPERATIONS MANAGEMENT

- Manages operations at coastal metropolitan parks, marinas, and golf courses including beach maintenance, the Joseph Caleb Auditorium, Miami-Dade County Auditorium, African Heritage Cultural Arts Center, and the Women's Park; provides Natural Areas Management and tree maintenance throughout the park system, manages landscape maintenance for special districts, and manages the county's Eco-Adventures programs

FY 07-08
442

FY 08-09
427

RECREATION MANAGEMENT

- Coordinates with community groups, park patrons, school officials, community-based organizations, County officials, and other government agencies that use park resources; supervises and coordinates recreational programming activities; provides park security, grounds maintenance, landscaping services for outside contracts; manages park operations including tennis centers, swimming pools, camp grounds, and athletic fields

FY 07-08
386

FY 08-09
344

DEVELOPMENT AND CONSTRUCTION

- Provides planning, project management, architectural and engineering design, development and construction of capital projects, facility maintenance and repair services, contract management, and capital program management; provides trade services for new construction and park facilities maintenance, and maintains departmental heavy and lawn equipment

FY 07-08
205

FY 08-09
209

DEERING ESTATE

- Manages and operates the Charles Deering Estate; includes historical preservation of facilities, resource management of facilities and grounds, maintenance and security

FY 07-08
23

FY 08-09
22

SPECIAL TAX DISTRICT

- Provides multi-purpose services to established Special Tax Districts; services include landscape maintenance, tree trimming, lake maintenance, fountain maintenance, irrigation etc.

FY 07-08
7

FY 08-09
7

MIAMI METROZOO

- 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

FY 07-08
135

FY 08-09
192

Police Department

OFFICE OF THE DIRECTOR

- Provides management direction and administration to departmental operations, provides legal counsel, disseminates information to the media and the public; provides psychological services for employees; and is responsible for budget, finance, procurement, personnel, grants, legislative coordination, and planning

FY 07-08
182

FY 08-09
188

SUPPORT SERVICES

- Provides communications; provides investigative support in the processing, safekeeping, and preservation of evidence; manages the crime laboratory, central records, and property and evidence bureaus; conducts crime scene investigations; responsible for information systems, fleet, and facilities management; coordinates training activities; conducts false alarm investigations; and is responsible for Headquarters security

FY 07-08
936

FY 08-09
934

POLICE SERVICES

- Provides uniformed patrol services, responds to calls, investigates offenses, apprehends offenders, provides decentralized general investigative services, and engages in special enforcement for prevention of criminal activities; conducts environmental and illegal dumping investigations; and manages contracted police services with municipalities

FY 07-08
2,062

FY 08-09
1,780

DEPARTMENTAL SERVICES

- Provides sheriff and specialized services; processes and secures criminal warrants; provides court security and serves writs; provides community affairs services and manages the school crossing guards program; provides specialized police functions including aviation, motorcycle, marine, and mounted patrol services; provides crowd control, hostage negotiation, canine response, bomb disposal, and critical incident response

FY 07-08
613

FY 08-09
618

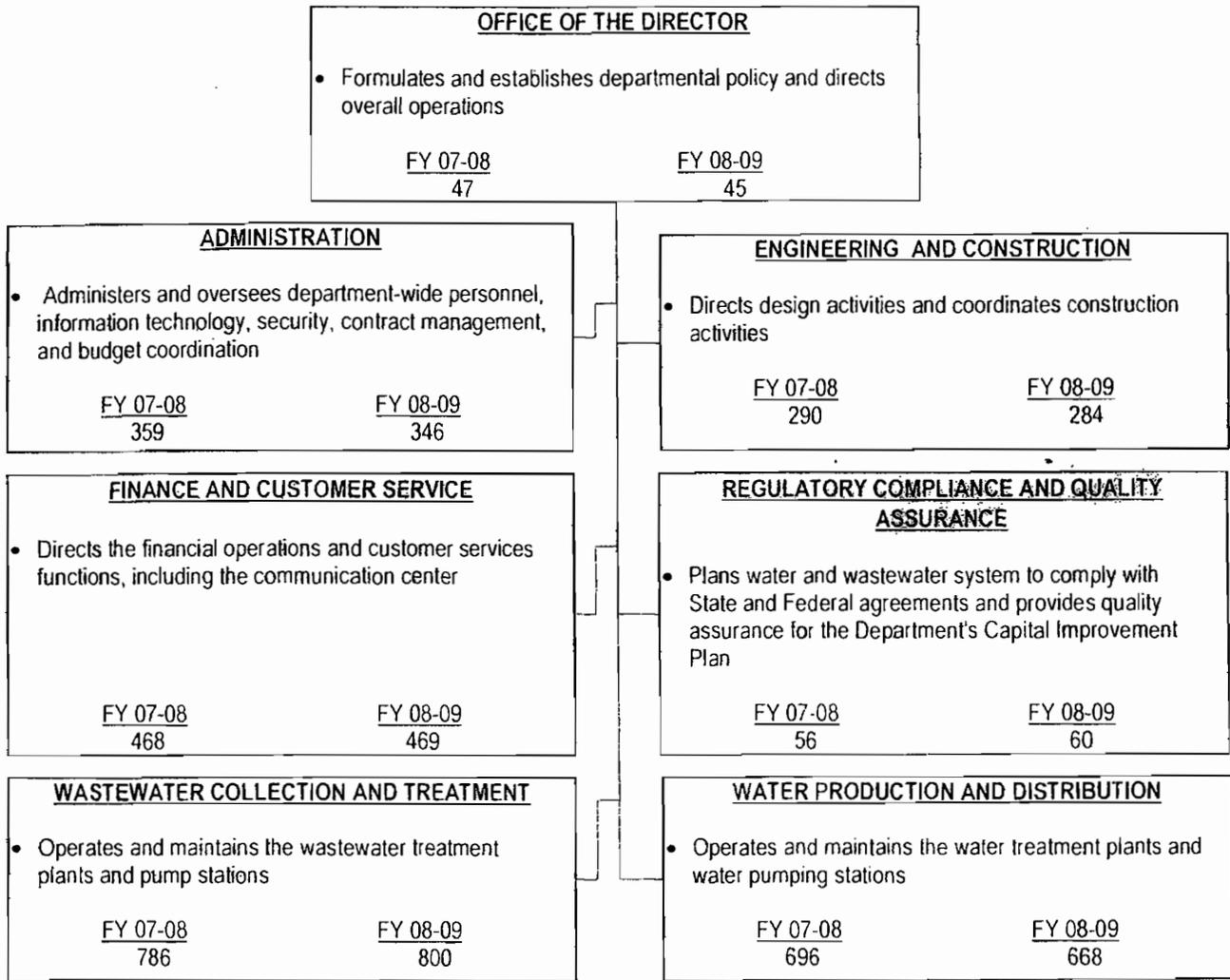
INVESTIGATIVE SERVICES

- Provides centralized specialized criminal investigation of robberies, homicides, sexual, domestic, and economic crimes; collects and disseminates criminal intelligence; is responsible for professional compliance and investigates complaints about departmental employees; conducts strategic and specialized investigations; conducts public corruption investigations; and is responsible for homeland security

FY 07-08
800

FY 08-09
813

Water and Sewer Department



Memorandum



Date: September 18, 2008

To: Honorable Chairman Bruno A. Barriero
and Members, Board of County Commissioners

From: George M. Burgess
County Manager 

Subject: Information for Second Budget Hearing – FY 2008-09 Proposed Budget

This document provides recommended amendments to the FY 2008-09 Budget Ordinances for your consideration at the second budget hearing on September 18, 2008. The Budget Director and I have met with each Commissioner since the first budget hearing to discuss any concerns you might have and to discuss your priority projects and services. Also, we have taken into consideration the comments and concerns raised at the September 12 Special Budget Committee meeting. This report serves to outline the adjustments recommended as a result of those meetings.

Budget Adjustments

The recommended operating budget adjustments total \$26.470 million and are summarized in the table below and detailed in the following paragraphs. Adjustments are being made to proprietary revenues, contributions to the Countywide Emergency Contingency Reserve and the Service Enhancement Reserve in each taxing jurisdiction, and to ad valorem revenues due to millage rate reductions in each of our four taxing jurisdictions.

Revenue Budget Recommendations

(Dollars in Thousands)

	CW	UMSA	Fire Rescue/ Library	Proprietary/ Other	Total
<u>Revenue Adjustments</u>					
Countywide General Fund - Ad-Valorem Revenue	(8,258)	0	0	0	(8,258)
Unincorporated Municipal Service Area - Ad-Valorem Revenue	0	(2,432)	0	0	(2,432)
Fire Rescue District - Ad-Valorem Revenue	0	0	(3,049)	0	(3,049)
Library District - Ad-Valorem Revenue	0	0	(424)	0	(424)
Elections - Voter Education Grant	0	0	0	100	100
Medical Examiner - Additional Grant Funding	0	0	0	95	95
Transit - Operating Revenue/Surtax Draw	0	0	0	40,438	40,438
Total Revenue Adjustments	(\$8,258)	(\$2,432)	(\$3,473)	\$40,633	\$26,470

Expenditure Budget Recommendations

(Dollars in Thousands)

	CW	UMSA	Fire Rescue/ Library	Proprietary/ Other	Total
Expenditure Adjustments					
Fire Rescue - Service Enhancement Reserve Ad-Valorem Adjustment	0	0	(3,049)	0	(3,049)
Fire Rescue - County Services Moved back to District	(7,918)	0	7,918	0	0
Non-Departmental - UMSA Service Enhancement Reserve Ad-Valorem Adjustment	0	(2,432)	0	0	(2,432)
Library District - Service Enhancement Reserve Ad-Valorem Adjustment	0	0	(424)	0	(424)
Fire Rescue - Service Enhancement Reserve Reduction for Operations	0	0	(8,758)	0	(8,758)
Non-Departmental - CW/UMSA Serv. Enhancement Reserve Reduction for Operations	(220)	(6,954)	0	0	(7,174)
Non-Departmental - Tax Increment Financing/CRA	(340)	0	0	0	(340)
Non-Departmental - Transfer to Emergency Contingency Reserve	(8,072)	0	0	0	(8,072)
Fire Rescue - In-Kind Services Reserve	0	0	40	0	40
Commission on Ethics and Public Trust - Investigator and Community Outreach	187	0	0	0	187
Community Action Agency - Neighborhood Service Centers	290	0	0	0	290
Elections - Voter Education Grant	0	0	0	100	100
Fire Rescue - Additional Fire Boats	0	0	800	0	800
Government Information Center - Operating Expenses Including Radio Adds	576	246	0	0	822
Human Services - Domestic Violence Treatment Program	400	0	0	0	400
Judicial Administration - Operating Expenses for Miami-Beach Courthouse	137	0	0	0	137
Medical Examiner - Equipment Purchase	0	0	0	95	95
Non-Departmental - American Society of Public Administrators	50	0	0	0	50
Non-Departmental - Beacon Council Marketing Program	70	0	0	0	70
Non-Departmental - Capital Outlay Reserve for Administrative Office of the Court	126	0	0	0	126
Non-Departmental - Capital Outlay Reserve for Agricultural Cattle Show	300	0	0	0	300
Non-Departmental - Capital Outlay Reserve for Clerk of the Court	269	0	0	0	269
Non-Departmental - Capital Outlay Reserve for Gwen Cherry Park Improvements	0	160	0	0	160
Non-Departmental - Capital Outlay Reserve for Lot Clearing	0	400	0	0	400
Non-Departmental - Capital Outlay Reserve for QNIP VI Debt Service	0	1,600	0	0	1,600
Non-Departmental - Capital Outlay Reserve for Super Bowl Roadway Improvements	450	0	0	0	450
Non-Departmental - Community Periodicals Program	430	185	0	0	615
Non-Departmental - Elections Reserve	1,000	0	0	0	1,000
Non-Departmental - Florida International University Labor Center	65	0	0	0	65
Non-Departmental - In-Kind Services Reserve	995	265	0	0	1,260
Non-Departmental - Miami River Commission Scavenger Vessel	100	0	0	0	100
Non-Departmental - Print Media, World Wide Web, and Radio Communications	350	150	0	0	500
Non-Departmental - Sports Commission Operations and Miami Football Classic	300	0	0	0	300
Non-Departmental - Travel Industry Association Pow Wow	750	0	0	0	750
Park and Recreation - 27th Avenue Boxing Gym	97	0	0	0	97
Park and Recreation - Beach Maintenance	543	0	0	0	543
Park and Recreation - Program Scholarships	0	200	0	0	200
Park and Recreation - Replace Learn to Swim and Elderly Program Fee Adjustments	0	2,187	0	0	2,187
Park and Recreation - Roving Crew Grounds Maintenance	0	616	0	0	616
Planning and Zoning - CW Healthcare Planning and Community Council Support	357	141	0	0	498
Public Works - Mowing, Litter, and Landscape Clearing Cycles	450	140	0	0	590
Team Metro - Code Compliance Outreach	0	664	0	0	664
Transit - Non-Operating Debt Service	0	0	0	(2,611)	(2,611)
Transit - Operating Expenses	0	0	0	43,049	43,049
Total Expenditure Adjustments	(\$8,258)	(\$2,432)	(\$3,473)	\$40,633	\$26,470

Millage Rates

At your first budget hearing, the Board of County Commissioners (BCC) tentatively adopted the millage rates advertised on the TRIM notices. These rates generated revenue in excess of the Proposed Budget and this revenue was allocated to a Service Enhancement Reserve in each taxing jurisdiction. The millage rates adopted by the Board represent a ceiling for purposes of the Board's deliberation at the second budget hearing.

Based on Commissioner Martinez's memorandum of September 17, 2008, the Unincorporated Municipal Service Area (UMSA), Fire and Rescue District, and Library System millage rates have been reduced to the maximum millage rates, as defined by State law, and the corresponding revenue have been reduced from each jurisdiction's Service Enhancement Reserve, as detailed in the table below.

Jurisdiction	Advertised Millage Rate	Maximum Millage Rate	Reduction to Service Enhancement Reserve
UMSA	2.0416	2.0083	(\$2,432,000)
Fire	2.2067	2.1851	(\$3,049,000)
Library	0.3842	0.3822	(\$424,000)

The Proposed Budget included a shift of funding for certain activities provided by the Miami-Dade Fire Rescue Department (MDFR) on a countywide basis. One of these activities, communications, was shifted pursuant to Section 1.01A (4) of the Miami-Dade County Charter which directs that the BCC has the power to provide communications for police and fire protection. Police communications has historically been funded from the Countywide General Fund. The communication system in place has been designed and resourced to provide full service countywide. Other activities that were shifted, including the Motorcycle Emergency Response Team (MERT), hazardous materials team (HAZMAT), fire boats, dive operations, antivenin unit, and fire apprentice program are also provided countywide. At this time, however, because the countywide provision of these services is not required by charter or other legislation, it is recommended that the funding for these services be shifted back to the Fire Rescue District. The countywide millage rate is recommended to be reduced by the amount corresponding to this revenue shift (and adjusted for tax increment payments of \$340,000) from the advertised rate of 4.8733 to 4.8379 mills (\$8.258 million). The services to be shifted to the district will be funded by the Service Enhancement Reserve (\$7.918 million).

Millage Summary

Taxing Authority	Adopted FY 2007-08 Millage Rates	Millages Adjusted for July 1st Certified Roll	Millage Rates at TRIM	Revised Recommended Millage Rates
Countywide	4.5796	4.8733	4.8733	4.8379
Countywide Debt	0.2850	0.2850	0.2850	0.2850
UMSA	2.0416	1.9109	2.0416	2.0083
Fire	2.2067	2.0293	2.2067	2.1851
Fire Debt	0.0420	0.0420	0.0420	0.0420
Library	0.3842	0.3573	0.3842	0.3822
Total	9.5391	9.4978	9.8328	9.7405

Quality Neighborhood Improvement Program Series 2009 (QNIP VI)

As noted at the first budget hearing, several Commissioners expressed a desire and support for continuing the successful QNIP program as a means to provide needed neighborhood infrastructure improvements targeting, local parks as well as local drainage, sidewalks, resurfacing and other related local infrastructure projects in UMSA. It is recommended that this program be sized at \$30 million, similar to QNIP V in 2007, and be funded with \$8 million of unallocated interest earnings from prior QNIP

programs, previously recommended in the FY 2008-09 Proposed Budget for QNIP debt service or principal reduction and a debt issuance for the remaining \$22 million. The required annual debt service payment is estimated to be \$1.6 million. The Office of Capital Improvements will continue to manage the program allocations and will work with each Commission district and the implementing departments to closeout remaining QNIP programs and to implement the new QNIP VI. The table below provides the recommended Commission district allocations for QNIP VI. All QNIP ordinance schedules will be updated in the final budget ordinance to reflect the historical use of proceeds, interest and the recommendations contained herein.

FY 2008-09 Proposed QNIP 6 Recommendation

Funding is allocated based on a 50% UMSA Population and 50% UMSA Geographic Area weighting

	UMSA Population*		UMSA Square Miles**		Total	
District 1	5.24%	\$786,302	4.38%	\$656,501	4.81%	\$1,442,803
District 2	10.56%	\$1,584,453	9.08%	\$1,361,684	9.82%	\$2,946,137
District 3	2.72%	\$407,761	0.83%	\$124,570	1.77%	\$532,332
District 4	3.20%	\$479,649	2.65%	\$398,053	2.93%	\$877,702
District 5	0.06%	\$8,730	0.29%	\$43,671	0.17%	\$52,402
District 6	4.99%	\$748,142	5.55%	\$831,901	5.27%	\$1,580,043
District 7	5.02%	\$752,813	6.63%	\$994,416	5.82%	\$1,747,229
District 8	9.89%	\$1,484,121	16.80%	\$2,520,046	13.35%	\$4,004,167
District 9	14.63%	\$2,195,222	16.94%	\$2,541,523	15.79%	\$4,736,746
District 10	17.81%	\$2,670,872	11.74%	\$1,760,452	14.77%	\$4,431,324
District 11	17.67%	\$2,650,098	13.23%	\$1,983,820	15.45%	\$4,633,918
District 12	3.97%	\$595,681	8.59%	\$1,288,660	6.28%	\$1,884,341
District 13	4.24%	\$636,154	3.30%	\$494,702	3.77%	\$1,130,856
Total		\$15,000,000		\$15,000,000		\$30,000,000

* inside the UDB, based on 2000 Census data, updated for incorporations

** inside the UDB, updated for incorporations

Community Action Agency (CAA) and Department of Human Services (DHS)

The FY 2008-09 Proposed Budget included the closure of the Naranja Neighborhood Center and the closure of the Caleb Neighborhood Center. Subsequent to the release of the Proposed Budget, DHS relocated the Child Development Services (CDS) Eligibility Determination units currently operating from West Kendall and the South Dade Government Center to the Naranja Neighborhood Center. Upon careful review, and in recognition of the importance of providing neighborhood-based services, we now feel the Naranja Neighborhood Center site can accommodate all of these services – a neighborhood services center, elderly program, and CDS eligibility functions – at that location by adding one position to CAA and the respective operational cost from the countywide general fund (\$110,000). It is also recommended that the Caleb Neighborhood Center be restored (\$180,000 in countywide general fund and three positions). As we implement the remaining service realignments included in the Proposed Budget, we anticipate there may be other necessary adjustments that require a future budget amendment. It is also recommended at this time to restore funding (\$400,000 from the countywide general fund) and four positions in DHS to provide clinical treatment to offenders and victims of domestic violence and intra-family child abuse victims at current year levels.

Super Bowl XLIII

As indicated in Resolution 565-05, the Board agreed to support the South Florida Super Bowl Host Committee's bid to host the Super Bowl XLIII in 2010. The FY 2008-09 Proposed Budget includes \$750,000 as part of the first installment of a total allocation of \$1.5 million. When Super Bowl XLI was played in Miami-Dade County in 2007, considerable landscaping and other aesthetic improvements were made in the areas located in the immediate area of the Super Bowl activities. In preparation for the upcoming event, it is recommended that \$450,000 be allocated from the countywide general fund in the

Capital Outlay Reserve to continue these improvements along major roadways in Districts 2 and 3 between the Airport and the tourist-related locations near Downtown Miami and the stadium in Miami Gardens.

Sports Commission

The FY 2008-09 Proposed Budget recommended \$250,000 for the Miami-Dade Sports Commission. The Commission successfully promoted youth, amateur, and professional sporting events in Miami-Dade County which have generated almost \$150 million in economic benefits for the community since 2004. Based on this success and the need for our region to remain competitive with other venues, it is recommended that the Miami-Dade Sports Commission receive an additional \$250,000 from the countywide general fund for a total allocation of \$500,000 in FY 2008-09 for operational support. It is also recommended that \$50,000 be allocated through the Sports Commission to support the Miami Football Classic scheduled for September 2009.

Fire Rescue

Concerns have been raised by some Board members regarding coverage of our waterways by the Miami-Dade Fire Rescue Department. At the present time the Department operates two Metalcraft fireboats, of which only one is fully staffed (Fireboat 1). Fireboat 2 is currently used for training and as a spare boat. In addition to the two fireboats, a 28' Whitewater (Marine 2) vessel fitted with a pump, and a 24' Boston Whaler vessel are docked at the Port of Miami. I am recommending that Fireboat 2 be properly staffed and redeployed to Haulover Beach Marina (\$675,000, 18 positions), and Marine 2 be redeployed to Black Point Marina (\$125,000 which includes training and operational costs). Staffing for Marine 2 will be from existing Station 55 personnel. This is partial year funding in order to allow for the appropriate lead time to train and deploy personnel. It is recommended that funding for these enhancements be allocated from the Service Enhancement Reserve in the Fire Rescue District.

Community and Public Outreach

As part of the Proposed Budget, I recommended that community and public outreach be delivered in a different way than in the past. The ways that we communicate have changed a great deal in the past 15 years when the concept of Team Metro was first developed. Rapidly evolving technology has enabled the implementation of the County web portal and the 311 Answer Center and we have not yet fully tapped the potential of either of these communication vehicles. As these functions develop, however, we must not forget the importance of more traditional forms of communication, including print media, radio programming, and face-to-face interactions. We are still refining our strategies to deliver outreach services and recommend the following adjustments at this time.

Outreach Office – Government Information Center (GIC)

As a result of concerns raised by the Commission at the first budget hearing, it is recommended that the Northeast office remain operational, which will provide for a total of five outreach offices countywide. Also, one of the outreach offices, previously designated as the Caleb Center, will be instead at the MLK facility, currently known as Northside, in order to provide greater ease of access to the office for residents traveling by Metrobus or Metrorail. In order to meet the operational needs of the additional facility, two additional Outreach Specialists will be restored in the GIC. Additional general fund support of (\$120,000 countywide, \$52,000 UMSA) is required for salaries, fringes and other operational expenses related to the addition of an outreach office. To provide a County government presence in the northwest part of the county, a District 13 Resource Center will be established. Any required renovation costs will be funded by Capital Outlay Reserve and personnel and operating costs will be absorbed by the District 13 office budget.

Code Compliance Outreach

The proposed re-alignment of Team Metro functions included the elimination of code enforcement community outreach. Due to concerns raised by the Board and some outside organizations, it is

recommended that partial funding be restored for community outreach regarding code enforcement issues (\$664,000 UMSA General Fund, seven Outreach Specialist and one Outreach Supervisor positions). As part of their job assignments, these positions will meet with community groups such as housing associations and civic organizations, and will attend meetings such as the Miami-Dade Police Department's citizen advisory committees in order to address code compliance concerns. These positions will manage code-related cases that arise from these meetings and help educate the community-at-large regarding code compliance and enforcement issues.

Radio Outreach, Community Periodicals Program, and the Internet

As a result of concerns raised by the Commission at the first budget hearing related to radio-related community outreach, it is recommended that the allocation for FM Radio Outreach in the GIC budget be increased by \$75,000, for a total of \$150,000 (\$53,000 countywide and \$22,000 UMSA), which is in the current year funding level. This is combined with another \$150,000 already included in the general government budget.

Section 2-2021(a) of the Community Periodical Program (CPP) Ordinance stipulates that the County will expend no less than one third of its discretionary print advertising budget through the CPP or expend a specific amount on the program as established in the budget ordinance. In FY 2007-08, discretionary advertising expenditure is projected to be \$553,000, based on year-to-date activity. The FY 2008-09 Proposed Budget included funding of \$270,000 for the CPP. In response to concerns raised by the Board regarding improved outreach and communications to our residents, it is recommended that \$615,000 of general fund support (\$430,000 countywide and \$185,000 UMSA) be dedicated specifically to the CPP, which is the current year level of funding from the general fund.

Because of the importance of providing a clear and consistent message regarding county services, I recommend an additional \$500,000 be allocated for radio, print, and web-based communications. We will bring to the BCC a plan for allocating this funding by the end of October.

311 Answer Center- GIC

In order to address concerns raised at the first budget hearing related to overall reductions in outreach activities, it is recommended that the 311 Answer Center service hours that were reduced as part of the FY 2008-09 Proposed Budget be restored. As a result, 311 services hours will remain the same as the current year level, (weekdays from 6am to 10pm and on weekends from 8am to 8pm). Additional funding of \$575,000 and 11 positions (\$403,000 countywide and \$172,000 UMSA) is required to restore these service hours.

Public Works

The FY 2008-09 Proposed Budget recommends the consolidation of lot clearing activities previously performed by the Solid Waste Department and Team Metro into Public Works and funded at a level of \$812,000 from the Capital Outlay Reserve. It is recommended that this amount be increased by \$400,000 to a total of \$1.212 million for the inclusion of junk and trash removal (\$250,000) on residential and commercial lots as a result of enforcement actions after the property owner fails to comply with cumulative citations. Funding for three positions is required in the Public Works Department (\$150,000) to conduct inspections and oversee lot clearing activities on County owned lots and to provide monitoring of enforcement lot clearing activities, including inspection of junk and trash weight disposed at trash and recycling centers.

The FY 2008-09 Proposed Budget also recommends a reduction of 18 litter cycles, six landscape cycles, and four mowing cycles to a reduced level of 15 litter, 15 landscape cycles and 10 mowing cycles. After discussions with several Board members, I recommended that the mowing cycles be increased by two (\$140,000) for a total of 12 cycles per year to ensure this function is performed once a month. Funding will be provided by an increased transfer from Unincorporated Municipal Service Area (UMSA) general

fund. It is also recommended that five additional landscape and five additional litter cycles on arterial roads be restored (\$450,000), funded from the countywide general fund. Finally, it is recommended that the resurfacing and curb and gutter installation along NW 95th street east of I-95 commence in FY 2008-09 and multi-year funding (\$850,000) be provided from capital improvement local option gas tax and other road construction funds.

Park and Recreation

Grounds Maintenance

At the first budget hearing, many of you expressed concerns regarding the proposed reductions to park maintenance. It is recommended that additional UMSA general fund support (\$616,000), including 14 additional positions, be provided to restore the Department's roving crew grounds maintenance to the current year level. Among other things, the restored funding and positions will allow the Department to restore its mowing cycles to FY 2007-08 levels at community parks (to 26 from 21 times a year), mini-parks (to 12 from 11 times a year), at neighborhood parks (to 18 from 14 times a year), and greenways (to 12 from 10 times a year).

27th Avenue Boxing Gym

It is recommended that the 27th Avenue Gym Boxing Center, originally eliminated in the Proposed Budget, be restored (\$97,000, one position) from the countywide general fund. This gym provides the adults and youth in the surrounding community not only a place for fitness activities, but also opportunities in the amateur boxing competitive arena.

Beach Maintenance

At the first budget hearing concerns were expressed regarding the County's maintenance of its 15-mile stretch of ocean beaches. South Florida is known worldwide for attracting visitors and locals to its beaches, which is a critical component to our tourism industry. A great deal of misleading information has been disseminated of late regarding the quality of the County's beach maintenance efforts. Although the Park and Recreation Department has always done a very good job under extremely difficult circumstances, I am recommending that \$543,000 in countywide general fund support and six additional full-time positions and one part-time position be added to enhance beach maintenance efforts. The additional funding will fund one additional beach maintenance crew and one litter crew (\$293,000), purchase an additional sand sifter and tractor (\$180,000), and fund other associated costs (\$70,000). This recommended enhancement will increase the frequency of the sand sifting where needed along our beaches, and supplement litter pick-up and dunes grounds keeping and maintenance. Because the coastal cities, including Miami Beach, benefit not only from the tourism industry, but also directly benefit from concessions on the beach, I also recommend that they enhance their enforcement efforts and that we all work together to address the service needs.

Fee Adjustments

Based upon a number of concerns raised by the Board at the first budget hearing, staff continued to analyze the impact of certain fees established for programs provided at our neighborhood parks. It is recommended that the fees proposed for learn to swim programs and seniors programs be eliminated and the fees recommended for sports development programs be reduced to \$10 from \$20 per week, and the required funding be provided from the USMA general fund to replace the reduced revenues (\$2.187 million). It is also recommended that an additional \$200,000 be added in UMSA general fund support to the department's FY 2008-09 Proposed Budget as an enhancement for park program scholarships.

Park Improvements and Events

It is recommended that funding for tennis courts at Gwen Cherry Park (\$160,000 UMSA general fund), be allocated in the Capital Outlay Reserve. It is also recommended that \$300,000 of countywide general fund support be allocated for support of the Agriculture and Cattle Show. The first such event was held in May 2008 and attracted more than 20,000 participants. Stalls and other amenities required for the

Tropical Park Equestrian Center are funded from the Building Better Communities Bond funding for Tropical Park.

Beacon Council and Greater Miami Convention and Visitors Bureau

In FY 2000-01, the BCC approved an allocation of \$6 million for the Beacon Council's Miami-Dade Marketing Initiative (MDMI) to market Miami-Dade County as a premier business destination to business owners, commercial real estate brokers and developers, and site selectors nationally and internationally. The unspent balance from the \$6 million has been carried forward each year and as of year-end FY 2006-07, \$965,448 remained. It is anticipated that the Beacon Council will expend the entire balance by the end of the current fiscal year. It is recommended that the current agreement be amended to allow the Beacon Council to draw down the remaining funds.

At the September 2, 2008 BCC meeting, the Beacon Council unveiled a new marketing initiative in partnership with American Airlines, the Greater Miami Convention and Visitors Bureau (GMCVB), the Seaport, and the Aviation Department, to continue to aggressively market Miami-Dade County in light of the recent economic downturn. To assist in this important endeavor, I am recommending that the Local Business Tax Receipts held in escrow in the Office of Community and Economic Development, estimated at \$330,000, be provided to the Beacon Council to support this initiative, along with \$50,000 of Seaport promotional funds, \$50,000 of Airport funds, and \$70,000 of countywide general fund support for a total of \$500,000 for FY 2008-09. It is recommended that an agreement be executed in support of this effort.

Additionally, the Proposed Budget included a transfer of \$200,000 from the Beacon Council to the newly created Office of Economic Development Coordination (OEDC) to support economic development activities. The GMCVB has offered \$75,000 toward support of this office, allowing for a reduction in Beacon Council support to \$125,000.

General Government

It is anticipated that voter turnout for the 2008 Presidential Election will be high. Many voters will be utilizing the new optical scan voting system for the first time during this election. In an effort to ensure a smooth election process, which may require certain operational adjustments to early voting and other efforts leading up to the Election Day, it is recommended that an Elections Reserve be created (\$1 million) to address additional expenses. In addition, as part of the information provided for the first budget hearing, the State grant funding for voter education should have reflected \$220,000 instead of the \$120,000 presented in the information provided for the first budget hearing. The additional \$100,000 in revenue will be allocated to voter education as required by the grant.

Eleventh Judicial Circuit

Prior to FY 2006-07, the Eleventh Judicial Circuit operated a branch court in the City of Miami Beach. When renovations were necessary in the City of Miami Beach facility, those services were temporarily relocated. While the City of Miami Beach has now completed the renovation of the space, the space is not yet ready to house court operations. The County will need to install the security, furnishings, and communications infrastructure required to support court operations. It is estimated that the Administrative Office of the Courts will need \$126,000 and the Clerk of the Court \$269,000, which will be allocated in the Capital Outlay Reserve for this purpose. Additionally, the Administrative Office of the Courts will require \$137,000 of countywide general fund support to cover the increased operating expenses associated with this facility.

Travel Industry Association – International Pow Wow Conference

Miami-Dade County was chosen by the Travel Industry Association (TIA) as the host community for the 2009 International Pow Wow Conference taking place in May 2009. This is a premier international marketplace event where more than 1,500 international and domestic travel agency buyers and sellers

conduct business negotiations. It is recommended that \$750,000 be provided from the countywide general fund to the TIA for direct support of the event. This contract will be monitored and administered by the Department of Cultural Affairs.

American Society for Public Administrators (ASPA)

The Board, through Resolution 690-04, supported the South Florida Chapter of ASPA application to host the 2009 ASPA National Conference. The South Florida Chapter has been chosen to host the 2009 event. As a result, it is recommended that \$50,000 be allocated from the countywide general fund to assist the host committee with expenses associated with the conference.

Legislative Support

Funding for the Florida Association of Counties (FAC) and the Miami-Dade Delegation Office was not included in the Proposed Budget. In order to support the delegation and to encourage support for County priorities in Tallahassee, it is recommended that funding for both be provided (\$107,000 and \$95,000, respectively) to be paid out of the non-departmental allocation for dues and memberships. Delegation support will be provided by an additional position (Miami-Dade Delegation Liaison) in the Office of Intergovernmental Affairs.

Florida International University (FIU) Labor Center

The FIU Labor Center will be assisting the County to address policy matters related to the responsible wages and living wage ordinance and as a result, it is recommended that \$65,000 be allocated to support the information and research performed by FIU on behalf of the County.

Miami River

It is recommended that \$100,000 be allocated from the countywide general fund to the Miami River Commission to support the annual costs of a scavenger boat for litter and debris removal on the Miami River. This allocation will be made to the Miami River Commission and will be contingent upon matching support from the City of Miami and/or the Miami River Commission.

Transit

The FY 2008-09 Proposed Budget recommended a reduction of 4.5 million bus revenue miles to 28.1 million from the current line-up of 32.6 million. This reduction is the result of an operational gap of \$45 million due to increases in fuel (\$16 million), implementation of the Infrastructure Replacement Program (IRP) (\$7 million), right-sizing bus operator overtime and attrition (\$4 million), maintaining repayment of the loan for existing services (\$8.018 million), maintaining services for which grant funding is no longer available (\$4 million), and budgeting a repayment (\$6.29 million) towards the Department's cumulative operational deficit of \$71 million.

Although on September 2, 2008, the Board approved increasing the Miami-Dade Transit (MDT) fares, fees, and rates by fifty cents, which generates additional revenues of \$20.850 million, based on a two-tier system, in FY 2008-09, bus revenue miles will still have to be reduced to bring expenditures in line with available revenue and close the remaining operational gap detailed above.

As a result, it is recommended that bus revenue miles in FY 2008-09 be reduced by 2.1 million to 30.5 million at the June 2009 line-up change. To properly implement this plan, MDT would need at least three months prior to June 2009 to review different models, to get BCC approval, and to hold public hearings. Making this adjustment during the last quarter of the fiscal year will allow for better ridership information from the new farebox collection system and we will also benefit from the natural personnel attrition that occurs throughout the year. As a result of eliminating 2.1 million revenue miles, it is anticipated that 414 positions will still have to be eliminated by the end of FY 2008-09 instead of the proposed 719 that would have been required at the 4.5 million mile reduction. The 414 positions are comprised of approximately 209 positions in Metrobus operations and 205 vacant positions in other MDT operational functions,

including administration, engineering, and para-transit. In Metrobus operations, the 209 positions are currently filled but will be gradually reduced through attrition.

The 2.1 million revenue mile reduction will have to be made on pre-existing revenue miles that were in place prior to passage of the People's Transportation Plan (PTP) and include headway adjustments to 33 routes and the elimination of six routes. Approximately 45,300 boardings per weekday (approximately 23,000 riders) will be affected by having increased wait times and/or transfers and approximately 1,300 riders will not have a transportation option. On a daily basis, MDT has approximately 275,000 boardings.

MDT will require a net increase in expenditure authority of \$40.438 million to \$463.762 million from a FY 2008-09 proposed amount of \$423.324 million. The \$40.438 million expenditure adjustment is required to provide funding for 32.6 million revenue miles through the end of June 2009 and then to 30.5 million revenue miles for the remainder of the fiscal year.

A corresponding revenue adjustment is required to fund the net increase of \$40.438 million. Due to a technical adjustment of reduced surtax debt service expenditures, a corresponding reduction of \$2.611 million in surtax revenue transfer will also be programmed. The fifty cent fare increase will provide \$20.850 million, leaving a revenue-expenditure gap of \$22.199 million after adjusting for the reduction of surtax debt service revenues. It is recommended that this remaining gap be funded by increasing the current year draw on the loan for existing services from the proposed amount of \$18.455 million to \$40.654 million. This draw would push MDT's borrowing to the maximum authorized amount of \$150 million. It is anticipated that additional borrowing to support existing services would not be required in FY 2009-10 due to the full year effect of reducing 2.1 million revenue miles, further efficiencies to include increased fare collection through the new farebox system, and lastly by modifications to the MOE.

Due to the constraints of a non-unified system as stated earlier, route eliminations in a two-tier transit system will be necessary to achieve the 2.1 million revenue mile reductions. During the next few months we will be discussing the unification of the transit system. One benefit would be making the 2.1 million revenue mile reduction on the system as a whole, which gives MDT the flexibility to make reductions on lower ridership surtax bus routes while maintaining the same level of funding. If the system is unified, MDT would be making headway adjustments to 39 routes impacting 41,000 boardings (20,500) riders per day and no route eliminations would be required, thereby ensuring that the transit riders currently using the system will still have access to public transportation. Additionally, farebox revenue would increase due to better ridership ratios per revenue mile. This would generate an additional \$1.150 million, which would allow funding for unanticipated expenses associated with maintenance and would smooth out any required layoff of filled positions, though some are expected.

The FY 2008-09 Proposed Budget includes the reduction of 44 Metrorail positions along with going to four car trains during off peak hours. Due to the expected implementation of the Miami Intermodal Center (MIC) - Earlington Heights corridor being in FY 2011-12, these positions would have to be restored and additional funds would have to be allocated to train the new personnel in FY 2009-10. It would be short-sighted to eliminate these positions at this point in time. Therefore, these 44 positions will be retained to offset overtime requirements and to right-size resource requirements to properly maintain our current Metrorail system.

MDT's 2008 surtax bond debt service payments programmed in the FY 2008-09 Proposed Budget will require a technical adjustment to \$14.242 million (a decrease of \$2.611 million from \$16.853 million). This technical adjustment is due to the 2008 surtax bond issuance being finalized after the release of the FY 2008-09 Proposed Budget.

Public Health Trust

As reported in the memorandum of Information for First Budget Hearing, the Public Health Trust (PHT) Board and staff worked during the summer to refine the PHT's budget and to continue to develop a financial stability plan in order to eliminate the budget gap that existed when the Proposed Budget was submitted last June. Approximately \$82 million of that gap was related to reductions in federal and state funding, reduced sales surtax collections, a formula-based reduction in the maintenance-of-effort payment from the County due to the reduced property tax roll and other revenue reductions as a result of the economic slowdown and the elimination of the capital contribution from the County, which has contributed \$130 million in such contributions since FY 2004-05, including \$45 million in FY 2007-08.

As described in the attached report from Marvin O'Quinn, President of the PHT, sent to you on September 12, 2008, the PHT has closed the budget gap of \$205 million through a mixture of financial sustainability and improvement initiatives and revenues related to Medicaid underpayments and funds from delays in payments for eligible care. Mr. O'Quinn points out in his report that the plan to balance the budget is ambitious and that the PHT may face changes in the federal and state budgets that could reduce anticipated revenues. At the request of the PHT Board, the PHT staff is preparing alternative adjustments that might be necessary in the event of shortfall during the year.

Historically, the Mayor and the County Commission have recognized the important role that the PHT plays in providing healthcare to the community and its significance as a safety net provider of health services to the community. My staff, the staff from the Office of Strategic Business Management, and I will continue to work with Mr. O'Quinn and his staff during what is expected to be a very challenging year for all of us. It is recommended that the Board approve the budget adjustments from the PHT as summarized in the attached report (see Attachment A).

Water and Sewer

The City of Hialeah has requested an extension of the phase-out of the transmission credit to five years from three years and a recalculation in rate to recover estimated costs. Amendments to the implementing order consistent with this adjustment are attached (attachment I to agenda item F).

Medical Examiner

It is recommended that one forensic investigator position and one forensic technician position be restored (\$137,000) to maintain the extended operating hours provided in the current year budget. The positions will be funded through part-time employee and other personnel expense reductions. In addition, the Department was recently awarded a grant from the United States Department of Justice Paul Coverdell Forensic Science Improvement Grants Program in the amount of \$95,000. The Department will purchase a new Caliper Life Sciences Rapid Trace Solid Phase Extraction (SPE) Workstation with this grant funding in order to improve the quality and timeliness of forensic toxicology services and to reduce caseload backlog.

Finance

The FY 2008-09 Proposed Budget includes two accountant positions funded out of housing surtax proceeds in the Finance Department that were inadvertently not included in the department's position count. These positions will be reflected as part of the Finance Table of Organization.

Planning and Zoning

As part of the Proposed Budget, the responsibility for the administration and support of the Community Councils was transferred to the Planning and Zoning (P&Z) Department. The Proposed Budget did not, however, include the transfer of any positions to assist with this effort. It is recommended that funding for two positions and administrative expenses be added to the P&Z budget (\$141,000, UMSA general fund). It is also recommended that the three positions supporting countywide healthcare planning efforts eliminated in the Proposed Budget be restored (\$357,000, countywide general fund).

Commission on Ethics and Public Trust

The FY 2008-09 Proposed Budget included the reduction of an investigator and a community outreach position (\$187,000). Based on concerns raised by the Board, additional countywide general fund support will be provided to reinstate these positions.

Vizcaya Museum and Gardens

Subsequent to the first budget hearing, Vizcaya was awarded a Federal Emergency Management Agency Hazard Mitigation grant in the amount of \$1.403 million to be matched with \$461,593 of local funding programmed in the Building Better Communities General Obligation Bond Program. It is recommended that this grant funding to be accepted by the Vizcaya Museum and Gardens Trust and be included in the FY 2008-09 Capital Budget and Multi-Year Capital Plan. This grant funding will be used to replace the glass canopy within the facility with impact resistant glass and aluminum.

Community-based Organizations (CBOs) and In-kind Services Reserve

The Information for First Budget Hearing report advised that pursuant to R-420-08, the interim evaluation process conducted during the summer, for continuation funding for FY 2008-09 for CBOs would be provided as part of this memorandum. I anticipate the results of the evaluation process will be reported to you by the end of next week. The report will list each CBO and provide a description of the scope of each contract, the contract value, and the performance review grade for each organization. The report will also be sorted to show the organizations originally awarded funding through a competitive process, as well as those who were not. All CBOs were notified of their initial rankings and provided with information that may be incorporated into a corrective action plan, if necessary. Because reduced funding levels over the past few years have impacted the administrative capacity of many of these organizations, it is recommended that full funding be appropriated for all CBOs, but that funding be released based on the grade obtained (A represents 100 percent of renewal funding, B represents 85 percent, C represents 70 percent, D represents 60 percent, and F represents zero funding) until the organization has had an opportunity to correct contract issues within the first 6 months through adherence to a corrective action plan. Once the corrective actions have been resolved, the CBO Advisory Board will review each contract and determine if funding should be restored at the 100 percent level for FY 2008-09. This recommendation is predicated on the fact that CBOs have had a difficult time meeting contract obligations and understanding that a comprehensive competitive process and outcome-based evaluation will be implemented for FY 2009-10. An update of RFP process and corrective action plan results will be provided at an upcoming Economic Development and Human Services Committee meeting. Funds recaptured as a result of an agency's failure to resolve corrective actions will be held in reserve and used for the FY 2009-10 allocations.

Attachment B lists the allocations to CBOs recommended as a result of the funding provided by the Departments of Solid Waste, Water and Sewer, and Environmental Resources Management for environmental activities. Attachment C lists CBO allocations for recreational and cultural activities.

Due to concerns expressed by the Board during the first budget hearing, it is recommended that the countywide, district specific, and fire rescue district in-kind services reserves be restored at the same level of funding as in FY 2007-08 (\$1.260 million for countywide and district specific activities and \$40,000 for fire rescue activities).

Position Adjustments

In some instances, the above recommendations will adjust the number of positions in the FY 2008-09 Proposed Budget. The adjustments included in this memorandum increase the total number of recommended positions by 388 to 29,372. This is 943 positions less than authorized in FY 2007-08, of which 716 are vacant. The recommendations being advanced to you require staffing adjustments in

departments as summarized below. Attachment D includes the Tables of Organization associated with the personnel changes recommended below.

<u>Department</u>	<u>FY 2008-09 Proposed Budget</u>	<u>Recommended Adjustments</u>	<u>Revised FY 2008-09 Proposal</u>	<u>Purpose</u>
Board of County Commissioners	202	1	203	Add one position to OIA for legislative support
Commission on Ethics and Public Trust	14	2	16	Reinstate two positions for outreach support
Community Action Agency	641	4	645	Reinstate four positions for neighborhood services
Finance	339	2	341	Correct scrivener's error - add two positions
Fire Rescue	2,568	18	2,586	Add 18 positions for fire boat operations
Government Information Center	223	13	236	Reinstate two positions for outreach and 11 positions for 311
Human Services	705	4	709	Reinstate four positions for domestic violence services
Medical Examiner	76	2	78	Reinstate two positions to extend hours
Office of Neighborhood Compliance	130	8	138	Reinstate eight positions for code enforcement outreach
Park and Recreation	1,275	21	1,296	Reinstate 14 grounds and 6 beach maintenance positions, and one boxing gym
Planning and Zoning	155	5	160	Reinstate three positions for county healthcare planning and add two positions for community council support
Public Works	940	3	943	Add three positions for lot clearing
Transit	2,996	305	3,301	Reinstate 305 positions
Other County Departments	18,720	-	18,720	
Total	28,984	388	29,372	

Four by ten work week

At the request of Commissioner Sosa, staff has been analyzing the potential implementation of four by ten work weeks for certain county employees. Attached is the memorandum sent to the BCC on September 17 outlining a pilot program to be implemented in January (Attachment E).

Attachments

cmo25008



September 12, 2008

Honorable Carlos Alvarez, Mayor
Honorable Bruno A. Barreiro, Chairman
And Members, Board of County Commissioners
Stephen P. Clark Center
111 NW 1st Street - Suite 2910
Miami, Fla 33128-1994

Dear Mayor Alvarez, Chairman Barreiro, and County Commissioners:

I am pleased to transmit to you a summary of the recommended budget for the Public Health Trust (PHT) for FY 2008-09.

In June, when the County Manager submitted his Proposed Resource Allocation and Multi-Year Capital Plan, the PHT was facing a budget gap of approximately \$205 million with estimated revenues of \$1.828 billion and estimated expenditures of \$2.033 billion. As indicated in the Resource Allocation Plan, the PHT Board and staff worked during the summer to refine the budget figures and to continue to develop a Financial Stability Plan (FSP) consisting of Financial Sustainability and Improvement Initiatives. As of the end of August, the gap had been reduced to approximately \$55 million (revenues of \$1.915 billion and expenditures of \$1.970 billion). In addition, the budget needed to include \$10 million to adjust for balance sheet items, such as revenue bond principal payments, that do not appear on the profit and loss budget presented to the PHT Board. There was, therefore, a net gap of \$65 million. The budget was presented to the PHT Fiscal Affairs Committee on August 12 and to the PHT Board on August 25. At the August 25th meeting, the PHT Board delegated to the Executive Committee the authority to recommend the budget to the County Commission following a meeting on September 9. The extra time allowed staff to continue to refine the budget and eliminate the gap.

Subsequent to the August 25 board meeting, \$14.6 million in additional Financial Sustainability and Improvement Initiatives were quantified and added to the budget. (Including the initiatives identified as of the end of August, the FSP initiatives total \$155.582 million). Additionally, during the year, staff reviewed the Medicaid billing formulas to determine whether the cost reports were realized fully in the payments to the PHT. After the PHT Board meeting of August 25, approximately \$28 million in one-time underpayments were identified to be included in the budget. In addition, delays by the state in recognizing and paying for eligible care has resulted in approximately \$8 million

in one-time revenues and \$15 million in recurring revenues. Together, those revenue sources total \$51 million and closed the remaining gap. The PHT budget totals \$1.968 billion. The attached spreadsheet reflects the recommendation of the Executive Committee and the adjustments that are recommended to be included in the County's Budget Ordinance for adoption on September 18.

Although the budget is balanced with \$36 million of one-time funds, it is not a long-term solution to the structural funding gap between revenues and expenditures at the PHT. In addition, funds must be found to address the basic infrastructure and strategic capital needs of the PHT facilities to maintain quality of care for all patients and to attract insured and privately funded patients. The pay-as-you-go capital budget (\$63 million) limits the capital program to priority projects. (Priority projects are those already underway, those that are related to health, safety, and legal mandates, and those that provide facilities and equipment that will increase net revenues and have a positive return on investment. An Ad Hoc Committee of the PHT Board has been reviewing the PHT's cash position and capital plan. The Ad Hoc Committee will develop recommendations on specific capital projects and expenditure levels and will continue its oversight throughout the year). Unfunded capital needs for FY 2008-09 total \$150 million including \$70 million for critically needed infrastructure projects such as replacement of emergency generators, new cooling towers, and renovation of elevators. Overall, the PHT has identified approximately \$1 billion in major capital projects needed over the next decade. It is our intention to provide, to the PHT Board and then the BCC, a plan that quantifies the challenges we face and that provides options for addressing the unfunded capital projects.

BASE BUDGET INITIATIVES AND FINANCIAL STABILITY PLAN

In developing the base budget for the PHT, staff began with a line item review within each of more than 1,100 individual charge centers. The base budget includes adjustments for volume growth and inflation for medical supplies, medically-related professional services, utilities, etc. It includes profits from the Division of Managed Care (Jackson Health Plan and related programs), profits from the operation of the Jackson North Medical Center, and an improved bottom line for the Jackson South Community Hospital, which should show continued improvement as its new facilities come on line. At the same time, the base budget has had to absorb the loss of approximately \$20 million from the FY 2007-08 level of funding for the Disproportionate Share and Low Income Pool (DSH/LIP, whose purpose is to offset costs of indigent care), a reduction of \$17 million from the current year budgeted level for the Local Option Sales Surtax, and a reduction of \$200,000 in the Maintenance of Effort payment from the County. In addition, while the County provided \$45 million to the PHT in the current fiscal year as a capital contribution that was delayed from FY 2006-07, no further allocation is included in the FY 2008-09 budget. Overall, those reductions contributed approximately \$82 million to the budget gap. The Corrections Health Services (CHS) Program is budgeted at \$24.8 million to cover inflation and to improve the level of care by increasing the

number of registered nurses and enhancing dental care and chronic disease management in the County's correctional facilities. The in-facility CHS budget does not include the costs for out-patient and in-patient care for inmates at JHS facilities, which costs are included in the budgets for those facilities. The base budget also includes an increase of \$4.9 million (to a total of \$34.9 million) in the contribution to the County for the state mandated local share of Medicaid costs.

The PHT developed a Financial Stability Plan (FSP) to close the gap and balance the budget. That plan included recurring revenue increases and cost savings, as well as some one-time items. Several basic goals were identified in developing the FSP; among them were:

- There would be no rationing of care.
- Quality of care would be maintained.
- Layoffs would be avoided.
- All service and support areas would be examined to find efficiencies and increase net revenues.
- Year-end operating working cash would be maintained in accordance with PHT Board policy.

To achieve the savings necessary, we involved staff at all levels of the PHT and incorporated our Six Sigma Initiatives Programs. We continued and expanded the Strategic Business Plan initiatives that began last fiscal year. In addition, we sought outside help from recognized experts in hospital operations.

The results of the FSP can be described most easily by grouping the initiatives into three categories (Revenue Cycle and System Integration, Margin Growth, and Operational Improvements). The following table summarizes the results of the FSP.

	Revenue Cycle and System Integration	Margin Growth	Operational Improvement	TOTAL
Revenue Improvements	\$25,225,000	\$33,853,000	\$23,009,000	\$ 82,087,000
Expenditure Changes	(\$ 147,000)	\$ 2,876,000	(\$76,224,000)	(\$ 73,495,000)
Total Improvement	\$25,372,000	\$30,977,000	\$99,233,000	\$155,582,000

Revenue Cycle and System Integration initiatives include better documentation and improved capturing of charges for services which are expected to occur as enhanced information technology and operating procedures are implemented, more favorable managed care contracting, and implementation of strategic pricing initiatives.

Margin Growth includes the effects of the Strategic Business Plan that identifies areas of excellence that can attract more paying patients. Initiatives included in this area are growth in the international program to attract patients from throughout the world, especially from South America and the Caribbean Basin; the Certified Stroke Center; Interventional Radiology; Cardiology; Rehabilitation; Transplant Program, and Mental Health. Also included in this area are programs specific to Jackson North, Jackson South, and the Division of Managed Care. Changes to the Division of Managed Care include reductions in estimated revenue and expenses resulting from changes in the timing and structure of insurance programs under development; net profit for the Division is \$10 million.

Operational Improvement includes various adjustments to the way business is done while maintaining the quality of patient care and the availability of resources to the community. Among the initiatives in this area are administrative reorganizations and consolidations, increased use of technology to reduce operational costs, adjustments to the residency program, reductions to allocations to community based organizations, value analysis and changes in purchasing procedures to reduce costs, reducing the vehicle fleet, reducing office supply costs, reorganizing ambulatory pharmacy operations, redesigning operating room and emergency room procedures and facilities to reduce costs and increase throughput, improving productivity by adjusting staffing (including overtime and temporary personnel hours) based on department specific historical best practices, and reducing Primary Care Center losses through a Tri-Party Primary Care Coalition including Federally Qualified Health Centers and the Department of Health.

In order to avoid layoffs, the FSP addresses first reductions in the use of temporary agency personnel, overtime use, and reassignments. It is expected that normal attrition will provide additional vacancies to absorb staff that may be affected by changes in operating procedures. In addition, the PHT is considering other labor management initiatives it will address with its unions.

It must be recognized that the FSP is a very ambitious program. While the PHT Board and management team are committed to achieving the revenue increases and cost savings, not all of them may be achieved within the anticipated timeframe. In addition, the PHT is facing the possibility of federal and state budget cuts that will almost certainly impact our bottom line.

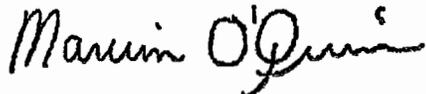
Since 2003, available cash, which includes the funded depreciation balance, has varied between thirty and 45 days. It is estimated that 31 days of available cash will be available on September 30, 2008; staff is working to increase that total to 35 days. Prudent stewardship of the PHT requires that for operational purposes, for financial stability, and for a reserve for emergencies, a cash reserve must be maintained. Therefore, the use of available cash to make up any budget shortfall is not recommended.

The PHT Board has requested staff to prepare a list of alternative savings initiatives to address the possibility of shortfalls during FY 2008-09. In developing such alternatives, we are aware of the need to minimize the impact on the core mission of the PHT. We also recognize that service level reductions to programs that the County is mandated to operate or fund produces no benefit to the County as a whole. **Therefore we will first try to identify further revenue enhancements and efficiencies that will not affect service levels.** If those initiatives are not sufficient, it is likely that other alternative initiatives would be implemented that could affect service levels, staffing levels, or the mission of the PHT.

In closing, the PHT Board and staff is committed to continue to work with the County Commission and the County staff to provide the highest level of healthcare within the resources provided. Since the inception of the Public Health Trust, the Jackson Health System in conjunction with the University of Miami Miller School of Medicine has grown into one of the outstanding medical centers in the Country. All of us need to be mindful of the increasing costs of medical care, the limitations being placed on service providers by the federal and state governments, and the need to develop policies and goals that will continue the high quality of care that the community has come to expect from the Jackson Health System.

As always, thank you for your support. Please do not hesitate to contact me if you have additional questions or comments.

Sincerely,



Marvin O'Quinn, President & CEO
Public Health Trust

cc. Mr. Ernesto A. de la Fè, Chairperson
And Members, Public Health Trust
Mr. George Burgess, County Manager

Attachment:

PUBLIC HEALTH TRUST FY 2008-09 BUDGET

	Budget Ordinance As Approved at First Reading	Recommendation of PHT Executive Committee	Difference
OPERATING BUDGET INCLUDING FUNDED DEPRECIATION			
REVENUES:			
Countywide General Fund: Jackson Memorial Hospital Maintenance of Effort	\$ 177,870,000	\$ 177,870,000	\$ -
County Health Care Surtax (Fund 510, Subfund 510)	178,128,000	178,128,000	-
Net Patient Service Revenue	1,159,052,000	1,312,558,000	153,506,000
Other Operating Revenue including JMH Health Plan/Managed Care	285,396,000	267,539,000	(17,857,000)
Other Non-operating Revenue	28,547,000	32,367,000	3,820,000
TOTAL*	\$ 1,828,993,000	\$ 1,968,462,000	\$ 139,469,000
EXPENDITURES:			
Inmate Medical Services	\$ 24,776,000	\$ 24,776,000	\$ -
Transfer to Air Rescue for Helicopter Operation (Fund 011)	900,000	900,000	-
Other Operating and Non-Operating Expenditures including JMH Health Plan/Managed Care	1,738,915,000	1,876,818,000	137,903,000
Depreciation	56,999,000	55,400,000	(1,599,000)
Reserves for accrued expenses and carryover	7,403,000	10,568,000	3,165,000
TOTAL	\$ 1,828,993,000	\$ 1,968,462,000	\$ 139,469,000
Notes:			
The PHT provides for inmate medical services in compliance with all applicable laws and requirements.			
The above budget includes \$34.9 million reimbursement to the County for the PHT's share of the County's State Mandated Medicaid Liability.			
*Total Revenues include adjustments for uncollectible accounts, contractual allowances, and the 95% adjustment required per State law.			

**ENVIRONMENTAL ENHANCEMENT AND EDUCATION
CBO GRANT ALLOCATIONS FY FY 2008-2009**

Attachment B

NAME OF ORGANIZATION	AMOUNT OF FUNDS REQUESTED	TOTAL PTS.	RANK	RECOMMENDED FUNDING	Project Description
Friends of the Everglades	\$ 65,000.00	550	1	\$ 50,646	Friends of the Everglades Environmental education outreach program
Youth Environmental Programs, Inc.	\$ 65,000.00	516	2	\$ 47,515	Officer Snook Water Pollution Program
Dream in Green	\$ 65,000.00	514	3	\$ 47,331	Green schools challenge
The Education Fund	\$ 65,000.00	499	4	\$ 45,950	The Three R's: Restoring and Respecting Our Resources
Fairchild Tropical Botanic Garden	\$ 65,000.00	497	5	\$ 45,765	The Fairchild Challenge for middle and high schools
Marjory Stoneman Douglas Biscayne Nature Center	\$ 65,000.00	497	5	\$ 45,765	Environmental education awareness partnership for Miami-Dade minority inner city residents and visitors
Thimmakka's Resources for Environmental Education	\$ 65,000.00	490	7	\$ 45,121	Greening Restaurants
Citizens for a Better South Florida	\$ 65,000.00	489	8	\$ 45,029	Neighbors replanting neighborhoods and community science workshop
Sweet Vine, Inc.	\$ 65,000.00	485	9	\$ 44,660	Environmental education program: Everglades conservation and restoration, healthy home practices
Shake a Leg	\$ 65,000.00	474	10	\$ 43,648	Island restoration: Enhancement, education and outreach program
Operation Green Leaves	\$ 65,000.00	457	11	\$ 42,082	The Eco-Alert environmental project: A hands on interactive environmental education program
Haitian Neighborhood Center Sant La	\$ 20,500.00	456	12	\$ 13,243	Onè Respè Pou Anviwonman-an: A series of 12 educational Creole language TV programs
Miami Children's Museum	\$ 65,000.00	440	13	\$ 40,517	Miami Children's Museum Green Team outreach and field trip program
Fantasy Theatre Factory	\$ 65,000.00	425	14	\$ 31,729	Fantasy Theatre Factory's environmental education outreach project
ReThink and ReUse Center, Inc.	\$ 63,300.00	421	15	\$ -	Rethink and Reuse Miami collects, stores & redistributes business donated clean reusable materials for children
JA of Greater Miami	\$ 65,000.00	411	16	\$ -	YMCA environmental sciences initiative
Miami River Commission/Miami River Fund	\$ 45,000.00	410	17	\$ -	Miami River pollution prevention/environmental education riverboat tours, volunteer river clean ups
Earth Learning, Inc.	\$ 65,000.00	409	18	\$ -	Growing GREEN, Miami-Dade!
The Earthman Project	\$ 65,000.00	403	19	\$ -	2008-09 Projects Green Lodging program outreach/Busmetro Rail/PSA campaign
FANM Ayisyen Nan Miami	\$ 65,000.00	402	20	\$ -	FANM Environmental friendly education and awareness
Tremendous Miami, Inc.	\$ 47,000.00	378	21	\$ -	Environmental enhancement & education public forums discussing the benefits of urban reforestation
Museum of Science, Inc.	\$ 65,000.00	375	22	\$ -	"The reclamation project": A reforestation project
Read 2 Succeed, Inc.	\$ 65,000.00	373	23	\$ -	Community resource and conservation partnership
The Vizcayans	\$ 65,000.00	345	24	\$ -	The Vizcayans' rockland hammock restoration, education & interpretation initiative
Mz. Goose, Inc.	\$ 30,000.00	314	25	\$ -	Medicinal garden at the Bethel House Museum
Hands on Miami	\$ 65,000.00	309	26	\$ -	Project Green Hands
The Beacon Council	\$ 65,000.00	302	27	\$ -	Green Industry Incentive Program
Common Ground for Conservation	\$ 65,000.00	Late proposal			On-The-Ground Bus: Original mobile science laboratory facility and an environmental media center
Total Amount Requested	\$1,700,800.00		Total	\$ 589,000	

Total Amount Available	\$589,000.00
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FY 2008-09

**PARK PROGRAMMING CATEGORY
SELECTION COMMITTEE FINAL
AUGUST 21, 2008**

NAME OF ORGANIZATION	PROJECT DESCRIPTION	REC \$ AWD
Art Works for Us, Inc.	Dance program support for disabled	\$7,500
Center for Independent Living of South Florida, Inc.	Recreational program support for disabled	\$7,500
Special Olympics Florida, Inc.	Sports program support for disabled	\$7,500
Sunrise Community, Inc.	Pogram support for disabled	\$7,490
Optimist Club of Suniland, Inc.	Sports programming support	\$6,435
Bunche Park Sports & Community Club, Inc.	Sports programming support	\$6,000
Coral Estates Soccer Club, Inc.	Sports programming support	\$6,000
Palmetto Raiders Youth Development Club.	Sports programming support	\$6,000
Communities In School of Miami, Inc.	Arts enrichment program	\$6,000
Optimist Club of Ives Estates	Sports programming support	\$4,000
The Village South, Inc.	Sports programming support	\$4,000
South Florida Baseball Dreamers Corp.	Sports programming support	\$3,575
Marjory Stoneman Douglas Biscayne Nature Center, Inc.	Environmental education program	\$4,000
Richmond Perrine Optimist Club, Inc. of Miami	Sports programming support	\$4,000
The Deering Estate Foundation, Inc.	Educational, interpretive display	\$4,000
Black Door Dance Ensemble	Dance workshop	\$3,475
Mahogany Youth Camp	Fishing program	\$3,475
	RECOMMENDED TOTAL	\$90,950

FY 2008-09

PARK CAPITAL IMPROVEMENTS CATEGORY
SELECTION COMMITTEE FINAL
AUGUST 26, 2008

NAME OF ORGANIZATION	PROJECT DESCRIPTION	REC \$ AWD
Palm Springs North Athletic Association.	Athletic fields improvements	\$74,800
Howard Palmetto Softball/Baseball Association.	Baseball field improvements	\$51,000
Boys & Girls Clubs of Miami-Dade, Inc.	Lighting improvements	\$60,000
Miami South BMX, Inc.	Facility improvements	\$27,000
The Deering Estate Foundation, Inc.	Climate control system improvements	\$35,000
Zoological Society of Florida.	Facility improvements	\$2,200
	TOTAL RECOMMENDATION	\$250,000

Department of Cultural Affairs
FY 2008-09
Cultural Grant Funding

Grants Program	Grantee	Program	FY 2008-09 Funding
CAP	Actors' Playhouse Productions, Inc.	Production Equipment for Mainstage and Balcony Theatres	39,642
MCI	Actors' Playhouse Productions, Inc.	Operational Support for Actors' Playhouse	224,083
YAM	African Caribbean American Performing Artists, Inc. (ACAPAI)	2008-2009 Program Activities	16,984
YAM	All Florida Youth Orchestra, Inc., dba Florida Youth Orchestra	2008-2009 Program Activities	25,000
YAM	Alliance for Musical Arts Productions, Inc.	2008-2009 Program Activities	20,005
YAM	American Children's Orchestras for Peace, Inc.	2008-2009 Program Activities	29,544
YAM	Ars Flores Symphony Orchestra, Inc.	2008-2009 Program Activities	20,631
SERV	Arts & Business Council of Miami, Inc.	Annual Programs	58,400
SERV	Arts & Business Council of Miami, Inc.	Fiscal Agent for "Arts Help" Mini-Grants program	33,950
TARG	Arts & Business Council of Miami, Inc.	Fiscal Agent for Conferences/Cultural Conventions	5,000
HCJ	Arts Ballet Theatre of Florida, Inc.	2008-2009 General Operating Support	30,000
ICE	Arts Ballet Theatre of Florida, Inc.	2009 International Ballet Concert: Odense, Denmark	22,091
ArtsEd	Arts for Learning/Miami, Inc.	General Programs and Operating Support	314,000
ADV	ArtSouth, a Not-for-Profit Corporation	Annual Season - General Operating Support	50,000
YAM	Artz-N-The-Hood, Inc.	2008-2009 Program Activities	18,110
ADV	Bakehouse Art Complex, Inc.	Annual Season - General Operating Support	50,000
YAM	Ballet Etudes Company of South Florida	2008-2009 Program Activities	30,000
ADV	Ballet Flamenco La Rosa, Inc.	Annual Season - General Operating Support	50,000
ICE	Ballet Flamenco La Rosa, Inc.	El Rey Lear	35,345
CAP	Bascomb Memorial Broadcasting Foundation, Inc.	Renovations, Fixtures & Equipment for New WDNA Facility	15,675
ADV	Bascomb Memorial Broadcasting Foundation, Inc. (WDNA-FM 88.9)	Annual Season - General Operating Support - WDNA-FM 88.9	100,000
FEST	Bayfront Park Management Trust	Downtown Miami New Year's Eve Celebration	44,690
ADV	Black Archives, History and Research Foundation of South Florida, Inc., The	Annual Season - General Operating Support	50,000
TARG	Black Archives, History and Research Foundation of South Florida, Inc., The	Black Archives and Lyric Theater - Cultural Advancement Transition Plan	40,000
HCJ	Center for Emerging Art, Inc.	2008-2009 General Operating Support	16,184
FEST	Center for Haitian Studies, Inc.	"Rasin" Annual Haitian Roots Musical Festival	14,881
HCJ	Centro Cultural Espanol de Cooperacion Iberoamericana, Inc.	2008-2009 General Operating Support	30,000
ADV	Chopin Foundation of the United States, Inc.	Annual Season - General Operating Support	50,000
TARG	City of Hialeah Cultural Affairs Council	City of Hialeah Cultural Affairs Council programs	35,000
CAP	City of Miami - Gusman Center for the Performing Arts	Renovations & Repairs Relating to Exterior Façade Water Intrusion	40,000
ADV	City Theater, Inc.	Annual Season - General Operating Support	100,000
FEST	Coconut Grove Arts and Historical Association, Inc.	Coconut Grove Arts Festival	77,330
MCI	Coconut Grove Playhouse, Inc., The	Operational Support for the Coconut Grove Playhouse	250,000
CG	Community Grants Program	Grants to non-profit organizations developing small and large-scale community-based cultural programs	655,000
MCI	Concert Association of Florida, Inc.	Operational Support for the Concert Association of Florida	150,000
ADV	Coral Gables Congregational Church, Inc.	Annual Season - General Operating Support	50,000
HCJ	Creation Ballet II Company, Inc., d/b/a Creation Art Center	2008-2009 General Operating Support	30,000
TARG	Cultural Council, Inc., The	Cultural Programs and Activities in South Miami-Dade	30,000
CS	Culture Shock Miami: Discount Student Tickets to the Arts Program	Programmatic Support	340,000
FEST	Dade Heritage Trust, Inc.	Dade Heritage Days	48,189
DMF	Dance Miami Choreographers' Fellowship Program	Fellowships to local choreographers to develop new works	35,000
HCJ	Dance Now! Ensemble, Inc.	2008-2009 General Operating Support	20,563
ADV	Dave and Mary Alper Jewish Community Center	Annual Season - General Operating Support	50,000
DAN	Developing Arts in Neighborhoods Grants Program	Grants to small and neighborhood-based non-profit cultural groups	275,000
SERV	Diaspora Arts Coalition, Inc.	Annual Programs	38,800
ICE	Diaspora Vibe Cultural Arts Incubator, Inc.	International Cultural Arts Exchange Series 2009 (ICAES) - Jamaica: Living Sculpture	26,509
YAM	Diva Arts & Entertainment, Inc.	2008-2009 Program Activities	20,357
ICE	Edge Zones	Art of Uncertainty	17,675
HCJ	Edge Zones, Inc.	2008-2009 General Operating Support	24,526
YAM	enFAMILIA, Inc.	2008-2009 Program Activities	36,772
SERV	Entertainment Industry Incubator, Inc.	Annual programs	29,100
FEST	Exponica International, Inc.	Exponica International / La Feria de las Americas - Festival and Exposition	28,455
CAP	Fairchild Tropical Botanic Garden, Inc.	Assistive Transportation Equipment for Visitors	16,832
ICE	Fairchild Tropical Botanic Garden, Inc.	Under the Shade of the Poinciana	35,345
MCI	Fairchild Tropical Botanic Garden, Inc.	Operational Support for Fairchild Tropical Garden	417,595

Department of Cultural Affairs
FY 2008-09
Cultural Grant Funding

Grants Program	Grantee	Program	FY 2008-09 Funding
ADV	Fantasy Theatre Factory, Inc.	Fiscal Agent for Travel/Consultants/Technical Assistance Component for Cultural Advancement and Emerging Major Cultural Insitutions groups	150,500
ArtsEd	Fantasy Theatre Factory, Inc.	Fiscal Agent for Arts Education Initiatives and "All Kids Included" Initiative for Children with Disabilities	278,000
YAM	Fantasy Theatre Factory, Inc.	2008-2009 Program Activities	75,000
YAM	Florene Lithcut Inner City Children's Touring Dance Company, Inc.	2008-2009 Program Activities	30,000
HCJ	Florida Chamber Orchestra	2008-2009 General Operating Support	18,565
FEST	Florida Dance Association, Inc.	Florida Dance Festival	36,172
SERV	Florida Dance Association, Inc.	Annual Programs	38,800
YAM	Florida Film Institute, Inc.	2008-2009 Program Activities	25,000
CAP	Florida Grand Opera, Inc.	Construction of Acoustic Walls at FGO's Doral Center Facility	27,620
MCI	Florida Grand Opera, Inc.	Operational Support for the Florida Grand Opera	433,998
HCJ	Florida International University Board of Trustees, for the benefit of the Dance Department	2008-2009 General Operating Support	18,394
CAP	Florida International University Board of Trustees, for the benefit of the Patricia and Phillip Frost Art Museum	Multi-Media Equipment for Galleries/Multi-Purpose Room	7,167
MCI	Florida International University Board of Trustees, for the benefit of the Patricia and Phillip Frost Art Museum	Operational Support for the Patricia and Phillip Frost Art Museum	150,000
FEST	Florida International University Board of Trustees, for the benefit of the School of Music	FIU Music Festival	52,075
FEST	Florida International University Board of Trustees, for the Benefit of the School of Tourism & Hospitality Management	South Beach Wine & Food Festival	86,402
CAP	Florida International University Board of Trustees, for the benefit of The Wolfsonian	Restoration of the Bridge Tender's House	7,517
MCI	Florida International University Board of Trustees, for the benefit of The Wolfsonian	Operational Support for the Wolfsonian-FIU	281,835
TARG	Florida Memorial University	Local Non-Profit Cultural Organizations Assistance Initiative - Lou Rawls Performing Arts Center Usage	15,000
HCJ	Friends of Chamber Music of Miami	2008-2009 General Operating Support	11
MCI	Friends of the Bass Museum, Inc.	Operational Support for the Bass Museum of Art	191,000
TARG	Friends of the Miami-Dade Public Library, Inc.	A Compendium of Collections and Collecting in Miami: The Vasari Project	19,500
HCJ	Fundarte, Inc.	2008-2009 General Operating Support	21,906
ADV	GableStage, Inc.	Annual Season - General Operating Support	100,000
FEST	German American Social Club of Greater Miami, Inc.	Oktoberfest Miami	22,777
HCJ	Gold Coast Theater Company	2008-2009 General Operating Support	21,010
SERV	Greater Miami Festivals and Events Association, Inc.	Annual Programs	29,100
TARG	Greater Miami Festivals and Events Association, Inc.	Fiscal Agent for Cultural Publications	81,200
YAM	Greater Miami Youth Symphony of Dade County, Florida, Inc.	2008-2009 Program Activities	75,000
TARG	Haitian Cultural Arts Alliance, Inc.	Haitian Cultural Initiatives	30,000
YAM	Harambee, Inc.	2008-2009 Program Activities	12,156
YAM	Heroes Unite, Inc.	2008-2009 Program Activities	25,000
ADV	Hispanic Theater Guild Corporation	Annual Season - General Operating Support	50,000
HCJ	Hispanic-American Lyric Theatre, Inc.	2008-2009 General Operating Support	19,773
TARG	Hispanic-American Lyric Theatre, Inc.	Fiscal Agent for Local Non-Profit Cultural Organizations Assistance Initiative - Hialeah High School Auditorium Usage	15,000
MCI	Historical Association of Southern Florida, Inc.	Operational Support for the Historical Association of Southern Florida	178,352
TARG	Homestead Center for the Arts	Annual Programs	20,000
FEST	Infinito Art & Cultural Foundation, Inc.	Brazilian Film Festival of Miami	41,579
FEST	Italian Film Festival, Inc.	Italian Film Festival	15,905
ADV	Jamaica Awareness, Inc.	Annual Season - General Operating Support	100,000
MCI	Jewish Museum of Florida, Inc.	Operational Support for the Jewish Museum	150,000
ADV	Jubilate, Inc.	Annual Season - General Operating Support	50,000
FEST	Junior Orange Bowl Committee, Inc.	Junior Orange Bowl Festival	55,622
HCJ	Karen Peterson and Dancers, Inc.	2008-2009 General Operating Support	25,000
HCJ	Latin Quarter Cultural Center of Miami, Inc.	2008-2009 General Operating Support	21,502
SERV	LegalArt, Inc.	Annual Programs	2 ^o
HCJ	Locust Projects, Inc.	2008-2009 General Operating Support	2.
ADV	Louis Wolfson II Media History Center, dba Louis Wolfson II Moving Image Archive	Annual Season - General Operating Support	50,000
MCI	M Ensemble Theater Company	Operational Support for the M Ensemble Theater Company	100,000

Department of Cultural Affairs
FY 2008-09
Cultural Grant Funding

Grants Program	Grantee	Program	FY 2008-09 Funding
HCJ	Marjory Stoneman Douglas Biscayne Nature Center, Inc.	2008-2009 General Operating Support	30,000
ADV	Maximum Dance Company	Annual Season - General Operating Support for Maximum Dance / Ballet Gamonet	100,000
CAP	Miami Art Museum of Dade County Association, Inc.	Installation of Armor Screen for Exterior Sculpture Protection	5,459
MCI	Miami Art Museum of Dade County Association, Inc.	Operational Support for the Miami Art Museum	345,887
FEST	Miami Bach Society, Inc., The	Tropical Baroque Music Festival	51,495
HCJ	Miami Beach Film Society, Inc.	2008-2009 General Operating Support	25,000
HCJ	Miami Beach Garden Conservancy, Inc.	2008-2009 General Operating Support	30,000
FEST	Miami Carnival, Inc.	Miami Carnival	55,614
YAM	Miami Children's Chorus, Inc.	2008-2009 Program Activities	75,000
CAP	Miami Children's Museum, Inc.	Power-Assisted Doors	37,102
MCI	Miami Children's Museum, Inc.	Operational Support for Miami Children's Museum	281,951
MCI	Miami City Ballet, Inc.	Operational Support for the Miami City Ballet	249,947
ADV	Miami Contemporary Dance Corporation, dba Miami Contemporary Dance Company	Annual Season - General Operating Support	50,000
ICE	Miami Contemporary Dance Corporation, dba Miami Contemporary Dance Company	International Dance Exchange: Miami & Italy: Phase 4	35,345
ADV	Miami Dade College - Cultural Affairs Department	Annual Season - "Cultura del Lobo" General Operating Support	100,000
HCJ	Miami Dade College - Department of Arts and Philosophy	2008-2009 Jazz at Wolfson Visiting Artists Series	15,371
ADV	Miami Dade College - Florida Center for the Literary Arts	Annual Season - General Operating Support	100,000
FEST	Miami Dade College - Miami International Film Festival	Miami International Film Festival	75,119
HCJ	Miami Dade College / New World School of the Arts	2008-2009 Dance Division's Professional Choreographers Development	15,631
FEST	Miami Dade College Foundation / Miami Book Fair International, Inc.	Miami Book Fair International	92,306
FEST	Miami Design Preservation League, Inc.	Art Deco Weekend	52,586
FEST	Miami Gay and Lesbian Film Festival, Inc.	Miami Gay & Lesbian Film Festival	54,650
FEST	Miami Hispanic Ballet Corporation	International Ballet Festival of Miami	46,071
ADV	Miami Light Project, Inc.	Annual Season - General Operating Support	100,000
SERV	Miami Light Project, Inc.	Fiscal Agent for Filmmaker's Workshop	29,100
HCJ	Miami Lyric Opera	2008-2009 General Operating Support	21,046
ADV	Miami Momentum Dance Company, Inc.	Annual Season - General Operating Support	50,000
ADV	Miami Parking Authority - Gusman Center for the Performing Arts	Annual Season - General Operating Support	100,000
FEST	Miami Short Film Festival	Miami Short Film Festival	11,707
YAM	Miami Stage Company/Miami Children's Theater, Inc.	2008-2009 Program Activities	75,000
MCI	Miami Symphony Orchestra	Operational Support for the Miami Symphony Orchestra	100,000
FEST	Miami/Bahamas Goombay Festival in Coconut Grove, Inc.	Miami/Bahamas Goombay Festival	34,036
TARG	Miami-Dade County Department of Park and Recreation - Caleb Auditorium	"Heart of the City Celebrity Cultural Arts" and "Magic City Mondays" Series at Joseph Caleb Auditorium	33,800
ADV	Murray Dranoff Foundation, Inc., The	Annual Season - General Operating Support	50,000
CAP	Museum of Contemporary Art, Inc. (MOCA)	"Paradise" Courtyard renovation	28,146
MCI	Museum of Contemporary Art, Inc. (MOCA)	Operational Support for the Museum of Contemporary Art	266,924
CAP	Museum of Science, Inc.	"Earth Globe" railing renovation	9,840
MCI	Museum of Science, Inc.	Operational Support for the Miami Museum of Science	414,079
HCJ	Mystery Park Arts Company, Inc., dba SoBe Music Institute	2008-2009 General Operating Support	30,000
FEST	National Foundation for Advancement in the Arts, Inc.	ARTS Week	80,498
ADV	New Theater, Inc.	Annual Season - General Operating Support	100,000
MCI	New World Symphony, Inc.	Operational Support for the New World Symphony	435,814
YAM	One Art, Inc.	2008-2009 Program Activities	40,000
FEST	Patrons of Exceptional Artists, Inc.	Miami International Piano Festival - Discovery Series	41,517
MCI	Performing Arts Center Trust, Inc., dba Adrienne Arsht Center for the Performing Arts of Miami-Dade County	Operational Support for the Adrienne Arsht Center for the Performing Arts of Miami-Dade County	400,000
SERV	Performing Arts Network (PAN)	Annual Programs	38,800
YAM	PlayGround Theatre, Inc., The	2008-2009 Program Activities	75,000
ADV	Rhythm Foundation, Inc., The	Annual Season - General Operating Support	50,000
YAM	Roxy Theater Group, Inc., The	2008-2009 Program Activities	40,000
HCJ	Seraphic Fire, Inc.	2008-2009 General Operating Support	30,000
ADV	Sociedad Pro Arte Grateli, Inc.	Annual Season - General Operating Support	50,000
HCJ	Sosyete Koukouy, Inc.	2008-2009 General Operating Support	30,000
SERV	Sosyete Koukouy, Inc.	Fiscal Agent for Haitian Artists Network (HAN)	33,950
MCI	South Florida Art Center, Inc., dba ArtCenter/South Florida	Operational Support for ArtCenter/South Florida	110,000

Department of Cultural Affairs
 FY 2008-09
 Cultural Grant Funding

Grants Program	Grantee	Program	FY 2008-09 Funding
HCJ	South Florida Composers Alliance (SFCA)	2008-2009 General Operating Support	2L
SFCC	South Florida Cultural Consortium Fellowships for Visual & Media Artists	Fellowships to resident professional artists living in the South Florida region	75,000
YAM	South Florida Youth Symphony, Inc.	2008-2009 Program Activities	30,000
SAS-C	Summer Arts & Science Camps for Kids Grants Program	Grants to non-profit organizations to provide underserved children with opportunities to attend high quality cultural arts & science camps	350,000
ADV	Sunday Afternoons of Music, Inc.	Annual Season - General Operating Support	50,000
SERV	Sunshine Jazz Organization, Inc., The	Annual Programs	24,250
ADV	Teatro Avante, Inc.	Annual Season - General Operating Support	100,000
ICE	Teatro Avante, Inc.	Slovenia International Cultural Exchange	35,345
YAM	Theatre Institute of South Florida, The	2008-2009 Program Activities	19,462
SERV	Theatre League of South Florida, Inc.	Annual Programs	43,650
TARG	Theatre League of South Florida, Inc.	Fiscal Agent for Playwright Development Program / Playwrights' Workshop Series	15,000
YAM	Thomas Armour Youth Ballet, Inc.	2008-2009 Program Activities	75,000
ADV	Tigertail Productions, Inc.	Annual Season - General Operating Support	50,000
ICE	Tigertail Productions, Inc.	International Exchange Projects - Brazil, Curacao, Spain	35,345
TARG	Tigertail Productions, Inc.	Fiscal Agent for Artist Access Grants Program	17,500
FEST	University of Miami - Frost School of Music	Festival Miami	55,325
HCJ	University of Miami School of Communications - Cosford Theatre	2008-2009 Cosford Theatre Series	10,915
MCI	University of Miami, Lowe Art Museum	Operational Support for the Lowe Art Museum at UM	177,345
HCJ	Viernes Culturales / Cultural Fridays, Inc.	2008-2009 General Operating Support	21,650
CAP	Vizcaya Museum and Gardens	Orchidarium renovation	40,000
MCI	Vizcaya Museum and Gardens	Operational Support for Vizcaya Museum and Gardens	264,775
YAM	Walenstein Musical Organization	2008-2009 Program Activities	15,979
YEP	Youth Arts Enrichment Program Grants	Grants that support positive, live arts experiences for children (e.g., arts instruction, arts intervention, in-school and/or public performances)	350,000
MCI	Zoological Society of Florida	Operational Support for Miami Metrozoo	325,524
Total DoCA Grants Programs - FY2008-09 Allocations			14,67

Board of County Commissioners

PROTOCOL AND EMPLOYEE RECOGNITION

- Coordinates all protocol and employee recognition functions for the Office of the Chairman and Members of the BCC
- Coordinates/liases Commission protocol, dignitary visits, Consular Corps, and Intergovernmental Visits and promotes the Sister Cities program

FY 07-08 FY 08-09
6 7

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 to appoint members to advisory boards, authorities, trusts, and committees
- Coordinates Commission and Committee calendars
- Presides over all Board of County Commissioners meetings
- Oversees Commission Sergeant-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 07-08 FY 08-09
5 6

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 07-08 FY 08-09
16 17

BCC COMMUNICATIONS

- Produces quarterly Commission newspaper
- Produces, coordinates, and schedules radio and TV programs
- Prepares media kits and informational/educational materials
- Conducts necessary research for the Office of the Chairman and members of the Board of County Commissioners (BCC)

FY 07-08 FY 08-09
0 4

OFFICE OF COMMISSION AUDITOR AND LEGISLATIVE ANALYSIS

- 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 07-08 FY 08-09
28 32

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 that best serve the interests of our community and visitors
- 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

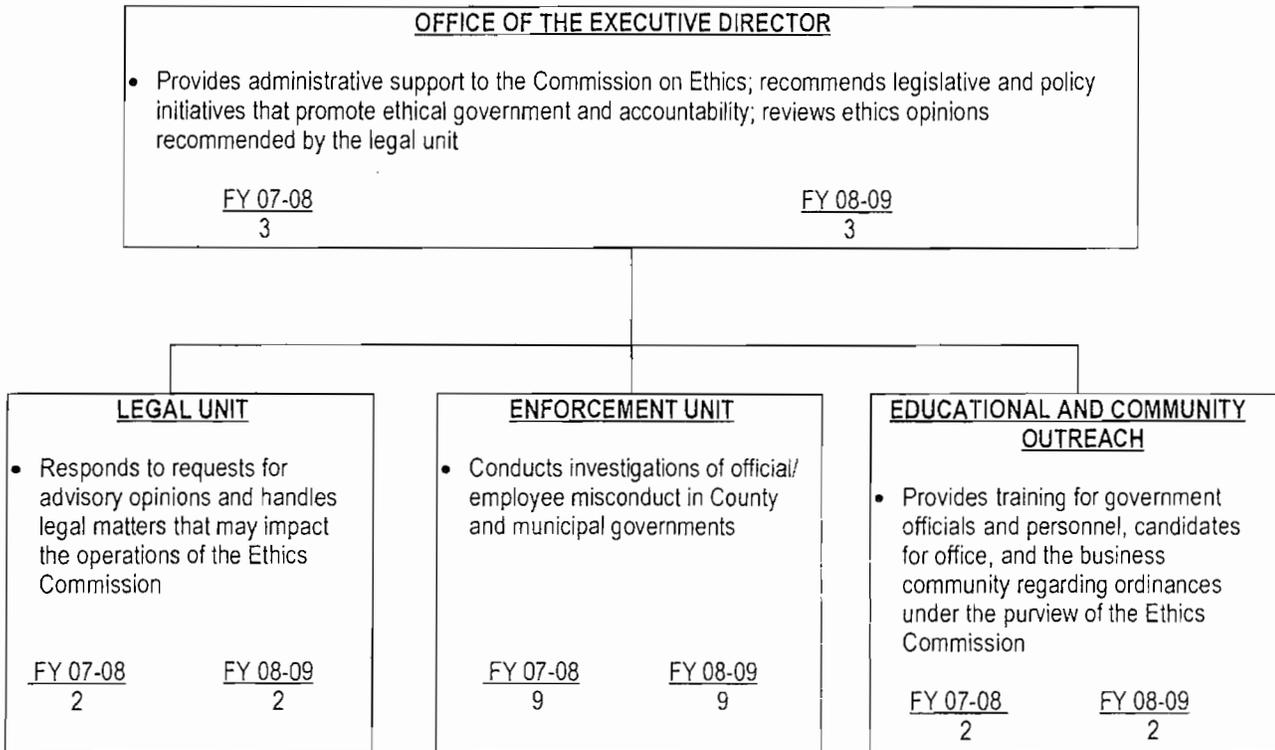
FY 07-08 FY 08-09
122 128

OFFICE OF INTERGOVERNMENTAL AFFAIRS

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

FY 07-08 FY 08-09
7 9

Commission on Ethics and Public Trust



Community Action Agency

OFFICE OF THE DIRECTOR		
<ul style="list-style-type: none"> Formulates policies and provides overall direction and coordination of departmental functions; ensures the maximum involvement of citizens in the decision-making process; performs all personnel functions; coordinates transportation services and Americans with Disabilities Act coordination 		
<u>FY 07-08</u> 14	<u>FY 08-09</u> 30	
<p style="text-align: center;"><u>FISCAL MANAGEMENT</u></p> <ul style="list-style-type: none"> Administers fiscal and budgetary operations, including purchasing, reporting, accounts payable/receivable, and grant monitoring; provides technical assistance in preparation of grants <p style="text-align: center;"><u>FY 07-08</u> <u>FY 08-09</u> 18 11</p>	<p style="text-align: center;"><u>HEAD START/EARLY HEAD START</u></p> <ul style="list-style-type: none"> Provides a comprehensive child development program for over 6,528 children (newborn to five years of age) from low-income families <p style="text-align: center;"><u>FY 07-08</u> <u>FY 08-09</u> 494 477</p>	<p style="text-align: center;"><u>ENERGY PROGRAMS</u></p> <ul style="list-style-type: none"> Provides services and administration of the Energy Program to include Single Family Rehab Program, Weatherization LIHEAP, Solar Program, Residential Shuttering Programs, and OCED Funded Home Repair Programs <p style="text-align: center;"><u>FY 07-08</u> <u>FY 08-09</u> 21 22</p>
<p style="text-align: center;"><u>GREATER MIAMI SERVICE CORPS</u></p> <ul style="list-style-type: none"> 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, while providing them with structured meaningful work experience and comprehensive educational opportunities <p style="text-align: center;"><u>FY 07-08</u> <u>FY 08-09</u> 15 16</p>	<p style="text-align: center;"><u>SELF HELP DIVISION</u></p> <ul style="list-style-type: none"> Provides services through the CSBG to assist low-income families and communities toward self-sufficiency, including family and community development, Low-Income Home Energy Assistance Program (LIHEAP), information referral, computer training, teen parent assistance, emergency assistance, youth intervention, job training and placement, and Fathers Program <p style="text-align: center;"><u>FY 07-08</u> <u>FY 08-09</u> 49 86</p>	<p style="text-align: center;"><u>CITIZEN PARTICIPATION</u></p> <ul style="list-style-type: none"> Provides staff support to 21 Community Advisory Committees (CAC); assists low-income neighborhoods in decision-making process on issues and concerns impacting their community; and provides leadership development opportunities and civic forum to help improve the quality of life of the residents <p style="text-align: center;"><u>FY 07-08</u> <u>FY 08-09</u> 3 3</p>

Finance

OFFICE OF THE DIRECTOR

- Formulates and directs overall financial policy of the County

FY 07-08
7

FY 08-09
7

CONTROLLER

- Satisfies legal and mandated requirements including the Comprehensive Annual Financial Report (CAFR), Annual State Controller's Report, Annual Single Audit Report, Indirect Cost Allocation Plan, and departmental indirect cost rates

FY 07-08
123

FY 08-09
128

CASH MANAGEMENT

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

FY 07-08
6

FY 08-09
8

BOND ADMINISTRATION

- Manages the County's debt financing

FY 07-08
7

FY 08-09
7

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)

FY 07-08
191

FY 08-09
191

Fire Rescue

OFFICE OF THE FIRE CHIEF

- Provides leadership and direction and formulates departmental policy

FY 07-08
37

FY 08-09
37

BUDGET/PLANNING/GRANTS/FACILITIES

- Oversees capital project development, manages fiscal operations including capital and grants management, directs strategic and organizational planning projects administers off-duty services, responsible for facilities maintenance and construction

FY 07-08
75

FY 08-09
75

ADMINISTRATION

- Directs human resources activities; maintains medical records, functions as liaison with elected officials and County administrative offices, oversees policy and procedures development, maintains departmental records, public affairs, management information and computer systems, develops recruitment programs, and procurement management

FY 07-08
104

FY 08-09
104

TECHNICAL/SUPPORT SERVICES

- Provides state and federally mandated minimum standard, career development, and advanced firefighting training, and new program development, provides fire prevention and public education programs, directs fire prevention and building and alarm inspections, warehouse and supply, motor pool, and research and development activities, responsible for maintenance and repair of departmental heavy equipment fleet (Shop 2), dispatches emergency and non-emergency calls for service and coordinates radio frequency allocations

FY 07-08
347

FY 08-09
347

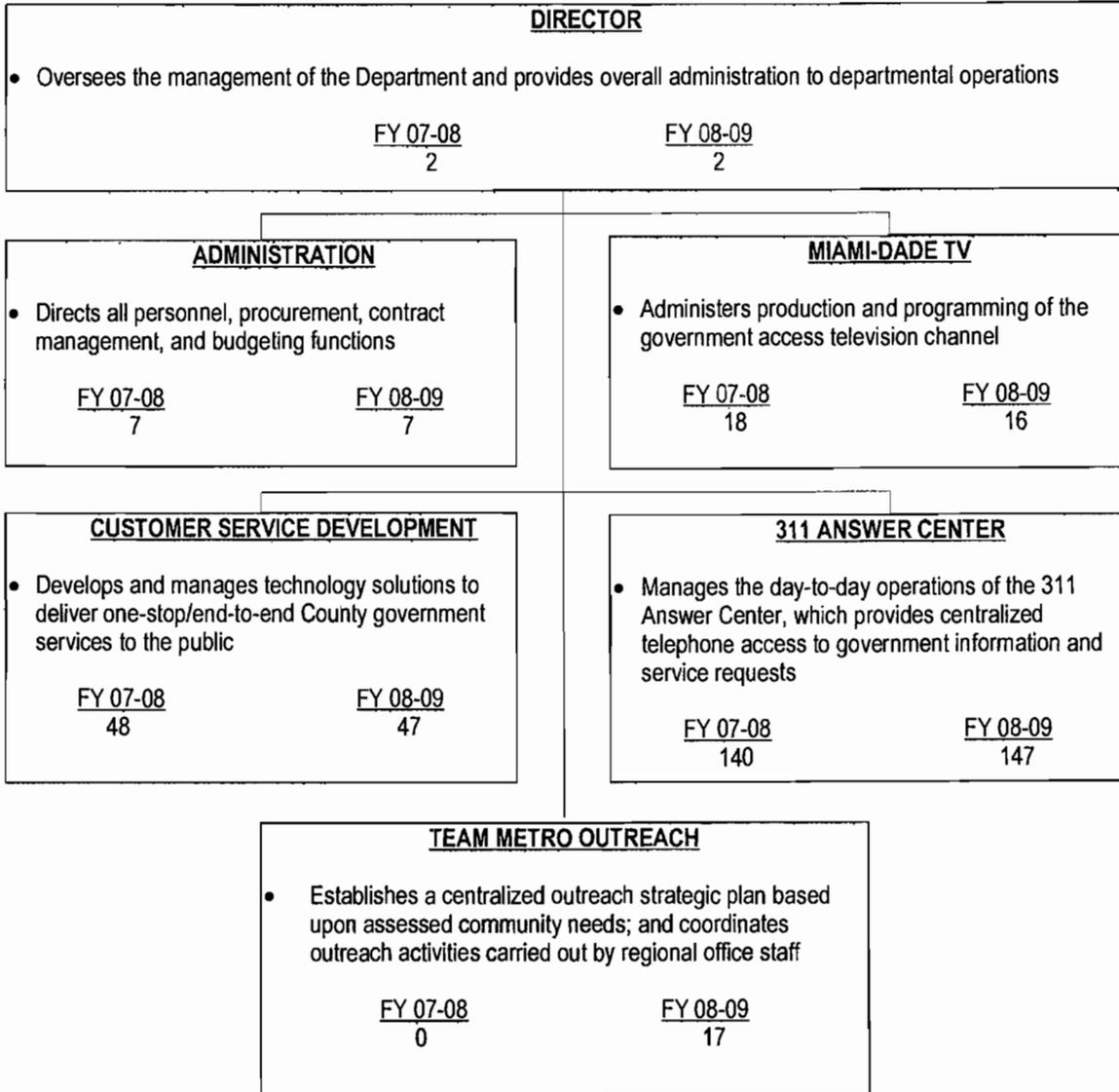
SUPPRESSION AND RESCUE

- 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 building inspections, safety surveys, and firefighting and rescue demonstrations, oversees Airport and Seaport fire and rescue services and employee training activities, provides Fire Department personnel and equipment support for special events, maintains Antivenin Bank and administers the Anti-venom program, oversees ocean rescue services, directs activities of motorcycle emergency response team (MERT), provides advanced emergency medical services training, certification maintenance, and hospital liaison services

FY 07-08
1,992

FY 08-09
2,023

Government Information Center



Human Services

OFFICE OF THE DIRECTOR			
<ul style="list-style-type: none"> Formulates policies and provides overall direction and coordination of departmental functions 			
<u>FY 07-08</u> 4		<u>FY 08-09</u> 4	
ADMINISTRATION		ELDERLY, DISABILITY, AND VETERAN SERVICES	
<ul style="list-style-type: none"> Provides administrative support including personnel services, contract and financial management, and procurement; develops and maintains information systems; coordinates Board of County Commissioners agenda items and all leases for DHS facilities 		<ul style="list-style-type: none"> Administers programs focusing on the development and care of individuals including a continuum of services for the elderly, veterans, and program for the disabled (DSAIL) 	
<u>FY 07-08</u> 47	<u>FY 08-09</u> 30	<u>FY 07-08</u> 217	<u>FY 08-09</u> 218
CHILD DEVELOPMENT SERVICES		TARGETED SERVICE	
<ul style="list-style-type: none"> Administers child care services including school readiness, inclusion and voluntary pre-kindergarten, at family day care/child care centers throughout Miami-Dade County; provides community outreach services to children from infancy to 13 years of age and their families 		<ul style="list-style-type: none"> Administers and coordinates clinical intervention services to families in distress including shelter services for victims of domestic violence and treatment for batterers; administers vocational, employment, and support services for refugees, farm workers, migrants, youth, and families; and provides psychosocial assessments for children in Head Start 	
<u>FY 07-08</u> 196	<u>FY 08-09</u> 196	<u>FY 07-08</u> 146	<u>FY 08-09</u> 143
REHABILITATIVE SERVICES			
<ul style="list-style-type: none"> Administers comprehensive substance abuse treatment system for adult substance abusers in Miami-Dade County; services include prevention, central intake, and residential/outpatient services; provides specialized services for the Eleventh Judicial Circuit including assessment, evaluation, referral, diversion, and in-jail treatment services; provides outreach services to homeless individuals and families 			
<u>FY 07-08</u> 137		<u>FY 08-09</u> 118	

Medical Examiner

OFFICE OF THE CHIEF MEDICAL EXAMINER

- Formulates departmental policies and provides overall direction and coordination to all bureaus; schedules appointments, court appearances, depositions, and speaking engagements

FY 07-08
11

FY 08-09
10

DEATH INVESTIGATION

- Provides statutorily mandated medicolegal death investigative services for the residents of Miami-Dade County; combining the efforts of legal and law enforcement investigations with those of medicine and science to ascertain the facts surrounding deaths, particularly the cause and manner of death, as defined in Florida Statutes Chapter 406

FY 07-08
52

FY 08-09
66

PUBLIC INTERMENT PROGRAM

- Supervises indigent body disposal program; ensures maintenance of County cemeteries; schedules and coordinates bureau activity with funeral homes and crematoriums

FY 07-08
2

FY 08-09
2

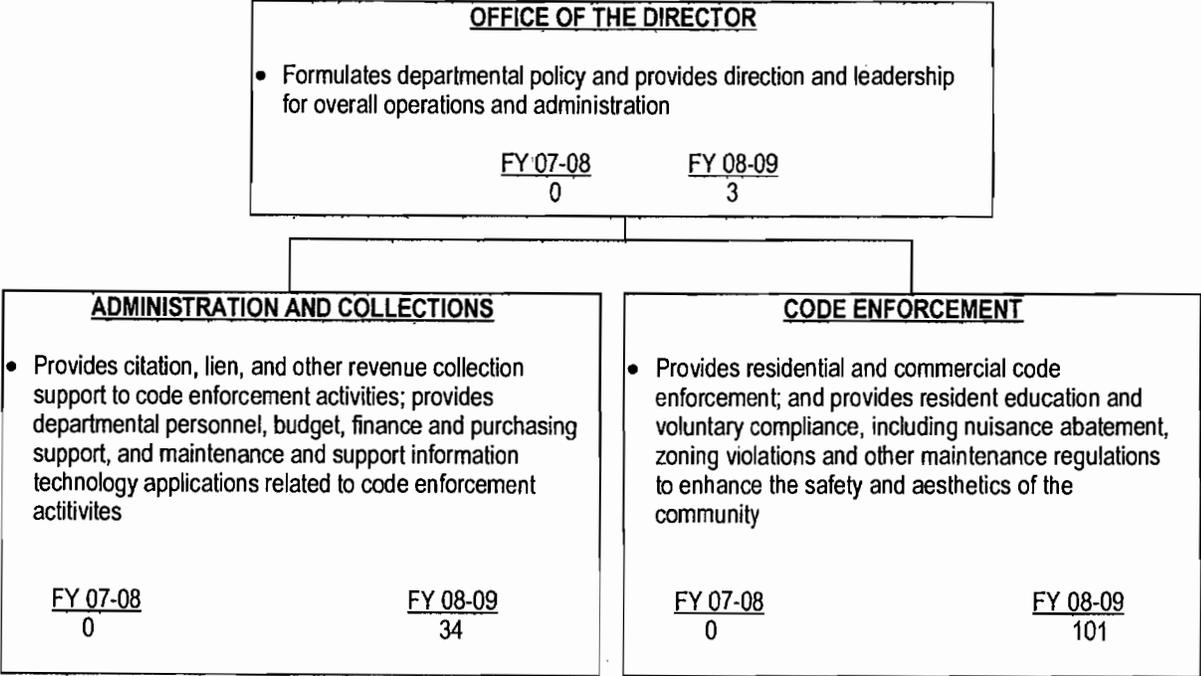
SPECIAL SERVICES

- Provides photographic support to federal law enforcement agencies

FY 07-08
0

FY 08-09
0

Office of Neighborhood Compliance



Park and Recreation

OFFICE OF THE DIRECTOR

- Provides departmental leadership, direction, administration, and coordination of operations, construction, and maintenance support, coordinates special projects, intergovernmental affairs, marketing, public information, communications, coordinates departmental fundraising efforts and acts as a liaison with the Parks Foundation and the Miami-Dade Sports Commission

FY 07-08
16

FY 08-09
14

ADMINISTRATION

- Provides overall logistical support for the Department including budget and finance, grant management, human resources and employee development, safety administration, procurement of commodities and services, contracts management, financial and performance auditing, strategic planning, information technology and telecommunications, and the formulation of procedures, standards, and practices

FY 07-08
67

FY 08-09
60

OPERATIONS MANAGEMENT

- Manages operations at coastal metropolitan parks, marinas, and golf courses including beach maintenance, the Joseph Caleb Auditorium, Miami-Dade County Auditorium, African Heritage Cultural Arts Center, and the Women's Park; provides Natural Areas Management and tree maintenance throughout the park system, manages landscape maintenance for special districts, and manages the county's Eco-Adventures programs

FY 07-08
442

FY 08-09
433

RECREATION MANAGEMENT

- Coordinates with community groups, park patrons, school officials, community-based organizations, County officials, and other government agencies that use park resources; supervises and coordinates recreational programming activities; provides park security, grounds maintenance, landscaping services for outside contracts; manages park operations including tennis centers, swimming pools, camp grounds, and athletic fields

FY 07-08
386

FY 08-09
359

DEVELOPMENT AND CONSTRUCTION

- Provides planning, project management, architectural and engineering design, development and construction of capital projects, facility maintenance and repair services, contract management, and capital program management; provides trade services for new construction and park facilities maintenance, and maintains departmental heavy and lawn equipment

FY 07-08
205

FY 08-09
209

DEERING ESTATE

- Manages and operates the Charles Deering Estate; includes historical preservation of facilities, resource management of facilities and grounds, maintenance and security

FY 07-08
23

FY 08-09
22

SPECIAL TAX DISTRICT

- Provides multi-purpose services to established Special Tax Districts; services include landscape maintenance, tree trimming, lake maintenance, fountain maintenance, irrigation etc.

FY 07-08
7

FY 08-09
7

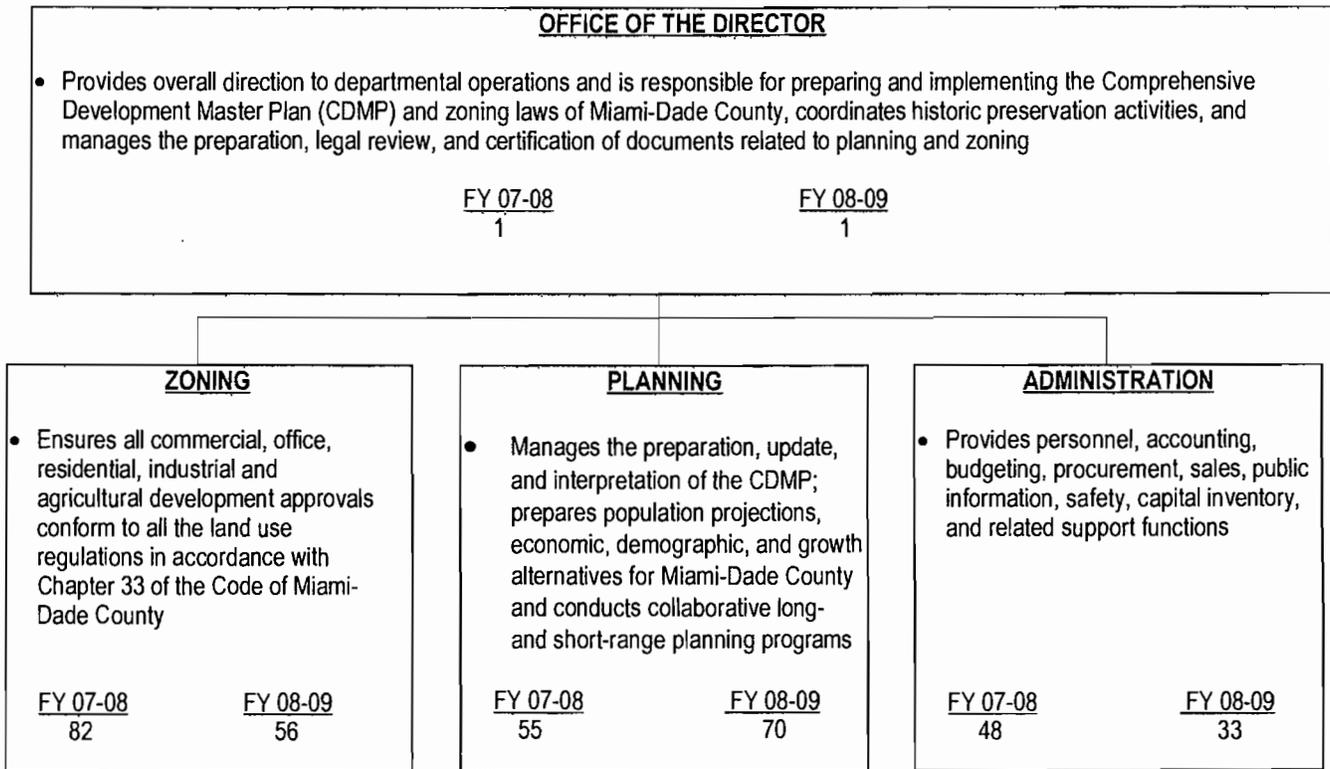
MIAMI METROZOO

- 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

FY 07-08
135

FY 08-09
192

Planning and Zoning



In the Table of Organization, Administration and Office of the Director are reflected as Administration in the Financial Summary and Zoning reflects Zoning and Impact Fee

Public Works

OFFICE OF THE DIRECTOR		
<ul style="list-style-type: none"> Provides overall direction for operations and is responsible for the administration of procurement, human resource, finance and budget, and technology activities to support the Department 		
<u>FY 07-08</u>		<u>FY 08-09</u>
56		53
<p style="text-align: center;"><u>BBC PROGRAM</u></p> <ul style="list-style-type: none"> Plans, schedules, and directs activities related to the Building Better Communities Bond program <p style="text-align: center;"><u>FY 07-08</u> <u>FY 08-09</u> 9 9</p>	<p style="text-align: center;"><u>CAUSEWAYS</u></p> <ul style="list-style-type: none"> Manages the Venetian and Rickenbacker Causeway system <p style="text-align: center;"><u>FY 07-08</u> <u>FY 08-09</u> 69 69</p>	<p style="text-align: center;"><u>CONSTRUCTION</u></p> <ul style="list-style-type: none"> Provides engineering technical support to other divisions within Public Works as well as other County departments <p style="text-align: center;"><u>FY 07-08</u> <u>FY 08-09</u> 142 142</p>
<p style="text-align: center;"><u>HIGHWAY AND ENGINEERING</u></p> <ul style="list-style-type: none"> Administers and coordinates all consultant design contracts for major highway and bridge improvements <p style="text-align: center;"><u>FY 07-08</u> <u>FY 08-09</u> 23 23</p>	<p style="text-align: center;"><u>PEOPLE'S TRANSPORTATION PLAN (PTP) COORDINATION OFFICE</u></p> <ul style="list-style-type: none"> Plans and coordinates all PTP related functions within the Department <p style="text-align: center;"><u>FY 07-08</u> <u>FY 08-09</u> 55 55</p>	<p style="text-align: center;"><u>RIGHT OF WAY</u></p> <ul style="list-style-type: none"> Administers land acquisition services <p style="text-align: center;"><u>FY 07-08</u> <u>FY 08-09</u> 65 65</p>
<p style="text-align: center;"><u>STORMWATER UTILITY CANALS AND DRAINS</u></p> <ul style="list-style-type: none"> Provides countywide chemical, mechanical cleaning, and overall maintenance of the county's secondary canal system <p style="text-align: center;"><u>FY 07-08</u> <u>FY 08-09</u> 150 159</p>	<p style="text-align: center;"><u>TRAFFIC SIGNALS AND SIGNS</u></p> <ul style="list-style-type: none"> Provides installation, maintenance, and repair for traffic related signs, traffic and pedestrian signals, and school flashers and signs countywide <p style="text-align: center;"><u>FY 07-08</u> <u>FY 08-09</u> 106 104</p>	<p style="text-align: center;"><u>LAND DEVELOPMENT</u></p> <ul style="list-style-type: none"> Reviews and processes tentative and final plans for subdivisions and improvements on public right-of-way properties <p style="text-align: center;"><u>FY 07-08</u> <u>FY 08-09</u> 16 16</p>
<p style="text-align: center;"><u>RIGHT-OF-WAY ASSETS AND AESTHETICS MANAGEMENT</u></p> <ul style="list-style-type: none"> Manages roadside and median maintenance as well as tree health and fertilization <p style="text-align: center;"><u>FY 07-08</u> <u>FY 08-09</u> 42 45</p>	<p style="text-align: center;"><u>SPECIAL TAXING DISTRICTS ADMINISTRATION</u></p> <ul style="list-style-type: none"> Creates special taxing districts for street lighting, security, and landscape beautification <p style="text-align: center;"><u>FY 07-08</u> <u>FY 08-09</u> 24 24</p>	<p style="text-align: center;"><u>TRAFFIC ENGINEERING</u></p> <ul style="list-style-type: none"> Administers traffic engineering functions for the County <p style="text-align: center;"><u>FY 07-08</u> <u>FY 08-09</u> 38 38</p>
<p style="text-align: center;"><u>ROAD AND BRIDGE MAINTENANCE</u></p> <ul style="list-style-type: none"> Provides overall road and bridge maintenance <p style="text-align: center;"><u>FY 07-08</u> <u>FY 08-09</u> 112 112</p>	<p style="text-align: center;"><u>MOSQUITO CONTROL</u></p> <ul style="list-style-type: none"> Administers the County mosquito control program <p style="text-align: center;"><u>FY 07-08</u> <u>FY 08-09</u> 29 29</p>	

Transit

OFFICE OF THE DIRECTOR

- Implements policy and establishes direction for all aspects of the organization

FY 07-08
8

FY 08-09
11

CUSTOMER SERVICE

- Administers customer service functions for citizens that use public transportation services

FY 07-08
57

FY 08-09
45

METROBUS

- Manages operations and maintenance for bus service

FY 07-08
2,354

FY 08-09
2,184

METROMOVER

- Administers Metromover service throughout the Downtown perimeter

FY 07-08
101

FY 08-09
70

METRORAIL

- Manages rail maintenance and operations along 22.2 mile corridor

FY 07-08
477

FY 08-09
407

PARATRANSIT

- Provides administrative function for Special Transportation Services (STS)

FY 07-08
48

FY 08-09
36

ENGINEERING

- Provides project management for capital improvement program and performs transportation system analysis

FY 07-08
182

FY 08-09
163

OPERATIONAL SUPPORT

- Provides administrative and logistical support for departmental operations

FY 07-08
493

FY 08-09
385

Memorandum



DATE: September 17, 2008

Attachment E

TO: Honorable Chairman Bruno A. Barreiro
and Members, Board of County Commissioners

FROM: George M. Burgess
County Manager

A handwritten signature in black ink, appearing to read "G. Burgess", written over the printed name of the County Manager.

SUBJECT: Pilot Program: Flexible Work Schedules for County Employees

On July 1, 2008 the Board of County Commissioners adopted Resolution No. R-776-08 directing the Mayor to study the feasibility of establishing a pilot project to provide more flexible work schedules for County employees. Specifically, the resolution directed staff to study the potential implementation of a pilot project based on four-day workweeks (4x10), telecommuting and other flexible schedules where appropriate and advantageous. The feasibility study was intended to serve as a means of saving funds, improving services, reducing employee commuting costs and reducing traffic congestion.

A comprehensive assessment of the impact of alternate work schedules was completed including national research into workplace trends, a review of initiatives in other jurisdictions, surveys of County employees and directors, and an assessment of the potential for cost savings in County facilities. Based on the findings, it is recommended that the County develop a small-scale pilot project to be implemented in January 2009. For this pilot program, the following actions would be taken:

- Each Friday, close selected County facilities that are currently closed on weekends or are significantly scaled back on weekends. For the remainder of the workweek, these offices will operate on 10-hour days.
- For other selected operations, all employees will have the option (where feasible) to work a compressed workweek in a staggered manner that will allow services to be available five to seven days per week as currently exists. Employees on staggered four-day shifts will work 10 hours per day.

Recognizing that a number of employees will have problems adhering to this schedule, affected employees will be offered flexible start and end times (regardless of their schedule), so long as the level of services provided by their work unit is not negatively impacted.

In addition to significantly increasing employee flexibility and reducing work-related commuting costs; the program will increase customer convenience while also taking advantage of any operational savings that will accrue from closing facilities one weekday each week. However, regarding closing one weekday each week, an effective public information campaign will be needed to educate the public of the change.

Before making any large-scale permanent changes, a complete assessment of the program's effectiveness and its impact on citizens is required. I am therefore recommending implementation of a small-scale pilot program for a one-year period starting January 2009, with a review after six months. The January 2009 start date will allow the County to prepare for the transition, adjust schedules and complete the necessary discussions with our collective bargaining units for the County operations selected to participate in the pilot.

BACKGROUND

In response to the financial and economic impacts of escalating fuel prices, the condition of the economy and the impacts of property tax reforms (particularly in Florida), there is increased interest in compressed and flexible work schedules for employees. Following the adoption of Resolution R-776-08, staff was directed to gather information and conduct research to assess the impacts of compressed work schedules on the County and its employees.

Staff conducted a comparative analysis of other government jurisdictions and researched national trends, benefits and issues regarding compressed workweeks. Additionally, the Human Resources Department (HR) surveyed County employees and department directors to assess employee preferences and concerns, as well as assess opportunities for savings, productivity improvements and the impact on customer service. Staff also reviewed operations at County facilities to assess whether utility savings would be realized and the extent to which facilities could be closed one weekday in addition to weekend closings. Staff also reviewed collective bargaining agreements for contract stipulations regarding employee scheduling changes and collective bargaining requirements.

The following summarizes the findings and details the advantages, disadvantages and issues to be addressed for each alternate workweek option.

NATIONAL TRENDS

Recently, alternative workweeks in the government and not-for-profit sectors have received heightened interest and considerable media attention, particularly with the surge in gasoline prices to more than \$4 per gallon. Consequently, a comparative study of 18 city, county and state agencies that have implemented or plan to implement compressed workweeks was conducted. Results of the study are included in Attachment 1. The most notable and dramatic example of alternative schedule implementation in the public sector is the State of Utah. On August 1, 2008, the State became the first to implement a mandatory four-day workweek for approximately 17,000 of its 24,000 employees for a period of one-year. While it's too early to assess the success of Utah's pilot program, the State estimates that it will realize \$3 million in annual energy savings in 1,000 of its more than 1,200 facilities.

Utah surveyed their employees and reported that 80 percent of affected workers approved of the change, but indicated that childcare and public transportation issues would pose a significant problem for some employees. It is to be noted that the State government has no employee unions with bargaining power and was therefore able to institute the new work schedule with 30 days notice to its employees. In order to accommodate employees with childcare and transportation issues, employees are being allowed flexible start and end times (where appropriate). Also, a limited number of employees telecommute for a portion of the workday.

Most jurisdictions that have implemented compressed workweeks are smaller entities that do not provide as wide an array of services as Miami-Dade County and other large government organizations. Of the 18 jurisdictions surveyed, 14 have less than 6,000 employees. However, the study shows that regardless of size, jurisdictions face some common issues. First, the issues of child and after school care are common challenges to employees. Second, because of uncertainty of the future effectiveness of across-the-board alternative work schedules, most jurisdictions are implementing the program on a trial basis with the intent to evaluate the program after a specified period, usually three months to one year. Third, a total of nine jurisdictions surveyed have or plan to implement a four-day schedule that requires facilities close on the fifth day. The primary reason for closing one weekday is that the jurisdiction expects there will be cost savings both to the jurisdiction and employees. Other benefits include congestion and pollution reduction, expanded citizen services and increased employee morale.

In addition, for a number of reasons, jurisdictions have had to consider additional employee schedule options because no jurisdiction has been able to close all of its facilities one weekday. In one

jurisdiction, some departments rejected the notion of closing operations. In other jurisdictions, services such as fire, police, transit and human services need to operate up to seven days per week. Consequently, some jurisdictions such as the State of Ohio, Marion County (Florida) and the City of Birmingham (Alabama), offer 4x10 schedules but operate five days per week while still allowing flexible start and end times and traditional 5x8 schedules.

A number of counties have chosen to expand service hours over a five-day workweek to achieve many of the benefits of alternative work schedules while avoiding problems associated with employee childcare issues and constituent complaints. Programs in these governments feature a mix of staggered and/or alternating four-day schedules, traditional five-day schedules and flexible start and end times. Such counties include Suffolk County (New York), Howard County (Maryland), Macomb County (Michigan), and Leon County (Florida).

Florida International University, through its summer 2008 pilot program, and the cities of North Miami and Coconut Creek, recently implemented 4x10 compressed workweeks and are closed one weekday each week. However, there is limited data on the impact of these programs on government operations and/or customers. On the other hand, three large jurisdictions that piloted similar programs, El Paso County (Texas), Will County (Illinois), and the State of Ohio, have returned, or are returning, some services to five-day operations due to interdepartmental, employee and constituent problems experienced with their four-day operating schedules.

Other studies conducted on a national level across industries revealed the following:

- The Bureau of Labor Statistics (BLS) reports that in 2002, 19.8 million employees performed some work from home as part of their job. BLS also reported that 29 million full-time workers reported that they had a flexible work schedule, twice the number reported 10 years earlier, indicating that alternative work arrangements are a growing trend.
- A study conducted in March of 2008 by Compdata Surveys Compensation Data 2008, which contains data collected from thousands of organizations across the United States, revealed that flexible schedules are allowed by 51.6 percent of organizations surveyed.
- According to *Workplace Trends For the 21st Century*, an article appearing in USA Today (Society for the Advancement of Education) in September 2000, "labor-short companies are increasingly willing to accommodate employees' desire for more flexible scheduling, evidenced by the growing number of firms offering telecommuting, flex-time, and core hours." Their belief is that "employee demand for more flexible scheduling will cause telecommuting to be the predominant workplace trend."
- A survey by consultancy Challenger Gray & Christmas in May 2008 found the most popular work arrangement utilized by 23 percent of participating companies is a condensed workweek, which typically consists of four, 10-hour days.
- At the Society for Human Resource Management (SHRM) Annual Conference & Exposition held in the Spring of 2008, the organization highlighted its recent survey showing that companies are increasingly offering flexible schedules and telecommuting to help workers cope with increasing gas prices. They reported that "rising gas prices have led to compressed workweeks and an increase in telecommuting." Among businesses polled, 26 percent are offering flexible schedules. SHRM believes that "far from short-term solutions, this is the beginning of a revolution" that will change the way companies do business.

- A study on flexible work schedules conducted by the Society for Human Resource Management (SHRM) in 2007 found that 38 percent of the participating companies offered a compressed workweek for some employees as part of work benefits.
- In the "Flexible Work Arrangements 2008" survey conducted this past April by Hewitt Associates, a global HR services company, it reported that "a rapidly shrinking talent pool, coupled with increased work-life pressures and a more diverse, global and independent workforce, have prompted an increasing number of companies to offer flexible work arrangements as another way to attract, retain and engage talent." The survey of 90 US employers revealed that of those companies that offer flexible work arrangements, almost all (98 percent) believe "the benefits of workforce programs match or outweigh the costs associated with implementing them."
- News provided by Thomas Net Industrial Newsroom (TIN), a comprehensive source of new and timely product information in the industrial marketplace, reported in its July 2008 Industrial Market Trend report that "a number of organizations coming to terms with permanently high oil and gas prices are reconsidering flexible work arrangements."
- A national survey of 500 workers conducted in May 2008 by consulting firm Robert Half International reported that 44 percent of professionals interviewed said that higher gasoline prices have affected their commutes with many changing their work plans, and 30 percent of those reported that they were looking for another job closer to home.

CURRENT COUNTY POLICIES/PRACTICES

Miami-Dade County requires that departments observe and maintain adequate staffing during regular business hours (Monday through Friday, 8:00 am to 5:00 pm). The County also recognizes that an alternative work schedule is not possible or feasible for all work areas because of the specific workplace requirements. Therefore, County policy provides department directors the discretion to change employee work schedules based on operational needs, as long as those changes are in compliance with collective bargaining agreements. In early 2002, the County Manager directed County departments to assess opportunities for compressed workweeks, flexible work schedules and telecommuting, and provided guidelines for implementing such schedules. Additionally, following Hurricane Katrina in 2005, and the resulting spike in gasoline prices, departments were again encouraged to consider alternative work schedules and opportunities for energy savings.

As a result of these directives, some departments have implemented variations of flexible work arrangements in areas where either the nature of the service or the workplace requires maintaining extended hours of operation. A total of 2,152 employees in 23 departments (Table 1 Below) currently utilize four day, 10-hour work schedules.

Regarding collective bargaining requirements, all but one collective bargaining agreements allow for work schedule changes, provides certain procedures, or limits are adhered to and do not pose a significant barrier to the implementation of new work schedules. The only exception to this is AFSCME General Employees Unit (Local 199) that represents general employees such as clerks, tree trimmers, driver/attendants, roofing inspectors and computer technicians. The agreement stipulates that notification of the Union and consent of the majority of employees affected must be obtained prior to altering work schedules by changing the number of hours per day or number of days per week.

Additionally, as part of our drive to increase customer service and access, over the last five years the County has made significant strides in making an increased number of services available online. Many services are now available 24 hours a day, seven days a week via the Internet. These include paying bills online such as property taxes, water bills, business license taxes and purchasing transit passes. Additionally, golfers can reserve tee times online, jobseekers can apply for jobs online, and citizens can apply for library cards and check out/renew library books, and request bulky waste collection, among

other services. Currently, our 311 service offers extended hours seven days per week to increase access to government information.

TABLE 1 Departments with Compressed Workweek Schedules (as of June 2008)			
	DEPARTMENT	EMPLOYEE COUNT	NUMBER OF EMPLOYEES WITH 4X10 WORK SCHEDULES
1	Human Resources	138	30
2	Finance Department	326	8
3	Property Appraisal	282	2
4	Team Metro	204	14
5	General Services Administration	808	32
6	Clerk Of Courts	1402	6
7	Miami-Dade Police Department	4863	431
8	Medical Examiner	75	6
9	Animal Services Department	114	3
10	Miami-Dade Fire Rescue	2676	258
11	Corrections & Rehabilitation	2647	46
12	Building Code Compliance Department	82	2
13	Solid Waste Management	927	724
14	Public Works Department	882	165
15	Miami-Dade Aviation Department	1406	94
16	Miami-Dade Seaport Department	405	131
17	Miami-Dade Transit Agency	3816	93
18	Library	713	12
19	Park & Recreation	2037	11
20	Water & Sewer Department	2434	77
21	Government Information Center	210	1
22	Commission On Ethics & Public Trust	16	4
23	Law Library	7	2
	TOTALS	32,871	2,152

SURVEY SUMMARY

We surveyed County employees on issues related to alternative workweeks. Employees were asked whether they would be willing to work 4/10 workweeks, what barriers they would face, and their method(s) of commute to/from work. A total of 3,966 employees responded to the survey, which was conducted online from July 21 to August 7, 2008. Respondents included a mix of classifications including executives, professional staff, clerical, secretarial, technicians and trade personnel across 61 County departments. The survey found that 2,891 (74.9%) of respondents would have no problem working a four day, 10-hour work schedule (Table 2).

A total of 2,167 (55%) of employees expressed a desire for an alternate schedule with flexible start and end times, and 2,548 (64%) expressed that they would like the opportunity to telecommute if possible. Employees also indicated a number of issues that would impact their ability to work a compressed workweek. Issues include child and elderly care, before and after school care, and outside employment among others.

Table 2
Employee Ability to Work 4x10 Workweeks

Survey Question:
Because of any of the following reasons, would you be *UNABLE* to work 10 hours on a weekday? (Check all that apply.)
Note: Please be mindful that with lunch and breaks, examples of a 10-hour work day could be 7 a.m. to 6 p.m., 8 a.m. to 7 p.m., etc.

	Responses	Percent
Attending school/college after work:	229	5.93%
Before and after school care:	338	8.76%
Care for another adult:	86	2.23%
Carpooling/transportation issue:	64	1.66%
Childcare:	312	8.08%
Church, civic group or other responsibilities:	125	3.24%
Disability or medical reasons (self):	36	0.93%
Outside employment:	37	0.96%
Personal safety concerns:	78	2.02%
Pet care:	75	1.94%
Sports or recreational activities (children):	131	3.39%
Sports or recreational activities (self):	81	2.1%
Not applicable. I would be able to work 10-hour days any weekday.:	2891	74.9%
If other, please specify :	120	3%
Total Responded to this question:	3860	97.33%
Total who skipped this question:	106	2.67%
Total:	3966	100%

According to the survey, 2,664 employees (67%) drive directly to work, 339 (9%) take public transportation, and 495 (14%) use a combination of both modes as shown in Table 3 below. This suggests that approximately 81% of employees responding to the survey use their personal cars for work each day. Less than 2% of employees use carpools to commute to the workplace.

Table 3
Employee Commuting Methods

Survey Question:
What is generally your present method for commuting to work?

	Responses	Percent
Automobile (driver):	2664	72.75%
Automobile passenger (carpool/vanpool):	64	1.75%
Automobile passenger (not carpool/vanpool):	26	0.71%
Park & Ride - Combination of automobile and mass transit:	495	13.52%
Mass transit (Bus/Train/Metro/Jitney):	339	9.26%
Motorcycle/Scooter/Bicycle:	8	0.22%
If other, please specify :	66	1.8%
Total Responded to this question:	3662	92.33%
Total who skipped this question:	304	7.67%
Total:	3966	100%

In addition to the employee survey, department directors were surveyed to determine opportunities for closing buildings one weekday each week and to assess their perception of the potential benefits and

challenges posed by alternative work schedules. A total of 47 departments participated, of which eight (17%) felt that the implementation of flexible schedules might provide opportunities to reduce cost while nine (19%) felt that such schedules could potentially improve service delivery. Departments were also asked to list areas within their departments that are not suitable for a compressed work schedule. From the data provided, 15 departments reported that they had units and positions that would not lend themselves to such an arrangement. These include Corrections and Rehabilitation, Human Services, Transit, Police, Park and Recreation and Water and Sewer. These departments, with a total staff of 18,736, reported that 8,073 positions were not suitable for 4x10 schedules.

FACILITIES

Miami-Dade County operations occupy more than 3,000 buildings/facilities including offices, service centers, treatment plants, pump, police, fire stations and libraries. Operations at 196 facilities, including office/administrative buildings, parks, museums, libraries, garages and service centers were assessed to determine any potential savings if these facilities were to be closed one weekday per workweek. The facilities reviewed are managed by either the County through the General Services Administration or other departments, and/or leased from third parties. The findings are as follows:

Facility operating hours vary from 24 hours per day, seven days per week (as in the case of some police, fire and transit services), to 8:00 a.m. to 5:00 p.m. weekday operations in traditional service and administrative offices. Departments estimated the annual building operating cost reductions for each facility, on the assumption the facility would be closed one additional weekday each week. The possible savings from this sample of facilities include a reduction in electricity, water, janitorial and security expenses, where applicable (Attachment 2). Regarding revenue generating operations such as the Seaport, where such savings would be outweighed by the expected revenue losses, no savings were recorded as a result of building closures.

Of the 196 facilities in the sample, a total of 23 locations (12%) could be closed on a weekday to accommodate a four-day workweek. These include facilities such as the 140 West Flagler building, certain regional Park offices, and other administrative offices. However, several of the 22 facilities for which closure is feasible, will not yield savings. For example, at Vizcaya and County Libraries, air handling systems are required to remain operational during non-business hours to protect and preserve materials and artifacts. Additionally, because several County-occupied facilities are leased from third parties, and where such leases include utility costs, no savings will accrue to the County unless lease terms are renegotiated.

Twenty-four (12%) of the 196 buildings could be partially closed for the additional weekday. While most staff in these facilities would work only four days each week, the facilities would still need to operate to support needed services. An example of this includes transit garages where bus maintenance and operations must continue to work, while administrative, human resources and some stores personnel would work the compressed workweek.

It is not feasible to close the remaining 126 facilities because these facilities either support critical public safety operations (Police and Fire), would negatively impact revenues (Airport and Seaport), or serve as residences or service centers (Human Services).

Based on the possible closures from the 196 buildings assessed, it is estimated that the County could save approximately \$1.15 million annually in utility, janitorial and security expenses. Actual savings will depend largely on the extent to which the County staff avoids using the buildings during the off days, departments adapt their operations to allow additional buildings to be closed, and to a lesser extent, the level of increased building costs, if any, associated with extended weekday hours.

FUEL CONSUMPTION AND POLLUTION REDUCTION

Fuel savings will primarily be realized through a reduction in the use of take home vehicles and a reduction in the use of the County's vehicle pool. Additional savings may be realized if commuting times for field personnel are reduced if crews are able to commute in reduced or off peak hours. Excluding police operations, the County has 900 assigned take home vehicles that may experience a reduction in fuel consumption if the assigned personnel work four-day weeks. Assuming staff work a compressed workweek, the County could save approximately \$175,725 annually based on a fuel price of \$3.50 per gallon.

Reductions in automotive commute times and frequencies also lead to pollution reduction. Emissions of greenhouse gases from motor vehicles are typically expressed in Carbon Equivalents. Greenhouse gases are defined as the combination of Carbon Dioxide (CO₂), Methane (CH₄), Nitrous Oxide (N₂O), and Hydrofluorocarbons (HFC). Each has varying capacities to adversely impact the environment and to trap heat, otherwise known as their global warming potential. These reductions in take home vehicle fuel consumption could reduce work related pollution by more than five million tons of Carbon dioxide equivalent each year.

Regarding individual fuel consumption, the survey of County employees shows the approximately 83 percent of employees drive personnel vehicles to work. A compressed four-day work week will reduce work related commute by an average of 20 percent which could also contribute to pollution and congestion reduction depending on employee driving patterns on their days off.

ANALYSIS OF WORK SCHEDULE OPTIONS

Staff studied the implementation of alternative schedules under four scenarios:

1. Fixed four day, 10-hour workweek in which employees work the same four days and the facility is closed three consecutive days;
2. Staggered four-day, 10-hour workweeks in which County facilities are open five days a week but employees would work four 10-hour days;
3. Flexible start and end times; and
4. Telecommuting.

1. Fixed Four Day, 10-Hour Workweek – Facilities Closed One Weekday:

Having County employees work the same four 10-hour days each week allows some County buildings to be closed three consecutive days each week. With regard to the impact on the County, this program would result in facility cost savings (electricity, water and security services), a reduction fuel consumption for take-home County vehicle usage as well as a reduction in traffic congestion on the day County facilities are closed for business. During the workweek, County facilities would be open to the public an additional two hours each day which would provide additional convenience for residents wishing to conduct business with the County. In addition to online services, the County would be open for in-person and telephone services before and after the community's normal working hours and would therefore increase access during these four working days by up to two hours each day.

Departments that currently require elaborate mobilization/demobilization and long travel times to worksites will have an added benefit earlier start-later finish. This is expected to result in longer productive hours each day and possibly shorter commuting times as employees may be traveling to/from worksites outside of peak hours. Additionally, a fixed 4x10 schedule creates no staff supervision issues as is the case with a staggered schedule because all employees within a section would be on the same schedules. Survey findings indicate that 18 departments expect that this

arrangement may increase productivity and customer service. However, staffing and employee communication could be negatively impacted where one department that is not on the fixed 4x10 schedule requires services from another department on the day that department is closed for business.

The impacts of closing on Friday's, or any other weekday, would require the County to launch an effective public information campaign to inform the public of the schedule changes and the facilities and services that will be closed for business. This will include changing building signage, web portals, informational bulletins, flyers and the like including public assurances that County services are not being scaled back. It should also be noted that there will be revenue impacts on some businesses located in or around County facilities that earn a significant portion of their income as a result of activity generated when County facilities are open for business.

The survey findings indicate that while there are some benefits to implementing a fixed four day, 10-hour schedule, this schedule is infeasible or impractical for some departments/services that provide public safety, park and human services to County residents, such as the Courts, Fire, Human Services, Police and Corrections etc. Consequently, because these services will have to remain open, alternate work schedules and employee flexibility options would be needed if all employees are to benefit for changing work schedules.

From the perspective of employees, although this scenario enjoys the support of approximately three-quarters of the County workforce (Table 2), a total of 969 (25%) of respondents indicated that they would have problems working the compressed schedule. The three top factors influencing whether employees can work the compressed schedule are: before/after school care (35%), childcare (32%), and attendance at schools and colleges (23%).

Regarding childcare, respondents were asked to report daycare hours and commuting distances. The earliest start time for a preponderance of child care providers used by County employees is 7:00 am. The latest end time for a majority of those providers is 6:00 pm. The average daycare provider used by a County employee is 12.5 miles away from work and requires travel time of an average of 30 minutes. Other issues reported in Table 2, include carpooling/transportation, sports or recreational activities for children or self, care for another adult, and church, civic group or other responsibilities.

Because of the importance of childcare/daycare issues, we polled employees regarding the ability to make childcare arrangements under 4x10 schedules. A total of 573 respondents (65%) with childcare/daycare challenges, were confident that they could make alternate arrangements (Table 4). When asked which week day they would be unable to work a 10-hour day, most respondents indicated that Friday was the weekday on which they would be unable to work a 10-hour schedule. This suggests that flexible start and end times and the duration of lunch breaks may have to be adjusted for some employees.

Table 4
Employee Daycare Arrangements

Survey Question:			
If your department or building moved to a compressed work schedule of four 10-hour work days, are you confident that this will work with your current daycare/childcare arrangements?			
		Responses	Percent
Yes:		573	64.89%
No:		310	35.11%
Total Responded to this question:		883	22.26%
Total who skipped this question:		3083	77.74%
Total:		3966	100%

Since 86.3 percent of survey participants reported that they drive their automobiles at least a portion of their commute, this work schedule will reduce work-related employee commuting costs. Depending on the nature of the commute, some employees could save as much as 20 percent in work related fuel consumption, in addition to toll and other costs. On the day that County operations are shut down, it would likely alleviate some traffic congestion. It is also expected that a compressed workweek will boost employee morale and may aid in attracting and retaining employees and boost productivity. However, several jurisdictions surveyed expressed concerns that employee fatigue may result in a decline in productivity.

Finally, several jurisdictions, like Miami-Dade County, offer employees the opportunity to accrue leave. To the extent that employees conduct personal business on their off days without the need to request sick and/or annual leave, there could be an increase in the accruals needed to fund leave payouts over the long term. This is of concern to some jurisdictions surveyed and needs to be monitored over time to determine if leave policies should be changed.

2. *Staggered Four-Day, 10-Hour Workweek – Facilities Open Five Days a Week:*

Typically, all the benefits associated with the fixed 4x10 schedule described above will also be realized with the staggered 4x10 option excluding cost savings realized from closing County buildings for one weekday. In fact, there may be increased costs in some facilities as the service hours are extended. The option to work staggered four day 10-hour schedules allows the County to increase the opening hours to the public by up to two hours each day for the entire week. By making services available for the extended period the County will increase public convenience as is the case with the fixed 4x10 option, but more so because the facilities will not be closed one weekday. Additionally, because staggered 4X10 work schedules can generally coexist with traditional five day and other flextime schedules, it has widespread appeal for employees because they will generally be able to elect the weekday that they prefer not to work.

There will also be a little or no need to mount an aggressive information campaign to announce the adjusted service hours with this schedule as it will be seen as a positive development with no negative impact on the community. Additionally, this schedule has no negative impacts on businesses located in or around County facilities that earn a significant portion of their income as a result of activity generated when County facilities are open for business.

Instituting staggered work schedules may result in some benefits to those departments or sectors for which this type of arrangement is feasible. Survey findings indicate that 18 departments expect that this arrangement may increase productivity and customer service. This schedule however, requires adjustments in management and supervisory strategies as employees may be without supervision for a portion of the workweek. Additionally, some functions that are customer related are carried out by a single or very small staff which creates customer service challenges if this staff works a compressed workweek.

One of the challenges created by this schedule is the need for the County to appropriately lead and supervise staff on multiple schedules. In a large number of units, the number of supervisors within the unit may not be sufficient to work the same schedules as their direct reports. This will require managers to adopt alternate approaches to ensure staff productivity, attendance and adherence to County rules are maintained without incurring additional cost for lead workers, additional supervisors and out-of class pay.

As is the case with the fixed 4x10 option, this schedule may not be appropriate in every area. Consequently, other work schedules and employee flexibility options would have to be offered to affected employees.

3. Flexible Work Schedules:

Flexible work schedules typically allow employees the flexibility in the start and end time of the workday primarily for employee convenience. The arrangement may also allow the organization to operate for more hours each workday and possibly to increase customer service. Flex hours may or may not result in a reduction in commuting costs and traffic congestion.

The employee survey found support for flexible schedules. Among the 3,782 responses to this question, 57 percent would prefer the opportunity to work a schedule with different start and end times that are currently worked. A total 28 percent of respondents reported they could work a schedule with different start and end times, but would prefer to maintain their current work schedule. However, 14 percent said they could only participate if they maintained their current work schedule.

Because flexible schedules often result in expanded service hours, they can generally coexist with 4x10 schedules and are a popular employee option. However, the option does not typically impact employee commuting costs.

4. Telecommuting:

Telecommuting, also referred to as telework, is a work arrangement where an employee works one or more days each workweek from home or another work location closer to home than the employee's normal work headquarters. Most telecommuting arrangements require access to computer networks through internet or intranet connections.

Our research shows that while employees are usually open to telecommuting, it raises a number of issues that both the organization and the employee must consider. As a result, it is normally recommended that employees who telecommute enter into an agreement with the employer to ensure that the terms of the work arrangement are clearly outlined. Typical arrangements include clear expectation of productivity, number of days the employee will telecommute each week and for how long, employee availability (for consultation by phone or e-mail etc. on telecommuting days), criteria for participating in the program, decisions regarding who pays for communications set up at the employees residence, security of County data accessed from home-based systems, minimum requirements for virus and security protection, and criteria discontinuing participation. For these reasons, telecommuting is usually approved on a case-by-case basis.

Although telecommuting makes sense in a number of areas and classifications in the County, it is important that the following issues be addressed as employees enter the program. Telework frequently serves as a proxy for child/family care because the caregiver is typically at home. Therefore, all work arrangements and the extent to which the employee must be available for communication/consultation must be made clear. Additionally, departments must ensure that despite the flexibility offered to staff, the appropriate volume and quality of work are not degraded. Depending on job function, some teleworkers would have the flexibility to complete their tasks whenever and at whatever time of day or night they choose. Consequently, time tracking is not always necessary. However, current labor laws require all hourly paid employees to be paid for every hour worked regardless of where/when the job is being performed and requires effective methods of tracking the time worked by any hourly paid employees who are allowed to telecommute. Also, employees who can effectively telework will experience significant reduction in work related commuting costs.

Telecommuting is a progressive workplace practice when effectively implemented and has several benefits. If telework is widespread within the organization there could be some reduction in facilities and utilities costs over the long term to the extent the County can reduce electricity, water, upkeep and equipment costs. However, unless the County can eliminate office space as a result of

employees telecommuting, and avoid purchasing duplicate office equipment (for both workplace and home offices), savings are typically marginal.

Across the County, there are a number of classification that are not suitable for telework including mechanics, police patrol, curbside waste collection, code enforcement, in-person services such as auto tag windows, fare-box collection, bus driver, bus washers, facilities repairs and the like. Positions in the following areas are typically well suited to telework; information technology support, some clerical and administrative duties, some consulting and research work, call answer services, etc.

CONCLUSIONS

Given the wide array of services provided by the County, implementing any type of flexible work arrangement or telecommuting is not feasible for all departments. While there may be economic and work/life balance benefits for employees and perceived environmental benefits, adopting any single form of alternative work schedule could benefit a limited number of departments. The analysis shows while there would be and increase in citizen convenience by extending service, the primary beneficiaries of an alternate work schedule is County staff.

With regards to County facilities and vehicle usage, the assessment shows that some savings will be realized for a limited number of buildings by closing one weekday each week during the year and the reduction in take-home vehicle fuel consumption. Of the 196 County buildings sampled, the estimated annual saving in utility and security costs is \$1.15 million. This suggests that building cost reductions should not be the primary reason for implementing wide scale alternative work schedules but must be taken into account in making the final determination. Savings from the reduced use of take-home vehicles is estimated to be \$175,725 per year with a corresponding reduction in air pollution of more than five million tons of carbon dioxide equivalent. The inability to close all facilities one weekday each week also suggests that alternate schedules should be made available to employees. Additionally, based on the employee survey results which shows that over 80 percent of employees drive to work for all or part of the daily commute, implementation of any countywide compressed workweek arrangement will reduce employee costs and the number of vehicles on the road for work related trips.

Upon review of the national trends, survey data, discussions with employees and other jurisdictions, the County has the following options:

1. Implement a staggered 4x10 workweek Countywide with facilities open five days a week. While this would not reduce facilities costs, it would expand customer service and provide flexibility and work/life balance for employees. Under this scenario, employees would be allowed flexible start and end times and options for telecommuting on a case-by-case basis.
2. Implement a fixed 4X10 workweek (closed Fridays) for all departments that can be closed on Fridays without adverse impacts. The County could begin with all or a subset of departments that are able to be closed for an additional day to create a three-day weekend. This would include all County facilities that are currently closed on weekends or are significantly scaled back on weekends. As in the case of the above scenario, the County would still need to offer employees flexible start and end times and options for telecommuting on a case-by-case basis for employees with childcare and other issue who may require such flexibility. This option also the County to capitalize on any facilities savings that may accrue from closing one weekday each week.
3. Continue the existing policy of encouraging departments to implement compressed workweek schedules and flexible hours where appropriate at their discretion.

4. Considering that all facilities cannot be closed one week day each week, implement a countywide program that does the following:
 - Closes all, or a subset of, County facilities that are currently closed on weekends or are significantly scaled back on weekends.
 - For all other operations, all employees could have the option where feasible to work a compressed workweek in a staggered fashion that allows these services to be available five to seven days per week as currently exists.
 - For employees that need additional accommodation, as is the current practice, flexible start and end times will be accommodated.

This option also allows the County to capitalize on any facilities savings that may accrue from closing one weekday each week.

Although a compressed workweek is favored by a majority of employees, the analysis provides no other overriding reason to change employee work schedules. While the true effects of implementing alternative work schedules at Miami-Dade County are difficult to predict with a high degree of accuracy, it is already the start of a major societal shift which can change the workplace and could be effective in attracting and retaining employees. When taken in the context of the issues raised regarding each scheduling option, it is premature to initially implement any countywide alternate schedules permanently. A small scale pilot program would be more appropriate to allow the County to assess its effectiveness and adjust the program accordingly by service and citizens' needs.

Attachments

- c: Honorable Carlos Alvarez, Mayor
Denis Morales, Chief of Staff, Office of the Mayor
Assistant County Managers
Department Directors

Attachment 1
Miami Dade County
Comparison of 4x10 Workweeks in Other Jurisdictions
(August 2008)

Jurisdiction	Staff Size	4x10 Workweek Schedule*	Motivation for 4x10 Work Schedule	Comments
State of Ohio	65,000	Initially opened <u>4 days</u> each week and closed for three days. Later added a <u>5-day</u> schedule	Employee Flexibility	Initially, 23 State agencies (total staffing for these agencies were not provided) implemented 4x10 – closed one day each week. However some agencies have since implemented alternate schedules including opening 5 days per week because communication between agencies became an issue and service suffered.
State of Utah	24,000	Facilities open 4 days each week and closed for three days	Cost Savings Pollution Reduction Extended Weekday service hours	This is a <i>one-year program commencing August 1, 2008</i> and will impact about 17,000 employees and 1,000 state buildings. Expected facilities savings \$3M. Operating costs savings, turnover, leave usage and liability etc. will be evaluated after a year to decide whether to extend the program. The state has no trade unions. Program excludes police officers, prison guards, employees of the courts and Utah's public universities.
Fairfax County, VA	17,500	Facilities open 4 days each week and closed for three days	Costs Savings Employee Benefit	The 4x10 program is being contemplated. <i>Not started.</i>
Suffolk County, NY	10,000	Voluntary pilot program implemented July 1, 2008 to end September 30, 2008 for EXEMPT employees only	To save employees money on gasoline purchases and to provide extended hours of operation for taxpayers	Voluntary pilot program implemented July 1, 2008 to end September 30, 2008 for EXEMPT employees only. 22 departments working 4x10 with rotating days off. Offices are not closed.
Birmingham, AL	5,000	Facilities are open <u>5 days</u> , employees may work 4x10 schedules	Employee Flexibility Extend Service Hours Increase productivity	<i>July 2008</i> the City changed to a 4x10 rotating schedule. Still open 8-5 pm Mon-Fri to the public, but internally come in one hour earlier and leave an hour later. Employees can sign up and choose Monday or Friday off.
El Paso County, TX	3,000	All off-site Justice of the Peace facilities operate 4 days a week and close for one day. The rest of the county remains open 5 days, with many operating on flexible 4x10 schedules	Motivation was twofold: (a) Rising fuel cost; (b) Environmental, traffic and pollution concerns	Apart from the Justice of the Peace facilities, the decision is left to each department to determine whether to allow employees to work 4x10 schedules. Response has been extremely positive among employees, but it is too early to tell whether this will result in any savings for the county. Will need a year to make an assessment.

Report Flexible Work Schedules for County Employees
Page 15

Attachment 1 Miami Dade County Comparison of 4x10 Workweeks in Other Jurisdictions (August 2008)				
Jurisdiction	Staff Size	4x10 Workweek Schedule*	Motivation for 4x10 Work Schedule	Comments
Gainesville, FL	3,000	Facilities open <u>4</u> days each week and close for three days	Cost Savings	The program is expected to commence October 1, 2008 and will exclude police and fire personnel.
Walworth County, WI	3,000	Facilities open <u>4</u> days each week and close for three days	Employee Flexibility Extended Service Hours Cost Savings	Road crews use a 4x10 schedule closed Fridays only during the summer in order to not interfere with tourism traffic, etc. They saved over \$53,000 in OT and mobilization last year. They believe this may not be feasible for other departments. They started doing this in 2007.
Berks County, PA	2,600	Facilities are open <u>5</u> days. employees may work 4x10 schedules	Employee Flexibility Employee Benefit, savings Boost Employee Morale	July 2008 Commissioners voted to offer optional 4x10 work week to employees through Labor Day, however County offices remain open five days each week. Pilot is in progress participation is voluntary and employees may choose any alternate schedules
Howard County, MD	2,400	Program is optional based on each Department's discretion. 150 employees in 6 Departments currently participate	Program is optional based on each Department's discretion. 150 employees in 6 Departments currently participate.	Employees who are participating seem to enjoy the flexibility.
Will County, IL	2,100	Facilities are open 5 days, employees may work 4x10 schedules	Employee Flexibility Pollution Reduction Reduce traffic inconvenience for tourism	Customers have complained regarding unavailability of service on Fridays, therefore some departments have started to open on Fridays (open five days per week) but staff continues to work a 4x10 schedule. Other such as the Auditor's Office continue to be closed on Fridays
Leon County, FL	1,600	Only the Public Works area currently participates on a flexible 4/10.	This program has been in place for many years and has proven to work well for the Public Works area	Program seems to work well for the employees in Public Works area.
Wicomico County, MD	750	Facilities are open <u>5</u> days. employees may work 4x10 schedules	Employee Flexibility Extended Service Hours	As long as they have been established, they have had flexible scheduling for employees/crews etc. All departments are open 5 days a week, but some employees use 4x10 in some departments.

Attachment 1 Miami Dade County Comparison of 4x10 Workweeks in Other Jurisdictions (August 2008)					
Jurisdiction	Staff Size	4x10 Workweek Schedule*	Motivation for 4x10 Work Schedule	Comments	
North Miami, FL	600	Facilities open 4 days each week and close for three days	Costs Savings Boost Employee Morale Extended Service Hours	Employees will work 10-hour days, Monday through Thursday. The 4-day work week starts in September 2008 and lasts indefinitely.	
Oconee County, SC	488	Facilities are open 5 days, employees may work 4x10 schedules	Employee Flexibility Extend Service Hours	Have been using 4x10 for several years. Have rotating 4x10 schedules, primarily for road service crews, police, and fire personnel.	
Avondale, AZ	550	Facilities open 4 days each week and close for three days	Extend Service Hours Costs Savings Employee Flexibility Reduce traffic & pollution	June 2008 launched "Green Friday" pilot program that will run through September. Mainly administrative offices, library, emergency services, etc. not affected. 7 am - 6 pm. One month into the program, everyone is working well with the new schedule. Employees who need to pick up their kids before 6 pm are just taking shorter lunch breaks, etc.	
Gulf Shores, AL	200	Facilities open 4 days each week and close for three days	Cost Savings	Experimental (4x10)	
Macomb County, MI		Pilot 4x10 (with 1 day closed) program rolled out only for the 2500 County Government employees. Other departments not participating currently	Too soon to make an assessment	Improves customer service and helps county employees.	

Attachment 2

Annual Savings from Closing Selected County Facilities one Weekday per Week

Facility/Department Name		Full Closure?*	Annual Savings (\$)
General Services Administration			
ID	Downtown Government Center (one Electrical metering system)		
1	Stephen P. Clark Center (SPCC)	Partial (excludes 5 th floor)	\$619,850
2	Miami-Dade Flagler Building	Yes (included in SPCC)	85,309
3	Central Support Facility	Partial (included in SPCC)	13,909
Sub-Total Downtown		\$719,068	
4	Hickman Building	Partial (except JAC)	
5	Overtown Transit Village North	Yes	170,775
6	Data Processing & Communications Center	Partial	
7	Metro Annex	Yes	5,092
8	South Dade Government Center (shared meter with South Dade Justice Center)	Yes	53,227
9	COOP (Agricultural Center)	Yes	4,568
10	Caleb Center	Partial	
11	West Dade Permitting & Inspection Center	Yes	82,071
12	Elections/311	Partial (Excludes 311)	40,580
13	Landmark	Partial	
14	Records Center	Yes	5,054
Miami-Dade Police Department			
15	Hibiscus Mini Station	Yes	122
16	Homestead Mini Station	Yes	
17	Intergovernmental Bureau (North)	Yes	
18	Miami Gardens Building	Yes	733
19	Professional Compliance Bureau	Partial	
20	Special Patrol Bureau/Special Events Section	Yes	55
21	Training Bureau	Partial	
22	Training Bureau (All other facilities)	Yes	749
Miami-Dade Fire Rescue			
23	Miami-Dade Fire Rescue Headquarters	Yes	55,572
Miami-Dade Transit			
24	Coral Way Bus	Partial (admin staff only)	
25	Northeast Bus	Partial (admin staff only)	
26	Central Bus	Partial (admin staff only)	
27	Medley Bus	Partial (admin staff only)	
28	WLF-Rail Yard	Partial (admin staff only)	
29	DPM-Mover Maintenance	Partial (admin staff only)	
Park and Recreation			
30	Warehouse	Yes	1,820
31	Region 1 Office	Yes	
32	Region 2 Office	Yes	
33	Region 3 Office	Yes	468
34	Region 4 Office	Yes	80
Correction and Rehabilitation			
35	Martin Luther King Jr. Plaza	Yes	
36	Warehouse, Miami Lakes	Yes	2,054
Water and Sewer			
37	Douglas Office Building	Yes	

Attachment 2

Annual Savings from Closing Selected County Facilities one Weekday per Week

Facility/Department Name		Full Closure?*	Annual Savings (\$)
38	LeJeune Office Building	Yes	6,551
39	Blackpoint	Partial	
40	Virginia Key	Partial	
41	Interama	Partial	
42	Medley	Partial	
43	Westwood Lakes	Partial	
44	Distribution	Partial	
45	South Miami Heights	Partial	
46	Carol City	Partial	
47	36 Street	Partial	
		Total	\$1,159,719

* Partial closure indicates that some functions in the building must continue to operate.

(60)