

# Memorandum



**Date:** December 6, 2011

**To:** Honorable Chairman Joe A. Martinez  
and Members, Board of County Commissioners

**From:** Carlos A. Gimenez  
Mayor 

**Subject:** Recommendation to Reject Proposals Received for Head Start Program Services  
Pool and Waive Bid Protest Procedures

Agenda Item No. 9(A)(1)

Resolution R-1080-11

## RECOMMENDATION

It is recommended that the Board of County Commissioners (BCC) approve the rejection of all proposals received for the Head Start Program Services Pool for the Community Action & Human Services Department. It is further recommended that the Board approve the waiver of bid protest procedures contained in Section 2-8.4 of the Miami-Dade County Code, by a two-third (2/3) vote of the Board Members present.

**RFQ NUMBER:** 760

**RFQ TITLE:** Head Start Program Services Pool

**TERM:** Three years with two, three-year options-to-renew

**APPROVAL TO ADVERTISE:** February 1, 2011

**METHOD OF AWARD:** To pre-qualify responsive and responsible proposers for participation in a pool. Vendors in the pool would receive assignments based on the target geographic area(s) served and the services provided (Head Start and/or Early Head Start).

**PREVIOUS CONTRACT AMOUNT:** \$27.6 Million for Program Year 2010-2011 for currently delegated slots.

**CONTRACT AMOUNT:** \$81.6 Million estimated for initial three Program years, depending upon federal funding, which is awarded on a yearly basis.

## **REASON FOR REJECTION:**

The County issued a Request for Qualifications (RFQ) to solicit qualifications to establish a Head Start Program Services Pool for the period commencing August 1, 2011 and ending July 31, 2012 for slots managed by delegate agencies. The selected pool members would provide Head Start services as defined by the U.S. Department of Health and Human Services (DHHS), and Miami-Dade County rules and guidelines. Approximately 4,000 children and their families are served by delegate agencies.

Nineteen proposals were received. While the Evaluation/Selection Committee evaluated the proposals, site visits were conducted at the proposed facilities for all responsive proposals. The site visits included verification of physical location, measuring of the square footage for the classrooms, and review of safety conditions. The Community Action & Human Services and Internal Services Department staff completed the site visits for consideration in the Committee's recommendation. The proposals were

evaluated, rated and ranked by the Committee. The County held negotiations with the 15 recommended firms. The procurement process was on target for an award recommendation to be presented for approval. During the negotiations phase, multiple firms raised concerns regarding the County's measurements of the proposed child care facilities to determine the maximum number of children that could be served, in accordance with DHHS guidelines. Head Start Program Performance Standard 1304.53(a)(5) mandates that centers have at least 35 square feet of usable indoor space per child available for the care and use of the children, exclusive of bathrooms, halls, kitchen, staff rooms, and storages places. The firms also raised concerns about the amount of funding per child that the County was able to offer. These issues were reviewed and appropriately considered.

The pool was to be awarded by the BCC in order for the Community Action & Human Services Department to prepare and submit their Head Start Program Grant Funding Application by May 1, 2011 to DHHS. The Head Start Program operates on a policy of shared governance between the Board of County Commissioners and the Head Start Program Policy Council. DHHS requires the concurrence of the Policy Council and Governing Body, and affords an appeals process prior to the selection of delegate agencies for the Head Start Program. The Community Action Agency Board is an advisory board to the BCC under the County structure, which advises the Board on the Head Start Program. Under the procedures outlined in 45 CFR 1303.20, the federal government makes the final determination on award recommendations, and its decision is binding. The appeals process for any disagreement would have to be completed prior to making a contract award. It was determined that the exhaustion of the appeals process and the concurrence of the Boards and Council for an award would require additional time. The Board approved the submission of a refunding application to secure Head Start Program funding for Program Year 2011-2012 by authorizing an extension of the existing delegate agency contracts for one additional year.

A new expanded scope of services and process for review and evaluation of applications is being developed by the Community Action & Human Services Department for delegation of all slots, in accordance with Resolution No. R-591-11, as approved by the Board on July 14, 2011. On September 22, 2011, at the second Budget Meeting, the Board "committed to implement a plan that will ensure that the number of children served by Head Start remains the same for this school year with no additional general fund subsidy for FY2011-12 beyond the required match already included in the budget. Any position adjustments necessary to maintain slots until full delegation will be made. This process will require employee salary concessions for the FY 2011-12, which we anticipate will be negotiated as a separate MOU. Additionally, a plan to delegate County-operated slots will be reported to the Board as noted in resolution R-591-11. Staff will communicate this process, by October 2011, directly to the Department of Health and Human Services as we prepare for the FY 2012-13 school year." Please see attached September 22, 2011 Second Budget Hearing changes memorandum Exhibit 1. It is therefore recommended that all proposals be rejected. A waiver of the bid protest procedures is also recommended to avoid a delay in rejecting this item, as there is no value to a proposer to request a review of a competitive process resulting in a rejection related to a Board decision to restructure the Head Start Program.

**USING/MANAGING AGENCY  
 AND FUNDING SOURCE:**

Department	Allocation	Funding Source	Contract Manager
Community Action and Human Services Department	\$ 81,600,000	U. S. Department of Health and Human Services Federal Grant Funds	Jane McQueen
<b>Total</b>	\$ 81,600,000		

**PROCUREMENT CONTRACTING  
 OFFICER:**

Maria Carballeira

**VENDORS RECOMMENDED  
 FOR AWARD:**

None

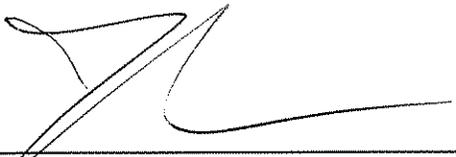
**VENDORS NOT  
 RECOMMENDED FOR AWARD  
 AS A RESULT OF THIS PROCESS:**

- Allapattah Community Action, Inc.
- Catholic Charities of the Archdiocese of Miami, Inc.
- Centro Mater Child Care Services, Inc.
- Chinto Martial Arts, Inc.
- Easter Seals South Florida, Inc.
- Friends of Lubaviteh of FL, Inc. *dba* Landow Yeshiva
- Haitian Youth & Community Center
- Homestead Christian Academy
- KIDCO Child Care, Inc.
- Le Jardin Community Center, Inc.
- Lincoln-Marti Community Agency, Inc.
- Llirra' O, Inc. *dba* O'Farrill Learning Center
- One World Learning Center, Inc.
- Our Child Care, Inc. *dba* Our Little Ones
- Paradise Christian School and Development Center, Inc.
- St. Alban's Day Nursery, Inc.
- The Family Christian Association of America, Inc.

United Way of Miami-Dade  
YWCA of Greater Miami-Dade, Inc.

- CONTRACT MEASURES:** No measures due to federal funding.
- LIVING WAGE:** The services being provided are not covered under the Living Wage Ordinance.
- USER ACCESS PROGRAM:** This contract does not include the 2% User Access Program provision. Federal funds are being used; the User Access Program provision does not apply.
- LOCAL PREFERENCE:** The Local Preference was not applicable.

Attachment



Deputy Mayor



# MEMORANDUM

(Revised)

**TO:** Honorable Chairman Joe A. Martinez  
and Members, Board of County Commissioners

**DATE:** December 6, 2011

**FROM:** R. A. Cuevas, Jr.  
County Attorney

**SUBJECT:** Agenda Item No. 9(A) (1)

Please note any items checked.

- "3-Day Rule" for committees applicable if raised
- 6 weeks required between first reading and public hearing
- 4 weeks notification to municipal officials required prior to public hearing
- Decreases revenues or increases expenditures without balancing budget
- Budget required
- Statement of fiscal impact required
- Ordinance creating a new board requires detailed County Manager's report for public hearing
- No committee review
- Applicable legislation requires more than a majority vote (i.e., 2/3's , 3/5's , unanimous ) to approve
- Current information regarding funding source, index code and available balance, and available capacity (if debt is contemplated) required

Approved \_\_\_\_\_ Mayor  
Veto \_\_\_\_\_  
Override \_\_\_\_\_

Agenda Item No. 9(A) (1)  
12-6-11

RESOLUTION NO. R-1080-11

RESOLUTION AUTHORIZING THE COUNTY MAYOR OR COUNTY MAYOR'S DESIGNEE TO REJECT PROPOSALS RECEIVED FOR THE REQUEST FOR QUALIFICATIONS FOR THE HEAD START SERVICES PROGRAM POOL AND WAIVING THE REQUIREMENTS OF SECTION 2-8.4 OF THE MIAMI-DADE COUNTY CODE, PERTAINING TO BID PROTESTS, BY A TWO-THIRD VOTE OF THE BOARD MEMBERS PRESENT RFQ NO. 760

WHEREAS, this Board desires to accomplish the purposes outlined in the accompanying memorandum, a copy of which is incorporated herein by reference,

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF MIAMI-DADE COUNTY, FLORIDA, that this Board approves the rejection of proposals received for Request for Qualifications No. 760 for the Head Start Program Services Pool and furthermore, this Board waives procedures contained in Section 2-8.4 of the Miami-Dade County Code, pertaining to bid protests, by a two-third (2/3) vote of the Board members present.

The foregoing resolution was offered by Commissioner **Barbara J. Jordan**, who moved its adoption. The motion was seconded by Commissioner **Rebeca Sosa** and upon being put to a vote, the vote was as follows:

Joe A. Martinez, Chairman	aye		
Audrey M. Edmonson, Vice Chairwoman	aye		
Bruno A. Barreiro	aye	Lynda Bell	aye
Esteban L. Bovo, Jr.	aye	Jose "Pepe" Diaz	aye
Sally A. Heyman	aye	Barbara J. Jordan	aye
Jean Monestime	aye	Dennis C. Moss	aye
Rebeca Sosa	aye	Sen. Javier D. Souto	aye
Xavier L. Suarez	absent		

The Chairperson thereupon declared the resolution duly passed and adopted this 6<sup>th</sup> day of December, 2011. This resolution shall become effective ten (10) days after the date of its adoption unless vetoed by the Mayor, and if vetoed, shall become effective only upon an override by this Board.

MIAMI-DADE COUNTY, FLORIDA  
BY ITS BOARD OF  
COUNTY COMMISSIONERS



HARVEY RUVIN, CLERK

By: **Christopher Agrippa**  
Deputy Clerk

Approved by County Attorney as  
to form and legal sufficiency.

A handwritten signature in cursive script, appearing to read "ER", is written over a horizontal line.

Estephanie S. Resnik

# Memorandum



**Date:** September 22, 2011

**To:** Honorable Chairman Joe A. Martinez  
and Members, Board of County Commissioners

**From:** Carlos A. Gimenez  
Mayor 

**Subject:** Information for Second Budget Hearing – FY 2011-12 Proposed Budget

This memorandum accompanies the FY 2011-12 Budget Ordinances for your consideration at the Second Budget Hearing on September 22, 2011. This document provides information requested and details all adjustments necessary from what was included in the FY 2011-12 Proposed Budget and any actions taken by the Board of County Commissioners at the September 8, 2011 First Budget Hearing, as well as making recommendations for other adjustments for your consideration. The total value of new allocations contained in this document is \$17.436 million.

During the First Budget Hearing on September 8, 2011, the Board of County Commissioners (BCC) approved the following tentative millage rates: Countywide 4.8050, Unincorporated Municipal Services Area 2.0083, Fire Rescue Service District 2.4496, and Library System 0.1795 mills. At these millage rates, the Proposed Budget is funded and the adjustments included in this memorandum may be supported. Because the budget ordinances were adopted at first reading as amended by the first change memorandum, but without approval of my proposed reorganization, the interlineated ordinance schedules for agenda items B, D, and F reflect the Proposed Budget as amended. Adjustments described in this memorandum are described as part of the original organization. However, as noted, some of these adjustments will be possible only through the reorganization.

I have met with all of you and discussed my proposed reorganization of County government. I am confident that by realigning County functions we can provide more efficient government services and maximize our resources to preserve core County services to our community. Attachment A details the tables of organization (TOs) presented to you during the first budget hearing adjusted for changes that occurred during the first budget hearing including the transfer of funding and positions of Agenda Coordination to the Board of County Commissioners. To recognize the importance of the resident-focused services provided by the current Public Works and Solid Waste Management departments, the new department will be called Public Works and Waste Management. Attachment B illustrates the TOs if the reorganization is not adopted by the Board. As stated before, I recommend any savings generated by these reorganizations be used to support services in FY 2012-13. The final adopted budget documents will reflect performance data and anticipated results based on the resource allocation by department. If the Board funds the departments consistent with my organization plan, the final adopted ordinances will include language amending, waiving or rescinding, if necessary, various chapters of the Code of Miami-Dade County, Florida, and creating Section 1-4.3 of the Code of Miami-Dade County, Florida to conform the Code, applicable implementing orders and other legislative enactments to the County's Fiscal Year 2011-12 adopted budget as it relates to various administrative departments and delegations of commission authority, power, and responsibility associated therewith necessary to implement the proposed reorganization.

Technical changes and adjustments, corrections of scriveners' errors, corrections of appropriation posting errors, and current estimates of grants for agencies and departments are also included. Cash carryover for proprietary funds has been adjusted where appropriate. Amendments to various code requirements, and/or resolutions are recommended including waiving Section 2-1799(e) related to the disposition of unexpended commission district office budgets.

The following table details the operating adjustments described in the paragraphs below.

**Operating Adjustments**  
(\$ in 000's)

Description of Adjustments	CW	UMSA	Proprietary	Total
Additional Carryover - Corrections and Rehabilitation	\$3,000	\$0	\$0	\$3,000
Carryover - Board of County Commissioners	(873)	(323)	-	(1,196)
Additional Utility Tax Revenue	-	600	-	600
Additional Carryover - Mayor's Office	620	230	-	850
Tourist Development Administrative Reimbursement True-Up	154	-	-	154
Additional Carryover - Inmate Welfare Trust Fund	-	-	279	279
Additional Carryover - Corrections and Rehabilitation (Fund 110)	-	-	700	700
Additional Grant Revenue - Emergency Management	-	-	199	199
Reduction of Grant and Fees Revenue- Public Housing Agency	-	-	(12,850)	(12,850)
Port of Miami Reduction of Transfer (Promotional Funds)	-	-	365	365
Community Information and Outreach - Operating Expenditures	(375)	-	-	(375)
Corrections and Rehabilitation - Operating Expenditures	(3,000)	-	(700)	(3,700)
11th Judicial Circuit - Criminal Mental Health Project	-	-	(279)	(279)
11th Judicial Circuit - YWCA Court Care Program	(180)	-	-	(180)
Emergency Management Operating Expenditures	(20)	-	(199)	(219)
Fire Rescue - Operating Expenditures	(728)	-	-	(728)
Port of Miami - Maintenance Reserve	-	-	(365)	(365)
Public Housing Agency - Operating Reserves	-	-	12,850	12,850
Public Health Trust - Maintenance of Effort	(362)	-	-	(362)
Public Works - Operating Expenditures	(147)	(210)	-	(357)
Seniors First Trust Fund	(620)	(230)	-	(850)
Small Business Development - Operating Expenditures	(117)	-	-	(117)
Miami International Agriculture and Cattle Show	(150)	-	-	(440)
Tree Canopy	-	(290)	-	(290)
Non-Departmental - General Government CBOs, Mom and Pop Program, and In-kind Reserve	(982)	(315)	-	(1,297)
Non-Departmental - Wage, Separation, and Energy Reserve	3,762	538	-	4,300
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**PROPRIETARY AND OTHER REVENUE ADJUSTMENTS**

**Building and Neighborhood Compliance**

At the September 20, 2011 Committee of the Whole meeting several Commissioners stated concerns regarding the elimination of 21 code enforcement officers. I recommend that no code enforcement officers be laid off and that the funding to support these positions be identified through savings derived through the proposed reorganization of the Permitting, Environment and Regulatory Affairs Department and the additional revenues generated by the enforcement activities. If necessary, a mid-year budget amendment will be presented to the Board to recognize any additional revenue.

**Office of Economic Development and International Trade**

At the first budget hearing, the Board requested that Port of Miami promotional funds allocated to support Economic Development and International Trade (OEDIT) activities be eliminated. As a result, the OEDIT budget will be reduced by \$365,000 and placed in the Port of Miami Reserve Maintenance Fund. The impact of this reduction will be mitigated through the implementation of efficiencies as a result of the proposed reorganization of the Sustainability, Planning and Economic Enhancement Department.

**Office of Emergency Management**

Subsequent to the first budget hearing, the Department received a higher than projected federal Emergency Management Performance Grant and Florida Power and Light authorized the modification of existing funds that will allow the reinstatement of two Bureau Manager positions (\$199,000 grant, and \$20,000 in General Fund match). Under the proposed reorganization, this will be part of the Fire Rescue Department.

**Public Housing Agency**

As a result of an adjustment to the federal housing subsidy, the Public Housing Agency budget requires a reduction of \$12 million in federal funds for the Section 8 Housing Choice Voucher program. This reduction will be reflected as part of the Housing Assistance Payment revenues through reduced subsidy payment to landlords that participate in the program. An additional reduction of \$850,000 in Section 8 Administrative Fees will be reflected as a reduction to the department's reserves. Under the proposed reorganization, this will be part of the Public Housing and Community Development Department.

**GENERAL FUND ADJUSTMENTS**

Additional general fund carryover, resulting from better than expected utility tax revenue collections in the current year, and lower than budgeted operational expenditures in the Corrections and Rehabilitation Department, has been identified to support the programs and activities described below. A reconciliation of revenue that should have been transferred to the general fund from the administrative allocation of Tourist Development Surtax revenues identified \$154,000 to be transferred in the current year. The general fund carryover has also been adjusted to reflect current year savings in the Office of the Mayor (\$850,000) which will be utilized to create a Seniors First Trust Fund to support services to seniors in our community. Adjustments have been made for the revised BCC carryover balance into FY 2011-12, which was reduced by \$1.196 million from original projections. Further requirements for general fund supported programs are provided through adjustments to the Wages, Separation, and Energy Reserve.

**Community-based Organizations (CBOs)**

During the first budget hearing concerns were raised regarding reduced funding to the Mom and Pop program. Promoting small businesses and job retention and growth is one of my top priorities. Therefore, I am recommending that \$464,000 of additional funding be provided to the Mom and Pop program which will bring its FY 2011-12 funding to 90 percent of the previous year's allocation.

In addition, upon further review of the CBO allocation list, it was found that eight additional organizations were inadvertently misclassified. These adjustments require that the general fund subsidy that supports CBO allocations be increased by \$683,000 which brings the total FY 2011-12 CBO allocations to \$18.832 million. Attachment C provides a revised listing of CBO funding recommendations. Attachment D details the cultural grant allocations for FY 2011-12.

**Corrections and Rehabilitation**

As a result of concerns brought up by the community and the judiciary, the Miami-Dade Corrections and Rehabilitation Department will be reinstating the Boot Camp Program (BCP) (\$3.7 million), and reinstating 18 positions. Certain staffing modifications will allow us to deliver the same level of service at reduced costs without impacting the effectiveness of the program.

Phase 1, which is the intensive regimented boot camp style instruction, will not have reductions in staffing or operating procedures. Phase 2, which focuses on preparation for employment, life skills, job interviews, job referrals via South Florida Workforce and/or educational/vocational training for better qualifications and Phase 3, which focuses on after care supervision, will also be restored. However, some of the staff associated with these phases will be shared with other functions in the department which will allow for efficiencies in the allocation of resources. Specifically, Correctional Officers will have expanded responsibilities in supervising the BCP and Monitored Release Program participants, as well as court liaison responsibilities.

Funding for the BCP will be provided from lower than budgeted operational expenses in FY 2010-11 associated primarily with a lower than budgeted inmate population (\$3 million) and higher than anticipated carryover from FY 2009-10 in Fund 110 (\$700,000). Revenues in Fund 110 include revenues generated by Jail Commissary sales, food catering, house arrest, inmate work program, and subsistence fees, as well as Second Dollar Funds for staff training. The Department utilizes these funds to pay for the operation of the Jail Commissary, Monitored Release Program, Inmate Industry, law enforcement training, other operational expenses associated with inmate housing, and transfers to the Inmate Welfare Trust (Fund 600). This funding may also be used to support the BCP.

#### **Administrative Office of the Courts**

At the request of representatives of the Eleventh Judicial Circuit, funding to make up for reduced grants for the Court Care Program currently managed by the YWCA will be provided. An agreement will be administratively executed with the YWCA to support continuing operations, once approved for legal sufficiency (\$180,000).

The continuation of the Eleventh Judicial Circuit Criminal Mental Health Project (CMHP) will be supported with funds from the Inmate Welfare Trust Program (\$279,000). These funds which are governed by Florida Statute 951.23 require that all proceeds must be used solely for the welfare of inmates. The CMHP was established to divert individuals with mental illnesses who are involved in or at risk of becoming involved in the justice system into more appropriate community-based treatment and support services. Stakeholders involved in this collaborative effort include the Court, the State Attorney's Office, the Public Defender's Office, Corrections and Rehabilitation, local law enforcement agencies, the Florida Department of Children and Families, South Florida Behavioral Health Network, Jackson Health Systems, community-based treatment and service providers, and the Miami-Dade County Homeless Trust. In 2008, Miami-Dade County was awarded a three-year \$1 million grant by the State of Florida to expand the CMHPs services to individuals with serious mental illnesses who are arrested and charged with less serious felony offenses. Grant funding ended earlier in FY 2010-11, with partial year continuation funding provided. This allocation will allow for program continuation.

#### **Fire Rescue**

As a result of innovative operational reviews, it will be possible to continue providing fire boat services at both the Port of Miami (Fire Boat 1) and Haulover Beach (Fire Boat 2) stations. Both fire boats will be tendered and manned by staff assigned to Stations 21 and 39, respectively. To support any fire boat calls that occur outside of the Fire District, \$500,000 will be set aside from the countywide general fund.

In addition, the department is reinstating funding for one Ocean Rescue Lifeguard position and part-time hours (\$228,000). These additional resources, supported by the countywide general fund, will allow more operational flexibility when providing coverage at Haulover Beach and Crandon Park locations.

#### **Community Information and Outreach**

At the first budget hearing, the BCC recommended that one full-time photographer position be restored to Community Information and Outreach to provide additional photographic coverage of County events. This position will be supported through personnel savings within the Department as a result of positions

that were filled at a lower rate than budgeted. Also, as requested by the Board, \$375,000 in general fund revenues will be allocated to support advertising in community periodicals.

#### **Jackson Health System**

As a result of these adjustments to the countywide general fund revenue, the Jackson Health System maintenance of effort payment for FY 2011-12 will be increased by \$344,000.

#### **Public Works**

As I have said, how our community looks is an important aspect of its attractiveness and livability. With additional UMMA general fund revenues, I recommend that one roadway contract landscape maintenance and litter clean-up cycle be restored to the Right of Way Assets and Aesthetics Management Division increasing the cycles to 12 per year from the proposed 11 per year (one position, \$210,000 General Fund). The additional cycle will help reduce litter and control overgrown vegetation on the County's medians. Furthermore, it is recommended that the Tree Canopy Restoration project be reinstated with \$290,000 of Capital Outlay Reserve funding. The project will plant an additional 966 trees, which bring us closer to the 30 percent tree canopy coverage throughout the County as stipulated in the BCC approved Street Tree Master Plan. The requested funding increase will also contribute to the ongoing "Million Trees Miami" initiative. In addition, funding will be incorporated to fund the Community Image Advisory Board Manager, to continue the coordination of beautification projects through the County, specifically on gateway corridors. Funding will be provided by the countywide general fund (\$147,000). This function is transferred to the Parks, Recreation and Open Spaces Department under the proposed reorganization.

#### **Small Business Development**

As a result of concerns raised during the first budget hearing, it is recommended that one Special Projects Administrator position be reinstated to continue the Wage Theft recovery function (\$117,000). Funding will be provided by the countywide general fund. As part of the proposed reorganization this function will be part of the Sustainability, Planning and Economic Enhancement Department.

#### **Head Start**

We have reviewed all processes linked to the current Head Start program model. Issues with the open request for qualifications for delegate agencies may require us to recommend its rejection. If so, a new request for applications will be developed. We remain committed to implement a plan that will ensure that the number of children served by Head Start remains the same for this school year with no additional general fund subsidy for FY 2011-12 beyond the required match already included in the budget. Any position adjustments necessary to maintain slots until full delegation will be made. This process will require employee salary concessions for the FY 2011-12, which we anticipate will be negotiated as a separate MOU.

Additionally, a plan to delegate County-operated slots will be reported to the Board as noted in resolution R-591-11. Staff will communicate this process, by October 2012, directly to the Department of Health and Human Services as we prepare for the FY 2012-13 school year.

#### **Other Allocations**

In recognizing the importance of the Miami International Agriculture and Cattle Show and its impacts on the local economy, it is recommended that \$150,000 be allocated for the cattle show. It is also recommended that \$150,000 be allocated to fund an In-Kind Reserve to provide in-kind County services for events sponsored by not-for-profits to benefit the community.

## **CAPITAL BUDGET/CAPITAL IMPROVEMENT PLAN (CIP) UPDATES**

### **Building Better Communities Bond Program**

The appropriation schedules for the BBC GOB Program's municipal projects were updated to reflect expenditures that were expected to be incurred in FY 2010-11 but are now anticipated to occur in FY 2011-12. These adjustments did not increase the overall appropriation of the projects. In March 2011 the Board adopted Resolution No. R-134-11, which among other things, listed the projects eligible for funding from the Series 2011 Bonds. That project list assumed adoption of a 0.445 millage rate in FY 2011-12, as well as a 45 month financing plan for the BBC GOB Program, with funding for many projects timed to cash flow needs. As a result of the adoption of a 0.285 millage rate for FY 2011-12, the proposed appropriations and project financing timelines have been adjusted for those projects detailed in Attachment E. Resolution numbers R-954-10 (Project No. 93140), R-1144-10 (Project No. 984963), R-1145-10 (Site No. 76677), R-28-11 (Site 70633), R-54-11 (Project No. 115951) and R-55-11 (Project No. 115951) each as amended by Resolution No. R-134-11 must be further amended to provide that projects will be fully funded within the next 45 months in the amounts and fiscal years set forth in Attachment E. In addition, Resolution No. R-1133-10 as amended by Resolution No. R-134-11 (Project No. 932730) must be further amended to provide that the project will be fully funded by FY 2015-16 in the amounts and fiscal years set forth in Attachment E.

The Proposed Budget included an allocation of \$7.5 million for the Economic Development Fund, intended for the infrastructure work required for the Miami International Air Show. Because approvals for this show have been delayed, the funding may be reallocated for other projects. At Tuesday's meeting, the Board adopted agenda item 11A8, providing funding for the Villa Capri project (\$2 million) and agenda item 3025A accepting a grant to reimburse 50 percent of the expense associated with the purchase of development rights for agricultural lands (\$2.334 million to be spent in FY 2011-12). The project schedule will be updated for the West End Park project (\$286,000 million in FY 2011-12 and \$1.214 million in FY 2012-13). The balance will be available to begin the second phase of the Equestrian Center project (\$2.880 million). The Martin Luther King Business Center will be allocated \$1.231 million in FY 2011-12 which will be funded by using available proceeds from the following projects whose funding schedules have been adjusted (Project No. 114964 ADA Barrier Removal; Medical Examiner \$286,000; Project No. 673150 Bike Path \$700,000; and Project No. 931360 Miami Dade Auditorium \$245,000.) An additional \$2.269 million will be funded in FY 2012-13 from Project No. 9310040 Amelia Earhart Park to complete funding of this project.

There are a number of projects that have been identified to require funding in FY 2011-12 and FY 2012-13, including work at the Vizcaya Museum and Gardens, Cuban Museum, and HistoryMiami and other infrastructure projects. We will be working with these stakeholders to make sure that funding is identified as needed, once we have updated projections for available revenues in future years as the property tax roll values are estimated and the commercial paper program is implemented. In order to fund additional projects, another debt issuance must be planned, which will require a millage increase in future years.

### **PAY PLAN**

Attached to Item F is a Pay Plan which contains the existing rates of pay for bargaining unit employees. These rates are subject to change through the collective bargaining process. The Pay Plan reflects the adjustments implemented on July 1, 2011 to the non-bargaining unit employees under my purview as amended by my August 17, 2011 memorandum. It also contains updates that clarify Pay Plan language and provisions and 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.

Honorable Chairman Joe A. Martinez  
and Members, Board of County Commissioners  
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**POSITION ADJUSTMENTS**

In some instances, the above recommendations and correction of errors will adjust the number of positions in the FY 2011-12 Proposed Budget. The adjustments included in this memorandum increase the total number of recommended positions by 54 to 26,514. This is 1,139 positions less than authorized in FY 2010-11, more than 500 of which are vacant.

Attachments

mayor05211