

OFFICE OF THE COMMISSION AUDITOR

# **Committee of the Whole**

## **August 25, 2011**

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Miami-Dade Board of County Commissioners

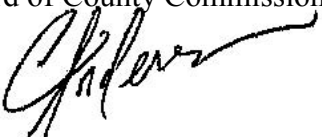
The report includes preliminary observations and information for the Miami-Dade FY 2011-12 Proposed Budget.



**BOARD OF COUNTY COMMISSIONERS  
OFFICE OF THE COMMISSION AUDITOR**

**M E M O R A N D U M**

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

**FROM:** Charles Anderson  
Commission Auditor 

**DATE:** August 23, 2011

**SUBJECT: Committee of the Whole Workshop**

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To assist the Board of County Commissioners (BCC) at the upcoming budget hearings, the Office of the Commission Auditor (OCA) has prepared this detailed report with preliminary observations and information for the Miami-Dade County FY 2011-12 Proposed Budget.

The report is divided into nine (9) categories as follows:

- I. Alternatives to Close the Budget Gap for FY 2011-12
- II. General Fund Revenues
- III. Emergency Contingency Reserve
- IV. General Fund Support for Operating Expenditures
- V. Current Wage Distribution by Bargaining Unit
- VI. Service Impacts from Proposed Budget Reductions
- VII. Rent Analysis
- VIII. Reference Tables and Charts
- IX. Forecasted Bargaining Unit Savings from Proposed Concessions

Special thanks to OMB for the information provided and their assistance in this matter. Should you require additional information, feel free to contact me at (305) 375-2524.

c: Honorable Carlos Gimenez, Mayor  
Ed Marquez, Deputy Mayor  
R.A. Cuevas, County Attorney  
Christopher Mazzella, Inspector General  
Jennifer Moon, Director, Office of Management & Budget  
Christopher Agrippa, Division Chief, Clerk of the Board

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## **I. ALTERNATIVES TO CLOSE THE BUDGET GAP FOR FY 2011-12**

For the second year in a row Miami-Dade County Government has faced a budget gap of more than \$400 million, and with the Proposed FY 2011-12 Budget will have reduced the operating budget by more than \$521 million in a four year period. Because of the small window of opportunity the Mayor had to develop a sound strategy for eliminating the deficit, detailed information for analysis by the Office of the Commission Auditor was limited as compared to prior budget years. However, we offer additional alternatives in Attachment 1 to close the budget deficit.

# ATTACHMENT 1

## ALTERNATIVES TO CLOSE THE FY 2011-12 BUDGET GAP

REVENUE/EXPENDITURE SOURCE	REALLOCATION	DESCRIPTION
Position Vacancies	\$27,500,000 or portion thereof	Proposed budget lists an estimated 500 vacancies to be deleted. The LTVR for the 3 <sup>rd</sup> Quarter shows 1,630 vacancies which leaves 1,130 vacancies to be budgeted for FY 2011-12. Of the 1,130 vacancies it's estimated that 38%, or 429 are General Fund supported. LTVR indicates the average value of a current County vacancy is est. at \$64,000. (429 X \$64,000) = \$27.5 million. <i>Note: the total available vacancies may not be accurately calculated at this point as a result of laid off employees filling budgeted vacancies</i>
FY 2010-11 unallocated General Fund cash carryover	\$26,322,000	This is a reserve for service impacts and is not allocated for a specific purpose
Non-Departmental Funds	\$5,000,000	Contingency Reserves not used in FY 2009-10, and not tied to a specific reserve amount
Overtime for Elections and Police	\$4,000,000	Elections - reduce overtime by temporarily assigning, on a rotating basis, non-bargaining unit employees to meet Department requirements during peak election periods Police – Reduce overtime to 95% of FY 2010-11 Budget through additional efficiencies in the assignment of court time
Head Start Program	Requires analysis of Administrative Cost	Under Mayor's proposal the County Head Start Program (Program) may not have enough Federal funding to administer the Program for FY 2011-12 (15% of total funding + In-kind). A solution may be to complete an analysis of administrative cost, including in-kind, to determine compliance with Federal guidelines. This may result in a reduction to administrative cost; however the County may be able retain the current program
Tax Increment Financing	\$3,376,000	\$826,000 of recalculated TIF is currently proposed to restore the Co-operative Extension, leaving \$2.550 million remaining in reserves. These reserves will address any delays in implementation of employee labor concessions
Capital Outlay Reserve Fund	\$1,050,000	MDPD Civil Process Automation Project #328610. This project replaces an existing automated system and could possibly be delayed for one year
Master Property Insurance Program	\$278,374	6% General Fund savings from the Master Property Insurance Program as per 08-08-11 Mayor's memo

## **II. FY 2011-12 GENERAL FUND REVENUES**

### General Fund Revenues

The Office of the Commission Auditor along with the Finance Department and the Office of Management and Budget (OMB), held two Revenue Estimating Conferences during FY 2010-11 (February 4 and May 18, 2011). In each of the conferences, estimates were discussed and adjusted accordingly. We have prepared an historical General Fund Revenue Summary from FY08-09 through Proposed FY11-12 with a comparison between the FY 2010-11 and the FY 2011-12 Proposed Budget (Attachment 2). Overall, the General Fund is \$124.121 million (7.4%) less in FY 2011-12 than in FY 2010-11, indicating further deterioration of this particular revenue stream.

General Fund Revenue is allocated to designated departments and to non-departmental expenditures. In the FY 2011-12 Proposed Budget, the departments are allocated \$1.407 billion and Non-Departmental Expenditures are allocated \$157.289 million. Non-departmental Expenditures are funded by General Fund Revenue Sources, such as: Property Tax, Administrative Reimbursements, State of Florida Sales Tax, Fuel Taxes, County Revenue Sharing, Municipal Revenue Sharing, and cash carryover.

The proposed non-department expenditure of \$157.289 million is for expenses not allocated within a given department's budget and reserves. Reserves within non-departmental expenditures include but not limited to: Contingency Reserve \$5 million, Tax Equalization Reserve \$4.92 million, Wage Adjustment, FRS, Separation and Energy Reserve \$24.703 million. Additionally, non-departmental expenditures allocation includes \$4.7 million for Save Our Seniors Homeowners Relief Fund.

### Cash Carryover

The Proposed Budget FY 2011-12 allocates \$108.195 million as General Fund carryover under Countywide/Unincorporated Municipal Service Area General Revenue. The high proposed carryover is attributed in part to FRS savings, employee concessions from the non-bargaining employees, and the implementation of the three percent savings plan in FY10-11. Year-end FY 2009-10 actual General Fund carryover was \$83.727 million in comparison to the adopted \$21.331 million. As a result of this higher carryover into FY10-11, it is important to note that \$36.014 million of unallocated carryover has been earmarked to be used as illustrated (Attachment 3).

## **II. FY 2011-12 GENERAL FUND REVENUES (cont.)**

### **Administrative Reimbursement**

Collection for administrative fees is an additional source of General Fund revenue. Proprietary departments such as Aviation, Water and Sewer, Solid Waste Management, etc., pay this fee for the use of centralized services. For example, the Finance Department may provide bond administration services or the Human Resources Department may provide personnel services to the proprietary departments. If the proprietary departments were authorities, the centralized services would either be contracted out or additional staff could be hired to perform the functions. Consequently, the County assesses a fee to execute these types of services. .

The administrative reimbursement fee percentage is 2.35% (page 67, Proposed Budget FY 2011-12). The administrative reimbursement amount charged to the proprietary departments totals \$42.712 million, as stated in the Proposed Budget FY 2011-12. A spreadsheet detailing prior years reimbursement and the proposed fee for each County Department is provided for your review (Attachment 4).

Historically, administrative reimbursement rate in FY 2008-09, FY 2009-10, FY 2010-11 was 3.2%, 3.4%, 3.61%, respectively. The slow increase in administrative reimbursement is duly noted, and should be monitored for future years. The proposed administrative reimbursement amount declined from the FY 2010-11 adopted budget in proportion to the reduced proposed departmental budget allocations.

**ATTACHMENT 2  
GENERAL FUND REVENUE SOURCES**

REVENUE SOURCES	Adopted Budget  2008-09	Adopted Budget  2009-10	Adopted Budget  2010-11	Proposed Budget  2011-12	\$\$\$ Variance b/w Adopted FY10-11 and Proposed 2011-12	%%% Variance b/w Adopted FY10-11 and Proposed 2011-12
<b>TAXES</b>						
General Property Tax Roll	1,275,287	1,151,150	1,117,833	957,913	(159,920)	-16.7%
Utility Tax	65,273	66,798	63,574	71,005	7,431	10.5%
Communications Services Tax	48,355	43,796	37,963	41,760	3,797	9.1%
Franchise Fees (FPL)	51,799	52,407	50,533	35,352	(15,181)	-42.9%
Local Option Gas Tax (Local Option Six Cents)	43,500	40,667	39,535	39,944	409	1.0%
Ninth Cent Gas Tax (Local Option)	11,000	10,439	10,338	10,230	(108)	-1.1%
<b>Sub-Total</b>	<b>1,495,214</b>	<b>1,365,257</b>	<b>1,319,776</b>	<b>1,156,204</b>	<b>(163,572)</b>	
<b>BUSINESS TAXES</b>	<b>6,500</b>	<b>6,500</b>	<b>6,500</b>	<b>6,500</b>	<b>0</b>	<b>0.0%</b>
<b>INTERGOVERNMENTAL REVENUES</b>						
Local Gov't Half-Cent Sales Tax (State Sales)	121,548	112,179	102,249	120,458	18,209	15.1%
County Revenue Sharing	32,165	26,449	25,378	29,043	3,665	12.6%
Municipal Revenue Sharing	46,395	45,800	45,800	48,210	2,410	5.0%
State Gas Motor Fuels Tax	13,629	12,130	11,995	11,946	(49)	-0.4%
State Crime Lab Reimbursement	950	699	0	0	0	0.0%
Alcoholic Beverage License	851	851	851	946	95	10.0%
Secondary Roads	500	500	500	500	0	0.0%
Race Track Revenue	447	447	447	500	53	10.6%
State Insurance Agent License Fee	464	464	464	464	0	0.0%
<b>Sub-Total</b>	<b>216,949</b>	<b>199,519</b>	<b>187,684</b>	<b>212,067</b>	<b>24,383</b>	
<b>CHARGES FOR SERVICES</b>						
Sheriff and Police Fees	3,936	3,936	3,914	4,339	425	9.8%
Other	500	500	500	500	0	0.0%
<b>Sub-Total</b>	<b>4,436</b>	<b>4,436</b>	<b>4,414</b>	<b>4,839</b>	<b>425</b>	
<b>INTEREST INCOME</b>	<b>15,300</b>	<b>4,500</b>	<b>1,913</b>	<b>3,088</b>	<b>1,175</b>	<b>38.1%</b>
<b>OTHER</b>						
Administrative Reimbursement	48,045	49,470	47,363	42,713	(4,650)	-10.9%
Transfer from Emergency Contingency Reserve	0	58,544	0	0	0	0.0%
Miscellaneous (*)	1,575	2,141	9,672	5,221	(4,451)	-85.3%
<b>Sub-Total</b>	<b>49,620</b>	<b>110,155</b>	<b>57,035</b>	<b>47,934</b>	<b>(9,101)</b>	
<b>TRANSFERS</b>						
Water Utility Transfer	0	0	25,133	25,677	544	2.1%
User Access Program Revenues	0	0	2,443	0	(2,443)	100.0%
<b>Sub-Total</b>	<b>0</b>	<b>0</b>	<b>27,576</b>	<b>25,677</b>	<b>(1,899)</b>	
<b>CASH CARRYOVER</b>	<b>79,065</b>	<b>41,891</b>	<b>83,727</b>	<b>108,195</b>	<b>24,468</b>	<b>22.6%</b>
<b>TOTAL</b>	<b>1,867,084</b>	<b>1,732,258</b>	<b>1,688,625</b>	<b>1,564,504</b>	<b>(124,121)</b>	<b>-7.4%</b>

Source: Adopted/Proposed Budget Books

(\*) FY09-10 includes \$6.038m FPL audit settlement



**ATTACHMENT 3  
GENERAL FUND CASH CARRYOVER**

**GF.010.010**

(Dollars in thousands)

<b>FY 2010-11</b>
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GF Carryover (Adopted)

47,713

Carryover from FY09/10

83,727 (\*)

Unallocated Carryover

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**36,014**

**Uses of Unallocated Carryover**

BCC Carryover

3,976

Community Periodical Program

750

Save Our Seniors-Homeowners Relief Fund

4,685

Human Rights and Fair Employment Practices

106

Cultural Affairs (Miami Children's Museum)

175

Reserve for Service impacts

26,322

Total

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**36,014**

(\*) Source: FAMIS fiscal month 14, FY 2009-2010

**ATTACHMENT 4**  
**GENERAL FUND REVENUES**  
**ADMINISTRATIVE REIMBURSEMENTS**

<b>DEPARTMENT</b>	<b>Actual FY 05-06</b>	<b>Actual FY 06-07</b>	<b>Actual FY 07-08</b>	<b>Actual FY 08-09</b>	<b>Actual FY 09-10</b>	<b>Adopted FY 10-11</b>	<b>Proposed FY 11-12</b>
ARTS IN PUBLIC PLACES (CUA)	17,000	22,000	11,000	20,000	20,000	23,000	23,000
AVIATION	9,002,312	7,308,857	7,847,238	8,183,711	7,563,207	6,628,000	6,080,000
BLDG & NEIGHBORHOOD COMPLIANCE	1,024,000	1,233,000	1,224,000	747,000	751,000	928,000	900,000
BLDG CODE COMPLIANCE	361,000	428,000	395,000	406,000	383,000	0	0
CAPITAL IMPROVEMENT	0	0	147,000	158,000	169,000	112,000	100,000
CITIZENS' INDEP. TRANSPORTATION TRUST	0	0	0	0	0	68,000	0
CONSUMER SVC.	127,000	200,000	181,000	239,000	339,000	262,000	208,000
DERM	1,474,000	1,663,000	1,820,000	1,668,000	1,726,000	1,425,000	1,301,000
FIRE RESCUE	5,942,000	7,608,000	9,164,000	11,188,000	10,427,000	10,000,000	10,000,000
HOMELESS TRUST	36,000	47,000	55,000	56,000	56,000	49,000	56,000
HOUSING FINANCE AUTHORITY		0	0	0	0	57,000	52,000
IMPACT FEE- PZ	93,000	180,000	93,000	0	0	0	0
LIBRARY	1,471,000	2,286,000	2,462,000	2,861,000	2,861,000	2,192,000	1,753,000
PLANNING & ZONING	296,000	419,000	370,000	325,000	325,000	171,000	199,000
PROCUREMENT	0	0	327,000	346,000	414,000	318,000	400,000
PUBLIC HOUSING AGENCY	0	0	0	0	0	2,176,000	1,338,000
PUBLIC WORKS	0	0	0	0	0	1,237,000	0
PUBLIC WORKS(DORM)	0	0	205,000	507,000	507,000	0	481,000
PUBLIC WORKS (ENGINEER SVCS)	303,000	372,000	400,000	392,000	392,000	0	273,000
PUBLIC WORKS ( RICKENBACKER CSWY)	148,000	234,000	280,000	256,000	256,000	0	153,000
PUBLIC WORKS (SPEC TAX DISTRICT)	209,000	250,000	270,000	77,000	372,239	0	75,000
PARKS & RECR.	12,000	13,000	0	0	0	0	0
SEAPORT	1,315,000	1,800,000	1,900,000	2,000,000	2,200,000	2,192,000	2,500,000
SOLID WASTE MGT	4,196,000	4,347,000	4,788,000	4,701,000	5,289,000	4,717,000	4,157,000
TOURISM	398,135	835,000	907,536	372,495	93,977	317,000	317,000
VIZCAYA	78,000	0	0	0	0	0	0
WATER & SEWER	34,638,000	13,790,000	14,984,000	14,380,000	17,620,000	14,491,000	12,346,000
<b>Total</b>	<b>61,140,447</b>	<b>43,035,857</b>	<b>47,830,774</b>	<b>48,883,206</b>	<b>51,764,423</b>	<b>47,363,000</b>	<b>42,712,000</b>

Source - Actual Famis fiscal month 14 (less contribution to Contingency Reserves), Adopted FY10-11 and Proposed FY11-12 as per Budget Books

### **III. EMERGENCY CONTINGENCY RESERVE**

The FY 2011-12 Proposed Budget Countywide Emergency Contingency Reserve is \$51.892 million, an increase of \$500 thousand from FY 2010-11(\$51.392 million) resulting from an increase of interest earnings. According to the FY 2011-12 Proposed Budget, Volume 1, pg 27, the Countywide Emergency Contingency Reserve is 5.88 percent of the General Fund operating expenditure, and “by the end of FY 2011-12, the reserve is anticipated to have a balance of \$52 million.”

The Governing for Results Ordinance (Ord. No. 05-136), adopted by the Board of County Commissioners on July 2005, and subsequently amended by Ord. No. 07-45 on March 2007 provides that the Countywide Emergency Contingency Reserve is to be funded to an equivalent of 7% of the total countywide GF budget within 5 years of the adoption of said ordinance. Therefore, under Ord. No. 07-45, the 7% threshold must be reached by March 2012.

The Countywide Emergency Contingency Reserve historical fund summary (Attachment 5) illustrates the fluctuations of this fund over the past five fiscal years. This analysis shows that in FY09-10, \$58.5 million was transferred out of this reserve which then required contributions from proprietary funds in various departments to replenish the fund balance. Contributions by departments for FY09-10 and FY10-11 were in the amount of \$17.35m and \$18.818m, respectively. An itemized listing of contributions by departments is reflected in Attachment 6.

**ATTACHMENT 5**  
**Emergency Contingency Reserve Fund History**  
(\$ in thousands)

	Adopted FY06/07			Adopted FY07/08			Adopted FY08/09		
	Countywide	UMSA	Total	Countywide	UMSA	Total	Countywide	UMSA	Total
<b>REVENUE</b>									
Carryover	40,550	1,000	41,550	59,994	2,037	62,031	67,640	3,076	70,716
Transfer from Countywide General Fund	18,694	1,000	19,694	21,567	1,000	22,567	1,928	0	1,928
Transfer from Various Department									
Interest Earnings	1,900	48	1,948	2,400	81	2,481	1,515	69	1,584
<b>Subtotal</b>	<b>61,144</b>	<b>2,048</b>	<b>63,192</b>	<b>83,961</b>	<b>3,118</b>	<b>87,079</b>	<b>71,083</b>	<b>3,145</b>	<b>74,228</b>
<b>TRANSFER OUT</b>									
To support capital projects in the Capital Outlay Reserve									
To offset the liquidation of the receivable booked in anticipation of mitigation payments now terminated									
CW Millage Flat Rate									
To Transit - MOE									
<b>Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total</b>	<b>61,144</b>	<b>2,048</b>	<b>63,192</b>	<b>83,961</b>	<b>3,118</b>	<b>87,079</b>	<b>71,083</b>	<b>3,145</b>	<b>74,228</b>

	Actual FY06/07			Actual FY07/08			Actual FY08/09		
	Countywide	UMSA	Total	Countywide	UMSA	Total	Countywide	UMSA	Total
<b>FUND BALANCE</b>	<b>60,898</b>	<b>2,037</b>	<b>62,935</b>	<b>67,066</b>	<b>3,097</b>	<b>70,163</b>	<b>69,805</b>	<b>3,134</b>	<b>72,939</b>

	Adopted FY09/10			Adopted FY10/11			Proposed FY11/12		
	Countywide	UMSA	Total	Countywide	UMSA	Total	Countywide	UMSA	Total
<b>REVENUE</b>									
Carryover	70,000	3,137	73,137	33,772	0	33,772	0	0	51,892
Transfer from Countywide General Fund	0	0	0	0	0	0	0	0	0
Transfer from Various Department	17,350		17,350	18,818		18,818	0		0
Interest Earnings	1,750	79	1,829	500	0	500	0	0	0
<b>Subtotal</b>	<b>89,100</b>	<b>3,216</b>	<b>92,316</b>	<b>53,090</b>	<b>0</b>	<b>53,090</b>	<b>0</b>	<b>0</b>	<b>51,892</b>
<b>TRANSFER OUT</b>									
To support capital projects in the Capital Outlay Reserve	-21,674		-21,674						
To offset the liquidation of the receivable booked in anticipation of mitigation payments now terminated	-11,421	-3,216	-14,637						
CW Millage Flat Rate	-17,348		-17,348						
To Transit - MOE	-4,886		-4,886						
<b>Subtotal</b>	<b>-55,329</b>	<b>-3,216</b>	<b>-58,545</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total</b>	<b>33,771</b>	<b>0</b>	<b>33,771</b>	<b>53,090</b>	<b>0</b>	<b>53,090</b>	<b>0</b>	<b>0</b>	<b>51,892</b>

	Actual FY09/10			Projected FY10/11			Proposed FY11/12		
	Countywide	UMSA	Total	Countywide	UMSA	Total	Countywide	UMSA	Total
<b>FUND BALANCE</b>	<b>32,074</b>		<b>32,074</b>			<b>51,392</b>			<b>51,892</b>

(\*)

(\*)

(\*) Source - As per proposed FY11/12 Budget  
Adopted - As per Adopted Book  
Fund Balance - As per FAMIS fiscal month 14

**ATTACHMENT 6**  
**DEPARTMENTAL CONTRIBUTION TO EMERGENCY CONTINGENCY RESERVE**  
(\$ in thousands)

DEPARTMENT	FY 2009-2010	FY 2010-2011
Fire Rescue	4,122	\$4,891
Office of Capital Improvements	67	\$55
Consumer Services	130	\$128
Public Works	522	\$604
Environmental Resource Management	682	\$675
Building, Neighborhood and Code Compliance	448	\$454
Procurement Management	164	\$156
Library	1,131	\$1,072
Homeless Trust	22	\$24
Housing Finance Authority	0	\$28
Public Housing	0	\$1,064
Solid Waste Management	2,091	\$2,307
CITT	0	\$33
Cultural Affairs - Art in Public Places	8	\$11
Water and Sewer	6,965	\$7,087
Seaport	870	\$0
Tourist Tax and Surtax	0	\$146
Planning and Zoning	128	\$84
<b>TOTAL</b>	<b>17,350</b>	<b>\$18,818</b>

#### **IV. GENERAL FUND SUPPORT FOR OPERATING EXPENDITURES**

Overall the FY 2011-12 Proposed General Fund support of Departments' and Non-Departmental expenditures decreases over \$124 million (-\$108 million) in Countywide (CW) funding, and (-\$16 million) in Unincorporated Area (UMSA) funding (Attachment 7). Some highlights include:

##### COUNTYWIDE

- Corrections and Rehabilitation (-\$43.378 million), Park and Recreation (-\$11.661 million) and Police (-\$9.647 million) receive the greatest reductions.
- Total Capital Outlay Reserve (COR) expenditures from all strategic areas increase (\$13.705 million), Elections (\$6.53 million) and General Services Administration (GSA) (\$3.98 million) increase the most.

##### UMSA

- Police (-\$14.54 million), Building Neighborhood and Code Compliance (-\$2.267 million) and Non-Departmental expenditures (-\$2.904) decrease the most.
- Park and Recreation (\$6.598 million), GSA (\$2.744 million) and COR expenditures from all strategic areas (\$2 million) increase in UMSA expenses.

Other observations include:

- Transit overall GF support shows a net increase of \$3.519, due to the 3.5% required Maintenance of Effort
- Transit Metrorail GF support increase by \$16.746 million due to reduced fares and fees and an increase in contractual services
- Fire Rescue CW expenses decrease (-\$5.742 million) due to the elimination of the fire boats at Port of Miami and Haulover.

##### ADMINISTRATIVE ACTIVITIES

The table (Attachment 8) shows administrative activity type expenses and positions by department. These activities often correlate with internal services, such as vendor payments, procurement of supplies and informational requests, among others. Overall, the proposed budget reduces expenses associated with administrative functions by nearly \$25 million and 89 positions.

**ATTACHMENT 7**  
**GENERAL FUND SUPPORT FOR OPERATIONS**

Department by Primary Activity	Countywide General Fund		Unincorporated General Fund		Total GF Funding	
	10-11	11-12	10-11	11-12	10-11	11-12
<b>Strategic Area: Policy Formulation</b>						
<b>County Executive Offices</b>						
Administrative Support	629	677	209	251	838	928
Executive Office	4,385	3,408	1,463	1,260	5,848	4,668
Media Relations	494	204	164	75	658	279
<b>Department Total</b>	<b>5,508</b>	<b>4,289</b>	<b>1,836</b>	<b>1,586</b>	<b>7,344</b>	<b>5,875</b>
<b>Board of County Commissioners</b>						
Board of County Commissioners	10,542	7,726	3,514	2,858	14,056	10,584
Intergovernmental Affairs	880	582	293	215	1,173	797
Office of Commission Auditor	2,484	1,753	828	648	3,312	2,401
Office of the Chair	2,014	1,303	429	482	2,443	1,785
Support Staff	878	580	293	214	1,171	794
<b>Department Total</b>	<b>16,798</b>	<b>11,944</b>	<b>5,357</b>	<b>4,417</b>	<b>22,155</b>	<b>16,361</b>
<b>County Attorney's Office</b>						
Advising Departments	3,555	2,401	1,185	1,984	4,740	4,385
County Commission Support	2,661	2,329	887	862	3,548	3,191
Executive Office Support	684	667	228	247	912	914
Litigation	6,535	6,383	2,179	1,265	8,714	7,648
<b>Department Total</b>	<b>13,435</b>	<b>11,780</b>	<b>4,479</b>	<b>4,358</b>	<b>17,914</b>	<b>16,138</b>
<b>Policy Formulation Total</b>	<b>35,741</b>	<b>28,013</b>	<b>11,672</b>	<b>10,361</b>	<b>47,413</b>	<b>38,374</b>
<b>Strategic Area: Public Safety</b>						
<b>Corrections and Rehabilitation</b>						
Alternatives to Incarceration	8,282	7,688	0	0	8,282	7,688
Custody Services	180,599	173,279	0	0	180,599	173,279
Custody Support Services	82,050	51,511	0	0	82,050	51,511
Inmate Programs	1,332	1,123	0	0	1,332	1,123
Management Services	10,726	9,480	0	0	10,726	9,480
MDCR Office of The Director	10,730	9,866	0	0	10,730	9,866
Physical Plant Maintenance	12,585	10,549	0	0	12,585	10,549
Training	5,614	5,044	0	0	5,614	5,044
<b>Department Total</b>	<b>311,918</b>	<b>268,540</b>	<b>0</b>	<b>0</b>	<b>311,918</b>	<b>268,540</b>
<b>Emergency Management</b>						
Emergency Management	1,869	853	0	0	1,869	853
<b>Department Total</b>	<b>1,869</b>	<b>853</b>	<b>0</b>	<b>0</b>	<b>1,869</b>	<b>853</b>
<b>Fire Rescue</b>						
Administration	0	0	0	0	0	0
Support Services	0	0	0	0	0	0
Suppression and Rescue	29,236	23,494	0	0	29,236	23,494
Technical/Support Services	0	0	0	0	0	0
Training	0	0	0	0	0	0
<b>Department Total</b>	<b>29,236</b>	<b>23,494</b>	<b>0</b>	<b>0</b>	<b>29,236</b>	<b>23,494</b>
<b>Judicial Administration</b>						
Administrative Office of the Courts	11,606	11,151	0	0	11,606	11,151
Public Defender	2,866	3,025	0	0	2,866	3,025
State Attorney	5,985	6,117	0	0	5,985	6,117
<b>Department Total</b>	<b>20,457</b>	<b>20,293</b>	<b>0</b>	<b>0</b>	<b>20,457</b>	<b>20,293</b>

**ATTACHMENT 7**  
**GENERAL FUND SUPPORT FOR OPERATIONS**

Department by Primary Activity	Countywide General Fund		Unincorporated General Fund		Total GF Funding	
	10-11	11-12	10-11	11-12	10-11	11-12
<b>Juvenile Services</b>						
Care and Custody	2,550	2,100	0	0	2,550	2,100
Clinical Assessment & Diversion Services	1,325	1,691	0	0	1,325	1,691
Community Services	0	353	0	0	0	353
Guardian Ad Litem	771	570	0	0	771	570
Office of the Director	1,139	259	0	0	1,139	259
Operational Support	1,753	1,728	0	0	1,753	1,728
<b>Department Total</b>	<b>7,538</b>	<b>6,701</b>	<b>0</b>	<b>0</b>	<b>7,538</b>	<b>6,701</b>
<b>Law Library</b>						
Law Library	0	0	0	0	0	0
<b>Department Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Legal Aid</b>						
Legal Aid	1,417	1,588	0	0	1,417	1,588
<b>Department Total</b>	<b>1,417</b>	<b>1,588</b>	<b>0</b>	<b>0</b>	<b>1,417</b>	<b>1,588</b>
<b>Medical Examiner</b>						
Administration	1,523	1,735	0	0	1,523	1,735
Death Investigation	7,316	6,598	0	0	7,316	6,598
Public Internment Program	318	309	0	0	318	309
Special Services	0	0	0	0	0	0
<b>Department Total</b>	<b>9,157</b>	<b>8,642</b>	<b>0</b>	<b>0</b>	<b>9,157</b>	<b>8,642</b>
<b>Office of the Clerk</b>						
Clerk of the Board	2,088	1,278	0	0	2,088	1,278
County Clerk	0	0	0	0	0	0
County Recorder	0	0	0	0	0	0
Operational Support	1,485	1,424	0	0	1,485	1,424
Records Center	0	0	0	0	0	0
<b>Department Total</b>	<b>3,573</b>	<b>2,702</b>	<b>0</b>	<b>0</b>	<b>3,573</b>	<b>2,702</b>
<b>Police</b>						
Administration	1,326	1,121	3,094	2,615	4,420	3,736
Investigative Services	62,984	57,397	71,187	64,034	134,171	121,431
Police Services	15,365	13,980	181,453	175,859	196,818	189,839
Support Services	65,901	63,431	61,206	59,892	127,107	123,323
<b>Department Total</b>	<b>145,576</b>	<b>135,929</b>	<b>316,940</b>	<b>302,400</b>	<b>462,516</b>	<b>438,329</b>
Capital Outlay Reserve	1,074	5,688	0	1,200	1,074	6,888
<b>Non-Departmental</b>						
Public Safety	13,826	10,616	605	612	14,431	11,228
<b>Department Total</b>	<b>13,826</b>	<b>10,616</b>	<b>605</b>	<b>612</b>	<b>14,431</b>	<b>11,228</b>
<b>Public Safety Total</b>	<b>545,641</b>	<b>485,046</b>	<b>317,545</b>	<b>304,212</b>	<b>863,186</b>	<b>789,258</b>
<b>Strategic Area: Transportation</b>						
<b>Aviation</b>						
Administration	0	0	0	0	0	0
Aviation Planning, Land Use, and Grants	0	0	0	0	0	0
Business Retention and Development	0	0	0	0	0	0
Commercial Operations	0	0	0	0	0	0
Executive	0	0	0	0	0	0
Facilities Management	0	0	0	0	0	0
Finance and Strategy	0	0	0	0	0	0
Non-Departmental	0	0	0	0	0	0
Operations	0	0	0	0	0	0
Public Safety and Security	0	0	0	0	0	0
<b>Department Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



**ATTACHMENT 7**  
**GENERAL FUND SUPPORT FOR OPERATIONS**

Department by Primary Activity	Countywide General Fund		Unincorporated General Fund		Total GF Funding	
	10-11	11-12	10-11	11-12	10-11	11-12
<b>Office of the Citizens' Independent Transportation Trust</b>						
Office of the Citizens' Independent Transportation Trust	0	0	0	0	0	0
<b>Department Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Consumer Services</b>						
Passenger Transportation Regulatory Division	0	0	0	0	0	0
<b>Department Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Metropolitan Planning Organization</b>						
Metropolitan Planning Organization	0	0	0	0	0	0
<b>Department Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Public Works</b>						
BBC GOB Program	0	0	0	0	0	0
Causeways	0	0	0	0	0	0
Construction	0	0	0	0	0	0
Highway Engineering	0	0	0	0	0	0
Office of the Director and Administration	1,140	1,057	331	316	1,471	1,373
People's Transportation Plan	0	0	0	0	0	0
Right-of-Way	0	0	51	63	51	63
Traffic Engineering	1,466	1,652	91	105	1,557	1,757
Traffic Signals and Signs	11,517	11,655	0	0	11,517	11,655
<b>Department Total</b>	<b>14,123</b>	<b>14,364</b>	<b>473</b>	<b>484</b>	<b>14,596</b>	<b>14,848</b>
<b>Port of Miami</b>						
Business Initiatives	0	0	0	0	0	0
Capital Development	0	0	0	0	0	0
Finance	0	0	0	0	0	0
Maritime Services	0	0	0	0	0	0
Office of Deputy Port Director	0	0	0	0	0	0
Office of the Port Director	0	0	0	0	0	0
Safety and Security	0	0	0	0	0	0
<b>Department Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transit</b>						
Engineering	14,469	13,745	0	0	14,469	13,745
Metrobus	23,399	20,000	0	0	23,399	20,000
Metromover	0	0	0	0	0	0
Metrorail	6,507	23,253	0	0	6,507	23,253
Office of the Director	1,319	1,308	0	0	1,319	1,308
Operating Grants	0	0	0	0	0	0
Operational Support	57,156	49,274	0	0	57,156	49,274
Paratransit	33,405	33,904	0	0	33,405	33,904
PTP Loan Repayment	12,698	15,223	0	0	12,698	15,223
South Florida Regional Transportation Authority	4,235	0	0	0	4,235	0
<b>Department Total</b>	<b>153,188</b>	<b>156,707</b>	<b>0</b>	<b>0</b>	<b>153,188</b>	<b>156,707</b>
Capital Outlay Reserve	48	285	0	0	48	285
<b>Transportation Total</b>	<b>167,359</b>	<b>171,356</b>	<b>473</b>	<b>484</b>	<b>167,832</b>	<b>171,840</b>
<b>Strategic Area: Recreation and Culture</b>						
<b>Adrienne Arsht Center for the Performing Arts Trust</b>						
Performing Arts Center Trust	0	0	0	0	0	0
<b>Department Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Cultural Affairs</b>						
Administration	0	0	0	0	0	0
Art in Public Places	0	0	0	0	0	0
Grants and Programs	9,957	7,518	622	0	10,579	7,518
South Miami-Dade Cultural Arts Center	0	0	0	0	0	0
<b>Department Total</b>	<b>9,957</b>	<b>7,518</b>	<b>622</b>	<b>0</b>	<b>10,579</b>	<b>7,518</b>

**ATTACHMENT 7**  
**GENERAL FUND SUPPORT FOR OPERATIONS**

Department by Primary Activity	Countywide General Fund		Unincorporated General Fund		Total GF Funding	
	10-11	11-12	10-11	11-12	10-11	11-12
<b>HistoryMiami</b>						
Historical Museum	0	0	0	0	0	0
<b>Department Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Park and Recreation</b>						
Administration	3,348	5,692	181	1,297	3,529	6,989
Arts and Culture	1,403	1,168	105	0	1,508	1,168
Deering Estate and Attractions	2,490	2,270	0	0	2,490	2,270
Facility Maintenance	4,878	4,003	403	249	5,281	4,252
Golf	1,282	742	0	0	1,282	742
Grounds Maintenance	4,360	4,170	3,620	3,829	7,980	7,999
Marinas	0	0	0	0	0	0
Office of the Director	1,648	1,218	52	279	1,700	1,497
Park Operations	15,445	5,972	412	6,716	15,857	12,688
Park Programming	2,264	1,035	2,322	1,324	4,586	2,359
Planning and Development	396	1,636	79	409	475	2,045
Pools	1,144	841	1,374	1,043	2,518	1,884
Zoo Miami	9,795	8,045	0	0	9,795	8,045
<b>Department Total</b>	<b>48,453</b>	<b>36,792</b>	<b>8,548</b>	<b>15,146</b>	<b>57,001</b>	<b>51,938</b>
<b>Library</b>						
Administration	0	0	0	0	0	0
Office of the Director	0	0	0	0	0	0
Outreach Services	0	0	0	0	0	0
Public Service	0	0	0	0	0	0
Support Services	0	0	0	0	0	0
<b>Department Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Miami Art Museum</b>						
Miami Art Museum	0	0	0	0	0	0
<b>Department Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Miami Science Museum</b>						
Miami Science Museum	0	0	0	0	0	0
<b>Department Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Planning and Zoning</b>						
Office of Historic and Archaeological Resources	0	0	0	0	0	0
<b>Department Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Tourist Development Taxes</b>						
Administrative Support	0	0	0	0	0	0
Advertising and Promotions	0	0	0	0	0	0
Cultural and Special Events	0	0	0	0	0	0
Facilities within the City of Miami	0	0	0	0	0	0
Tourism Development Grants	0	0	0	0	0	0
<b>Department Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Vizcaya Museum and Gardens</b>						
Vizcaya Museum and Gardens	0	0	0	0	0	0
<b>Department Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Capital Outlay Reserve	211	653	0	122	211	775
<b>Non-Departmental</b>						
Recreation and Culture	650	650	0	0	650	650
<b>Department Total</b>	<b>650</b>	<b>650</b>	<b>0</b>	<b>0</b>	<b>650</b>	<b>650</b>
<b>Recreation and Culture Total</b>	<b>59,271</b>	<b>45,613</b>	<b>9,170</b>	<b>15,268</b>	<b>68,441</b>	<b>60,881</b>

**ATTACHMENT 7**  
**GENERAL FUND SUPPORT FOR OPERATIONS**

Department by Primary Activity	Countywide General Fund		Unincorporated General Fund		Total GF Funding	
	10-11	11-12	10-11	11-12	10-11	11-12
<b>Strategic Area: Neighborhood and Infrastructure</b>						
<b>Animal Services</b>						
Budget and Finance	130	155	0	0	130	155
Code Enforcement	320	0	0	0	320	0
Customer Service	125	63	0	0	125	63
Director's Office	163	555	0	0	163	555
Kennel	275	241	0	0	275	241
Veterinary Clinic	262	330	0	0	262	330
<b>Department Total</b>	<b>1,275</b>	<b>1,344</b>	<b>0</b>	<b>0</b>	<b>1,275</b>	<b>1,344</b>
<b>Building, Neighborhood and Code Compliance</b>						
Administrative Services	0	0	0	0	0	0
Building and Code Administration	0	0	0	0	0	0
Building Code Support	0	0	0	0	0	0
Information and Permit Support	0	0	0	0	0	0
Neighborhood Compliance	0	0	2,925	658	2,925	658
Permitting	0	0	0	0	0	0
<b>Department Total</b>	<b>0</b>	<b>0</b>	<b>2,925</b>	<b>658</b>	<b>2,925</b>	<b>658</b>
<b>Consumer Services</b>						
Agricultural Manager	297	0	0	0	297	0
<b>Department Total</b>	<b>297</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>297</b>	<b>0</b>
<b>Environmental Resources Management</b>						
Administration	0	0	0	0	0	0
Air Quality Protection	0	0	0	0	0	0
Environmental Education and Communication	0	0	0	0	0	0
Information Technology and Records Management	0	0	0	0	0	0
Natural Resources Regulation and Restoration	0	0	0	0	0	0
Office of the Director	0	0	0	0	0	0
Plan Review and Development Approvals	0	0	0	0	0	0
Pollution Control	0	0	0	0	0	0
Pollution Regulation and Enforcement	0	0	0	0	0	0
Stormwater Management	0	0	0	0	0	0
<b>Department Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Park and Recreation</b>						
Special Tax District Landscape Maintenance	0	0	0	0	0	0
<b>Department Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Planning and Zoning</b>						
Administration	296	267	98	82	394	349
Agenda Coordination/Community Zoning Appeals Board	150	132	66	57	216	189
Impact Fee	0	0	0	0	0	0
Planning	756	790	1,577	1,371	2,333	2,161
Zoning	0	0	0	0	0	0
<b>Department Total</b>	<b>1,202</b>	<b>1,189</b>	<b>1,741</b>	<b>1,510</b>	<b>2,943</b>	<b>2,699</b>
<b>Public Works</b>						
BBC GOB Program	0	0	0	0	0	0
Community Image	218	0	80	0	298	0
Land Development	0	0	0	0	0	0
Mosquito Control	1,888	0	0	0	1,888	0
Office of the Director and Administration	847	745	267	235	1,114	980
Right-of-Way Assets and Aesthetics Management	1,314	0	1,116	0	2,430	0
Right-of-Way Assets and Aesthetics Management and Mosquito Control	0	2,432	0	717	0	3,149
Road and Bridge Maintenance	1,898	1,429	4,880	4,481	6,778	5,910
Special Taxing Districts	0	0	0	0	0	0
Special Taxing Districts Administration	0	0	0	0	0	0
Stormwater Utility Canals and Drains	0	0	0	0	0	0
<b>Department Total</b>	<b>6,165</b>	<b>4,606</b>	<b>6,343</b>	<b>5,433</b>	<b>12,508</b>	<b>10,039</b>

**ATTACHMENT 7  
GENERAL FUND SUPPORT FOR OPERATIONS**

Department by Primary Activity	Countywide General Fund		Unincorporated General Fund		Total GF Funding	
	10-11	11-12	10-11	11-12	10-11	11-12
<b>Solid Waste Management</b>						
Administration	0	0	0	0	0	0
Collection Operations	0	0	0	0	0	0
Disposal Operations	0	0	0	0	0	0
Environmental and Technical Services	0	0	0	0	0	0
<b>Department Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Water and Sewer</b>						
Engineering and Construction	0	0	0	0	0	0
Finance and Customer Service	0	0	0	0	0	0
Office of the Director	0	0	0	0	0	0
Regulatory Compliance, Quality Assurance, and Priority Capital Projects	0	0	0	0	0	0
Support Services and Maintenance	0	0	0	0	0	0
Wastewater Collection and Treatment	0	0	0	0	0	0
Water Production and Distribution	0	0	0	0	0	0
<b>Department Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Capital Outlay Reserve	72	108	0	617	72	725
<b>Non-Departmental</b>						
Neighborhood and Infrastructure	350	417	84	117	434	534
<b>Department Total</b>	<b>350</b>	<b>417</b>	<b>84</b>	<b>117</b>	<b>434</b>	<b>534</b>
<b>Neighborhood and Infrastructure Total</b>	<b>9,361</b>	<b>7,664</b>	<b>11,093</b>	<b>8,335</b>	<b>20,454</b>	<b>15,999</b>
<b>Strategic Area: Health and Human Services</b>						
<b>Community Action Agency</b>						
Administration	1,879	1,802	0	0	1,879	1,802
Energy Programs	195	195	0	0	195	195
Greater Miami Service Corps	0	0	0	0	0	0
Head Start	848	663	0	0	848	663
Self Help Programs	3,708	3,468	0	0	3,708	3,468
Transportation	1,360	1,207	0	0	1,360	1,207
<b>Department Total</b>	<b>7,990</b>	<b>7,335</b>	<b>0</b>	<b>0</b>	<b>7,990</b>	<b>7,335</b>
<b>Grants Coordination</b>						
Ryan White Program	0	0	0	0	0	0
<b>Department Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Homeless Trust</b>						
Domestic Violence Oversight Board	0	0	0	0	0	0
Emergency Housing	0	0	0	0	0	0
Homeless Trust	0	0	0	0	0	0
Permanent Housing	0	0	0	0	0	0
Support Services	0	0	0	0	0	0
Transitional Housing	0	0	0	0	0	0
<b>Department Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Public Housing Agency</b>						
Administration Division	0	0	0	0	0	0
Asset Management	0	0	0	0	0	0
Contract Administration	0	0	0	0	0	0
Facilities and Development	0	0	0	0	0	0
Finance and Accounting	0	0	0	0	0	0
Office of the Director	0	0	0	0	0	0
<b>Department Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Housing Finance Authority</b>						
Housing Finance Authority	0	0	0	0	0	0
<b>Department Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**ATTACHMENT 7  
GENERAL FUND SUPPORT FOR OPERATIONS**

Department by Primary Activity	Countywide General Fund		Unincorporated General Fund		Total GF Funding	
	10-11	11-12	10-11	11-12	10-11	11-12
<b>Human Services</b>						
Administration	5,858	3,493	0	0	5,858	3,493
Child Development Services	3,700	3,700	0	0	3,700	3,700
Elderly, Disability & Veterans Services	12,035	9,992	0	0	12,035	9,992
Employment and Training	257	212	0	0	257	212
Neighborhood Services	148	677	0	0	148	677
Psychological Services	0	0	0	0	0	0
Rehabilitative Services	3,956	3,527	0	0	3,956	3,527
Targeted Services: Violence Prevention and Intervention	2,407	2,534	0	0	2,407	2,534
Violence Intervention and Prevention	767	585	0	0	767	585
<b>Department Total</b>	<b>29,128</b>	<b>24,720</b>	<b>0</b>	<b>0</b>	<b>29,128</b>	<b>24,720</b>
<b>Miami-Dade Economic Advocacy Trust</b>						
Teen Court	0	0	0	0	0	0
<b>Department Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Planning and Zoning</b>						
Countywide Healthcare Planning	536	577	0	0	536	577
<b>Department Total</b>	<b>536</b>	<b>577</b>	<b>0</b>	<b>0</b>	<b>536</b>	<b>577</b>
<b>Public Health Trust</b>						
Jackson Health Services	137,952	133,018	0	0	137,952	133,018
<b>Department Total</b>	<b>137,952</b>	<b>133,018</b>	<b>0</b>	<b>0</b>	<b>137,952</b>	<b>133,018</b>
Capital Outlay Reserve	783	5,159	0	61	783	5,220
<b>Non-Departmental</b>						
Health and Human Services	20,983	19,017	0	0	20,983	19,017
<b>Department Total</b>	<b>20,983</b>	<b>19,017</b>	<b>0</b>	<b>0</b>	<b>20,983</b>	<b>19,017</b>
<b>Health and Human Services Total</b>	<b>197,372</b>	<b>189,826</b>	<b>0</b>	<b>61</b>	<b>197,372</b>	<b>189,887</b>
<b>Strategic Area: Economic Development</b>						
<b>Housing and Community Development</b>						
Community and Economic Development	0	0	0	0	0	0
Community and Housing Management	0	100	0	0	0	100
Community Planning and Outreach	0	0	0	0	0	0
Contract Compliance and Quality Assurance	0	0	0	0	0	0
Federally Funded Projects	0	0	0	0	0	0
Housing Asset Projects	0	0	0	0	0	0
Loan Processing and Servicing	0	0	0	0	0	0
Office of the Director	0	0	0	0	0	0
SHIP and Surtax Projects	0	0	0	0	0	0
<b>Department Total</b>	<b>0</b>	<b>100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>100</b>
<b>Consumer Services</b>						
Administration	0	0	0	0	0	0
Consumer Protection - Cable TV Access Programming	0	0	0	0	0	0
Consumer Protection Division	0	0	0	0	0	0
Cooperative Extension Division	689	0	0	0	689	0
<b>Department Total</b>	<b>689</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>689</b>	<b>0</b>
<b>Film and Entertainment</b>						
Film and Entertainment	340	0	0	0	340	0
<b>Department Total</b>	<b>340</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>340</b>	<b>0</b>
<b>Economic Development and International Trade</b>						
Economic Development and International Trade	1,370	1,056	0	0	1,370	1,056
Film and Entertainment	0	64	0	0	0	64
<b>Department Total</b>	<b>1,370</b>	<b>1,120</b>	<b>0</b>	<b>0</b>	<b>1,370</b>	<b>1,120</b>
<b>Miami-Dade Economic Advocacy Trust</b>						
Administration	529	329	0	0	529	329
Affordable Housing Assistance	0	0	0	0	0	0
Economic Development	300	259	0	0	300	259
<b>Department Total</b>	<b>829</b>	<b>588</b>	<b>0</b>	<b>0</b>	<b>829</b>	<b>588</b>

**ATTACHMENT 7  
GENERAL FUND SUPPORT FOR OPERATIONS**

Department by Primary Activity	Countywide General Fund		Unincorporated General Fund		Total GF Funding	
	10-11	11-12	10-11	11-12	10-11	11-12
<b>Small Business Development</b>						
Administration and Fiscal Management	0	0	0	0	0	0
Business Opportunity Services	107	0	0	0	107	0
Contract Monitoring and Compliance	0	0	0	0	0	0
Office of the Director	0	0	0	0	0	0
<b>Department Total</b>	<b>107</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>107</b>	<b>0</b>
<b>Office of Management and Budget</b>						
Community Redevelopment and Municipal Services	0	81	65	73	65	154
<b>Department Total</b>	<b>0</b>	<b>81</b>	<b>65</b>	<b>73</b>	<b>65</b>	<b>154</b>
<b>Non-Departmental</b>						
Economic Development	46,837	41,422	501	436	47,338	41,858
<b>Department Total</b>	<b>46,837</b>	<b>41,422</b>	<b>501</b>	<b>436</b>	<b>47,338</b>	<b>41,858</b>
<b>Economic Development Total</b>	<b>50,172</b>	<b>43,311</b>	<b>566</b>	<b>509</b>	<b>50,738</b>	<b>43,820</b>
<b>Strategic Area: General Government</b>						
<b>Agenda Coordination</b>						
Agenda Coordination and Processing	426	351	141	129	567	480
<b>Department Total</b>	<b>426</b>	<b>351</b>	<b>141</b>	<b>129</b>	<b>567</b>	<b>480</b>
<b>Americans with Disabilities Act Coordination</b>						
ADA Coordination	373	0	124	0	497	0
<b>Department Total</b>	<b>373</b>	<b>0</b>	<b>124</b>	<b>0</b>	<b>497</b>	<b>0</b>
<b>Audit and Management Services</b>						
Administration	283	208	94	77	377	285
Audit Services	2,369	2,120	790	784	3,159	2,904
<b>Department Total</b>	<b>2,652</b>	<b>2,328</b>	<b>884</b>	<b>861</b>	<b>3,536</b>	<b>3,189</b>
<b>Capital Improvements</b>						
Administration	0	0	0	0	0	0
Bond Programs and Construction Division	0	0	0	0	0	0
Professional Services Division	0	0	0	0	0	0
<b>Department Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Commission on Ethics and Public Trust</b>						
Commission on Ethics and Public Trust	2,074	1,707	0	0	2,074	1,707
<b>Department Total</b>	<b>2,074</b>	<b>1,707</b>	<b>0</b>	<b>0</b>	<b>2,074</b>	<b>1,707</b>
<b>Elections</b>						
Community Outreach and Training	1,510	3,966	0	0	1,510	3,966
Elections Municipal Costs	0	0	0	0	0	0
Governmental Affairs	1,349	1,089	0	0	1,349	1,089
Information Systems	6,738	8,050	0	0	6,738	8,050
Office of the Supervisor of Elections	554	487	0	0	554	487
Operations	5,161	5,790	0	0	5,161	5,790
Voter Services	1,952	4,412	0	0	1,952	4,412
<b>Department Total</b>	<b>17,264</b>	<b>23,794</b>	<b>0</b>	<b>0</b>	<b>17,264</b>	<b>23,794</b>
<b>Enterprise Technology Services</b>						
Data Center Services	7,256	5,539	2,418	2,048	9,674	7,587
Enterprise Applications Division	7,420	7,017	2,473	2,596	9,893	9,613
Enterprise Solutions Division	4,435	3,958	1,478	1,464	5,913	5,422
Field Services	0	137	0	50	0	187
Office of the Director	1,242	1,156	414	427	1,656	1,583
Operational Support Services	104	1,239	35	459	139	1,698
Radio Services Division	0	0	0	0	0	0
Telecom Pass Thru Costs	0	0	0	0	0	0
Telecommunications Network	2,836	1,689	945	625	3,781	2,314
<b>Department Total</b>	<b>23,293</b>	<b>20,735</b>	<b>7,763</b>	<b>7,669</b>	<b>31,056</b>	<b>28,404</b>

**ATTACHMENT 7**  
**GENERAL FUND SUPPORT FOR OPERATIONS**

Department by Primary Activity	Countywide General Fund		Unincorporated General Fund		Total GF Funding	
	10-11	11-12	10-11	11-12	10-11	11-12
<b>Finance</b>						
Bond Administration	0	0	0	0	0	0
Cash Management	0	0	0	0	0	0
Controller's Division	0	0	0	0	0	0
Director's Office	0	0	0	0	0	0
Tax Collector's Office	0	0	0	0	0	0
<b>Department Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>General Services Administration</b>						
ADA Coordination	0	139	0	51	0	190
Administration and Business Services	0	0	0	0	0	0
Design and Construction Services	0	0	0	0	0	0
Facilities and Utilities Management	34,842	38,683	11,615	14,308	46,457	52,991
Fleet Management	0	0	0	0	0	0
Real Estate Development	0	0	0	0	0	0
Risk Management	0	0	0	0	0	0
<b>Department Total</b>	<b>34,842</b>	<b>38,822</b>	<b>11,615</b>	<b>14,359</b>	<b>46,457</b>	<b>53,181</b>
<b>Government Information Center</b>						
311 Answer Center Operations & Outreach	3,808	3,521	1,521	1,300	5,329	4,821
Administrative Support Services	967	644	320	238	1,287	882
Design, Advertising, and Translations	1,579	767	276	283	1,855	1,050
eGov Solutions	524	482	175	179	699	661
Miami-Dade TV	1,455	1,076	485	399	1,940	1,475
Online Services/Digital Services	299	179	100	67	399	246
<b>Department Total</b>	<b>8,632</b>	<b>6,669</b>	<b>2,877</b>	<b>2,466</b>	<b>11,509</b>	<b>9,135</b>
<b>Grants Coordination</b>						
Contracts and Grants Management	1,617	1,634	375	383	1,992	2,017
Executive Office	1,081	858	0	0	1,081	858
Revenue Maximization	270	255	180	170	450	425
<b>Department Total</b>	<b>2,968</b>	<b>2,747</b>	<b>555</b>	<b>553</b>	<b>3,523</b>	<b>3,300</b>
<b>Human Resources</b>						
Labor Management and Compensation	1,034	943	345	349	1,379	1,292
Office of the Director	1,492	1,232	497	456	1,989	1,688
Payroll and Information Management	2,193	2,005	731	742	2,924	2,747
Recruitment, Testing, and Career Development	1,738	942	579	348	2,317	1,290
<b>Department Total</b>	<b>6,457</b>	<b>5,122</b>	<b>2,152</b>	<b>1,895</b>	<b>8,609</b>	<b>7,017</b>
<b>Human Rights and Fair Employment Practices</b>						
Human Rights and Fair Employment Practices	745	562	248	208	993	770
<b>Department Total</b>	<b>745</b>	<b>562</b>	<b>248</b>	<b>208</b>	<b>993</b>	<b>770</b>
<b>Inspector General</b>						
Inspector General	922	572	0	0	922	572
<b>Department Total</b>	<b>922</b>	<b>572</b>	<b>0</b>	<b>0</b>	<b>922</b>	<b>572</b>
<b>Procurement Management</b>						
Administrative and Fiscal Management	0	0	0	0	0	0
Office of the Director	0	0	0	0	0	0
Purchasing	0	0	0	0	0	0
Vendor Services	0	0	0	0	0	0
<b>Department Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Office of the Property Appraiser</b>						
Administrative Support	675	661	0	0	675	661
Exemptions and Public Service	2,870	2,704	0	0	2,870	2,704
Information Systems	4,042	4,451	0	0	4,042	4,451
Office of the Property Appraiser	982	1,115	0	0	982	1,115
Personal Property	3,471	3,265	0	0	3,471	3,265
Real Estate	13,328	13,047	0	0	13,328	13,047
Value Adjustment Board Appeals and Legal	6,341	6,395	0	0	6,341	6,395
<b>Department Total</b>	<b>31,709</b>	<b>31,638</b>	<b>0</b>	<b>0</b>	<b>31,709</b>	<b>31,638</b>

**ATTACHMENT 7**  
**GENERAL FUND SUPPORT FOR OPERATIONS**

Department by Primary Activity	Countywide General Fund		Unincorporated General Fund		Total GF Funding	
	10-11	11-12	10-11	11-12	10-11	11-12
<b>Office of Management and Budget</b>						
Administration	930	746	310	276	1,240	1,022
Management and Budget	590	526	359	90	949	616
Management Planning and Performance Analysis	876	660	308	245	1,184	905
<b>Department Total</b>	<b>2,396</b>	<b>1,932</b>	<b>977</b>	<b>611</b>	<b>3,373</b>	<b>2,543</b>
<b>Sustainability</b>						
Sustainability	0	0	0	0	0	0
<b>Department Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Capital Outlay Reserve	714	4,714	0	0	714	4,714
<b>Non-Departmental</b>						
General Government	75,436	55,031	34,950	28,970	110,386	84,001
<b>Department Total</b>	<b>75,436</b>	<b>55,031</b>	<b>34,950</b>	<b>28,970</b>	<b>110,386</b>	<b>84,001</b>
<b>General Government Total</b>	<b>210,903</b>	<b>196,724</b>	<b>62,286</b>	<b>57,721</b>	<b>273,189</b>	<b>254,445</b>
<b>Interagency Transfers</b>						
<b>Grand Total</b>	<b>1,275,820</b>	<b>1,167,553</b>	<b>412,805</b>	<b>396,951</b>	<b>1,688,625</b>	<b>1,564,504</b>

<b>Revenues</b>	<b>10-11</b>	<b>11-12</b>
Total GF (CW + UMSA) Funding	1,688,625	1,564,504
Funding from Other Sources	3,140,784	2,876,236
<b>Total Funding</b>	<b>4,829,409</b>	<b>4,440,740</b>



**ATTACHMENT 8**  
**ADMINISTRATIVE ACTIVITIES EXPENSE**

Departmental Administrative Activities	Administrative Activity Total Operating Expenses		Administrative Activity Position Count		% of Total Department Positions for Administrative Activities			% of Total Department Funding for Administrative Activities		
	10-11 Budget	11-12 Proposed	10-11 Budget	11-12 Proposed	10-11 Budget	11-12 Proposed	% Increase/D ecrease	10-11 Budget	11-12 Proposed	% Increase/D ecrease
<b>POLICY FORMULATION</b>										
<b>County Executive Offices</b>										
Administrative Support	\$838	\$928	3	3	5.45%	6.82%	1.36%	11.41%	15.80%	4.39%
<b>Board of County Commissioners</b>										
Support Staff	\$1,621	\$1,244	16	15	8.00%	8.15%	0.15%	7.13%	7.34%	0.21%
<b>County Attorney's Office</b>										
Executive Office Support	\$912	\$914	5	5	4.00%	4.20%	0.20%	3.88%	4.20%	0.33%
<b>Corrections and Rehabilitation</b>										
Management Services	\$10,726	\$9,480	100	101	3.46%	3.49%	0.03%	3.31%	3.42%	0.10%
MDCR Office of The Director	\$10,730	\$9,866	79	80	2.73%	2.77%	0.03%	3.31%	3.56%	0.24%
<b>PUBLIC SAFETY</b>										
<b>Fire Rescue</b>										
Administration	\$21,716	\$18,180	94	57	3.64%	2.36%	-1.28%	5.44%	5.23%	-0.21%
<b>Judicial Administration</b>										
Administrative Office of the Courts	\$21,927	\$21,296	252	256	95.45%	95.52%	0.07%	70.33%	68.98%	-1.35%
<b>Juvenile Services</b>										
Office of the Director	\$1,139	\$259	11	2	10.28%	1.94%	-8.34%	10.06%	2.56%	-7.50%
<b>Medical Examiner</b>										
Administration	\$1,523	\$1,735	9	9	13.04%	12.68%	-0.37%	15.39%	18.40%	3.00%
<b>Police</b>										
Administration	\$5,507	\$4,639	41	37	0.94%	0.90%	-0.04%	0.97%	0.87%	-0.10%
<b>TRANSPORTATION</b>										
<b>Aviation</b>										
Administration	\$42,832	\$45,936	127	122	10.12%	10.09%	-0.03%	10.72%	10.81%	0.09%
Executive	\$7,378	\$7,883	35	37	2.79%	3.06%	0.27%	1.85%	1.85%	0.01%
<b>Public Works</b>										
Office of the Director and Administration	\$2,432	\$2,142	21	20	4.04%	4.19%	0.15%	1.73%	1.67%	-0.07%
<b>Port of Miami</b>										
Office of Deputy Port Director	\$2,166	\$1,844	17	14	4.08%	3.66%	-0.41%	2.77%	2.49%	-0.28%
Office of the Port Director	\$827	\$844	4	4	0.96%	1.05%	0.09%	1.06%	1.14%	0.08%
<b>Transit</b>										
Office of the Director	\$1,319	\$1,308	10	9	0.31%	0.28%	-0.03%	0.35%	0.34%	0.00%
<b>RECREATION AND CULTURE</b>										
<b>Cultural Affairs</b>										
Administration	\$2,532	\$2,891	22	22	64.71%	64.71%	0.00%	8.21%	11.22%	3.01%
<b>Park and Recreation</b>										
Administration	\$6,718	\$7,034	52	53	5.63%	5.75%	0.11%	6.68%	7.17%	0.49%
Office of the Director	\$1,760	\$1,557	10	9	1.08%	0.98%	-0.11%	1.75%	1.59%	-0.16%
<b>Library</b>										
Administration	\$2,126	\$2,037	14	14	2.25%	3.26%	1.00%	2.94%	4.14%	1.20%
<b>NEIGHBORHOOD AND INFRASTRUCTURE</b>										
<b>Animal Services</b>										
Budget and Finance	\$1,555	\$1,258	16	16	13.79%	14.41%	0.62%	15.92%	13.43%	-2.48%
Director's Office	\$1,144	\$1,400	2	2	1.72%	1.80%	0.08%	11.71%	14.95%	3.24%
<b>Building, Neighborhood and Code Compliance</b>										
Administrative Services	\$7,074	\$5,235	48	44	15.34%	15.07%	-0.27%	17.90%	15.94%	-1.96%
<b>Environmental Resources Management</b>										
Administration	\$4,090	\$3,612	21	21	4.33%	4.36%	0.03%	7.01%	6.73%	-0.28%
Office of the Director	\$1,072	\$966	7	7	1.44%	1.45%		1.84%	1.80%	-0.04%
<b>Planning and Zoning</b>							0.00%			
Administration	\$2,626	\$2,081	16	16	13.91%	14.41%	0.50%	19.03%	17.30%	-1.73%
<b>Public Works</b>										
Office of the Director and Administration	\$2,215	\$2,093	22	22	2.48%	2.67%	0.19%	2.92%	3.00%	0.07%
<b>Solid Waste Management</b>										
Administration	\$40,072	\$38,704	105	98	10.53%	9.83%	-0.70%	12.94%	12.84%	-0.11%
<b>Water and Sewer</b>										
Office of the Director	\$29,711	\$21,401	39	40	1.49%	1.52%	0.04%	6.90%	5.51%	-1.39%

**ATTACHMENT 8  
ADMINISTRATIVE ACTIVITIES EXPENSE**

Departmental Administrative Activities	Administrative Activity Total Operating Expenses		Administrative Activity Position Count		% of Total Department Positions for Administrative Activities			% of Total Department Funding for Administrative Activities		
	10-11 Budget	11-12 Proposed	10-11 Budget	11-12 Proposed	10-11 Budget	11-12 Proposed	% Increase/D ecrease	10-11 Budget	11-12 Proposed	% Increase/D ecrease
<b>HEALTH AND HUMAN SERVICES</b>										
<b>Community Action Agency</b>										
Administration	\$1,979	\$1,882	31	32	4.74%	12.90%	8.16%	1.91%	1.96%	0.05%
<b>Public Housing Agency</b>										
Administration Division	\$3,045	\$3,746	33	32	8.23%	7.98%	-0.25%	3.62%	5.40%	1.78%
Office of the Director	\$1,271	\$1,262	32	33	7.98%	8.23%	0.25%	1.51%	1.82%	0.31%
<b>Human Services</b>										
Administration	\$5,906	\$3,541	31	19	5.71%	3.76%	-1.95%	2.79%	1.71%	-1.08%
<b>ECONOMIC DEVELOPMENT</b>										
<b>Housing and Community Development</b>										
Office of the Director	\$3,284	\$2,327	13	6	18.06%	8.57%	-9.48%	1.42%	1.41%	0.00%
<b>Consumer Services [1]</b>										
Administration	\$1,373	\$1,108	11	10	9.65%	10.53%	0.88%	11.16%	7.84%	-3.33%
<b>Miami-Dade Economic Advocacy Trust</b>										
Administration	\$529	\$329	6	6	60.00%	60.00%	0.00%	23.23%	10.96%	-12.27%
<b>Small Business Development</b>										
Administration and Fiscal Management	\$681	\$550	4	3	11.11%	9.09%	-2.02%	15.30%	14.02%	-1.28%
Office of the Director	\$954	\$911	3	3	8.33%	9.09%	0.76%	21.43%	23.22%	1.79%
<b>GENERAL GOVERNMENT</b>										
<b>Audit and Management Services</b>										
Administration	\$377	\$285	6	5	12.24%	11.63%	-0.62%	6.30%	5.74%	-0.57%
<b>Capital Improvements</b>										
Administration	\$720	\$670	4	4	16.00%	17.39%	1.39%	17.85%	20.00%	2.15%
<b>Elections</b>										
Governmental Affairs	\$1,349	\$1,089	10	10	10.99%	10.99%	0.00%	7.50%	4.13%	-3.37%
Office of the Supervisor of Elections	\$554	\$487	3	3	3.30%	3.30%	0.00%	3.08%	1.85%	-1.23%
<b>Enterprise Technology Services</b>										
Office of the Director	\$2,021	\$1,644	11	11	2.01%	2.00%	-0.01%	1.66%	1.40%	-0.26%
<b>Finance</b>										
Director's Office	\$619	\$691	5	5	1.75%	1.69%	-0.07%	1.62%	1.86%	0.23%
<b>General Services Administration</b>										
ADA Coordination	\$0	\$190	0	1	0.00%	0.12%	0.12%	0.00%	0.08%	0.08%
Administration and Business Services	\$23,717	\$22,004	111	111	13.93%	13.77%	-0.16%	8.63%	8.78%	0.14%
<b>Government Information Center</b>										
Administrative Support Services	\$1,317	\$922	11	7	5.56%	3.85%	-1.71%	7.19%	5.86%	-1.33%
<b>Grants Coordination</b>										
Executive Office	\$1,081	\$858	5	5	14.29%	14.71%	0.42%	12.57%	22.03%	9.47%
<b>Human Resources</b>										
Office of the Director	\$1,989	\$1,688	9	9	8.49%	8.49%	0.00%	19.82%	19.86%	0.04%
<b>Procurement Management</b>										
Administrative and Fiscal Management	\$1,622	\$1,435	10	9	10.87%	9.89%	-0.98%	16.85%	14.83%	-2.03%
Office of the Director	\$986	\$776	5	5	5.43%	5.49%	0.06%	10.24%	8.02%	-2.23%
<b>Office of the Property Appraiser</b>										
Administrative Support	\$3,191	\$3,015	6	6	1.62%	1.62%	0.00%	9.32%	8.87%	-0.45%
<b>Office of Management and Budget</b>										
Administration	\$1,240	\$1,022	7	6	20.59%	21.43%	0.84%	22.48%	22.28%	-0.20%
	<b>\$296,093</b>	<b>\$271,199</b>	<b>1,565</b>	<b>1,476</b>						

[1] Consumer Services Cooperative Extension and Agricultural Manager restored per Mayor, which will change totals

## **V. FY 10-11 WAGE DISTRIBUTION BY BARGAINING UNIT**

The FY 2010-11 Wage Distribution (Attachment 9) provides the current wage scale for full time employees by bargaining unit with the exception of the Clerk of Courts and South Florida Workforce Investment Board (SFWIB). Although the Clerk of Courts has over 1,200 employees in the County's payroll system, only 173 are funded by the County in the FY 2011-12 Proposed Budget. SFWIB has 74 employees in the County's payroll system, but they are not funded by the County.

The attached analysis is intended to give a snapshot of the wage distribution according to the payroll records of August 2, 2011 from the Employee Data Warehouse. It does not represent the employee count from the Proposed Budget, which includes 26,361 budgeted full time positions; however this analysis uses a current year payroll of 26,272 employees. While a current year payroll may not reflect the specific allocation of employees in the Proposed Budget as a result of reorganizations, we believe it captures a fair estimate of the distribution of wages.

**Attachment 9**  
**FY 2010-11 WAGE DISTRIBUTION BY BARGAINING UNIT**  
**Full Time County Employees as of 8/2/2011**

BARGAINING_UNIT_DESCRIPTION	RANGE	BASE SALARY		ADJUSTED SALARY	
		Employee Count	Base Salary	Employee Count	Adjusted Salary
AFSCME LOCAL 121 - WASD	<= \$50,000	960	38,114,029	937	37,324,925
	\$50,001 - \$100,000	657	41,197,028	680	44,215,727
<b>AFSCME LOCAL 121 - WASD Total</b>		<b>1,617</b>	<b>79,311,057</b>	<b>1,617</b>	<b>81,540,652</b>
IAFF LOCAL 1403	<= \$50,000	140	6,652,302	19	897,155
	\$50,001 - \$100,000	1,807	120,096,260	1,524	122,231,216
	\$100,001 - \$150,000	72	7,416,612	465	53,209,820
	\$150,001 - \$200,000			11	1,694,311
<b>IAFF LOCAL 1403 Total</b>		<b>2,019</b>	<b>134,165,174</b>	<b>2,019</b>	<b>178,032,503</b>
TWU LOCAL 291	<= \$50,000	1,779	79,705,080	1,135	49,441,844
	\$50,001 - \$100,000	559	35,073,563	1,203	68,530,614
<b>TWU LOCAL 291 Total</b>		<b>2,338</b>	<b>114,778,643</b>	<b>2,338</b>	<b>117,972,457</b>
PBA - RANK AND FILE UNIT	<= \$50,000	1,668	70,332,175	660	29,664,925
	\$50,001 - \$100,000	3,585	236,097,765	4,480	329,357,756
	\$100,001 - \$150,000			113	11,890,018
<b>PBA - RANK AND FILE UNIT Total</b>		<b>5,253</b>	<b>306,429,940</b>	<b>5,253</b>	<b>370,912,699</b>
AFSCME LOCAL 3292 -SOLID WASTE	<= \$50,000	572	23,409,024	568	24,009,623
	\$50,001 - \$100,000	77	4,093,701	81	4,423,107
<b>AFSCME LOCAL 3292 -SOLID WASTE Total</b>		<b>649</b>	<b>27,502,725</b>	<b>649</b>	<b>28,432,730</b>
AFSCME LOCAL 1542 - AVIATION	<= \$50,000	495	20,648,528	370	15,552,940
	\$50,001 - \$100,000	333	20,189,262	458	28,005,962
	\$100,001 - \$150,000	2	214,848	2	217,448
<b>AFSCME LOCAL 1542 - AVIATION Total</b>		<b>830</b>	<b>41,052,639</b>	<b>830</b>	<b>43,776,350</b>
AFSCME LOCAL 199 -GENERAL UN	<= \$50,000	4,639	170,534,809	4,353	162,750,743
	\$50,001 - \$100,000	1,522	96,638,110	1,802	115,377,221
	\$100,001 - \$150,000	23	2,449,551	29	3,102,922
<b>AFSCME LOCAL 199 -GENERAL UN Total</b>		<b>6,184</b>	<b>269,622,470</b>	<b>6,184</b>	<b>281,230,886</b>
GSAF/ OPEIU LOCAL 100-SUPERV	<= \$50,000	607	26,073,827	485	20,740,532
	\$50,001 - \$100,000	2,128	154,481,535	2,197	160,133,869
	\$100,001 - \$150,000	298	33,393,161	351	39,378,650
<b>GSAF/ OPEIU LOCAL 100-SUPERV Total</b>		<b>3,033</b>	<b>213,948,523</b>	<b>3,033</b>	<b>220,253,051</b>
NON BARGAINING	<= \$50,000	533	19,990,809	532	20,072,166
	\$50,001 - \$100,000	1,311	97,121,560	1,306	97,117,835
	\$100,001 - \$150,000	719	84,654,747	724	85,380,676
	\$150,001 - \$200,000	99	16,716,701	98	16,509,690
	> \$200,000	66	15,801,463	68	16,233,762
<b>NON BARGAINING Total</b>		<b>2,728</b>	<b>234,285,280</b>	<b>2,728</b>	<b>235,314,127</b>
GSAF/ OPEIU LOCAL 100-PROFFE	<= \$50,000	246	11,026,789	167	7,476,539
	\$50,001 - \$100,000	1,054	70,440,205	1,122	75,530,790
	\$100,001 - \$150,000	66	7,610,719	77	8,858,813
<b>GSAF/ OPEIU LOCAL 100-PROFFE Total</b>		<b>1,366</b>	<b>89,077,713</b>	<b>1,366</b>	<b>91,866,141</b>
PBA - SUPERVISORY UNIT	\$50,001 - \$100,000	217	19,575,624	17	1,568,844
	\$100,001 - \$150,000	38	4,096,018	238	26,932,367
<b>PBA - SUPERVISORY UNIT Total</b>		<b>255</b>	<b>23,671,642</b>	<b>255</b>	<b>28,501,211</b>
<b>Grand Total</b>		<b>26,272</b>	<b>1,533,845,805</b>	<b>26,272</b>	<b>1,677,832,808</b>

## **VI. SERVICE IMPACTS FROM PROPOSED BUDGET REDUCTIONS**

From analysis of the FY 2011-12 Proposed Budget OCA has identified \$170 million in expenditure reductions to various strategic areas across the County with almost \$11 million restored by the Mayor subsequent to the release of the Proposed Budget including: re-opening 13 regional libraries (\$10.255 million), restoring the Co-operative Extension and Agricultural Manager (\$1.2 million), and \$190 thousand restored to Parks & Recreation from the Children's Trust.

Explanation of service impacts from reductions came through the Office of Management and Budget or from the departments impacted. Many of these reductions will be accomplished through operational efficiencies; however some reductions will have service impacts as provided in Attachment 10.

ATTACHMENT 10  
VIII. SERVICE IMPACTS OF FY 2011-12 PROPOSED BUDGET REDUCTIONS

Department	Item Description	FT County Positions Eliminated	Proposed \$ Amount of Reductions	Budget Book Page No.	Impact to County Services / Comments
Board of County Commissioners	Subsidy to the Board of County Commissioners is reduced by 10 percent	(16)	(\$1,818,000)		
Board of County Commissioners	Take projected fund balance at the end of FY 2010-11 and give to general fund services		(\$2,670,000)		
County Attorney	Eliminate positions	(15)	(\$20,931)	28	No Impact. Approved 10-11 Budget is for 125 full time positions not 134 as shown in Proposed Budget. Dept will be hiring attorneys to reach 119 Proposed positions in FY 11-12
Office of the Mayor	Eliminate positions	(11)	?	28	
Animal Services	Eliminate 5 positions	(5)	(\$394,000)	30	Reduce response time for calls from public
Corrections & Rehabilitation	Close Boot Camp Program	(21)	(\$4,764,000)	28	Adjudication of Boot Camp Inmates will determine if there is an increase in population for other County jails. No major impact if jail population remains stable
Corrections & Rehabilitation	Close Women's Detention Center	(21)	(\$2,952,000)	28	Closing WDC will create additional inmate classification challenges at other jails. No major impact if jail population remains stable
Corrections & Rehabilitation	Reduce Inmate Counseling Services	(10)	(\$738,000)	28	Loss of attorney visits, medical requests, and counseling services may create additional tension in jail system which could become a life-safety issue
Corrections & Rehabilitation	Convert 51 sworn posts to civilian positions to save overtime on posts that must be covered by sworn staff		(\$2,722,000)	28	Efficiency measure with no major impacts
Corrections & Rehabilitation	Conversion of positions to fill vacant supervisor positions				
Corrections & Rehabilitation	Reduced operating and capital expenditures as a result of lower inmate populations		(\$10,807,000)	28	Line item reductions. No major impact.

ATTACHMENT 10  
VIII. SERVICE IMPACTS OF FY 2011-12 PROPOSED BUDGET REDUCTIONS

Department	Item Description	FT County Positions Eliminated	Proposed \$ Amount of Reductions	Budget Book Page No.	Impact to County Services / Comments
Emergency Management	Eliminate 9 positions	(9)	(\$1,220,000)	28	This is a major impact to the way Emergency Management does business. Programs cut include: general public emergency preparedness, logistics coordination for disasters, human services, coordination for non-profits. Department was lead agency for Haiti earthquake response, H1N1, and is lead agency for disaster preparedness (e.g. terrorism, hurricanes). Most emergency training for County Depts will end
Emergency Management	Transfer one position to ETSD				
Emergency Management	Reduce various operating expenditures				
Fire Rescue	Eliminate Fire Boat 1 and Fire Boat 2 and the associated positions	(36)	(\$5,366,000)	28	No Port of Miami area fire service with FB #1 or North Miami-Dade fire service with FB #2. Life-safety issue. Department is also impacted by lost GF revenue, since 36 firefighters must now be paid out of the Fire District
Fire Rescue	Eliminate staffing for Fire HQ cafeteria	(2)	(\$59,000)	28	Impacts training center marketability, and efficiency of operations since it requires employees, etc. to drive off the premises for meals.
Fire Rescue	Reduce Communications staff	(5)	(\$612,000)	28	No major impact
Fire Rescue	Reduce other operating savings from Communications				
Fire Rescue	10% reduction in Ocean Rescue coverage during non-peak months	(3)	(\$905,000)	28	Some life-guard towers to closed at certain times of year.
Fire Rescue	Reduce operating expenses in Air Rescue and Ocean Rescue				No major impact
Fire Rescue	Eliminate 56 vacant sworn positions, 62 filled civilian positions, 9 vacant civilian positions	(127)	(\$5,682,000)	28	54 civilian employees to be layed off. Department's ability to perform basic administrative functions will be impacted.
Fire Rescue	Reduce other operating expenditures				
Juvenile Services	Reduced rent for Guardian Ad Litem		(\$123,000)	28	"At-risk juveniles and their families will continue to have access to diversion programs"
Juvenile Services	Reduced staff salaries in Guardian Ad Litem				

ATTACHMENT 10  
VIII. SERVICE IMPACTS OF FY 2011-12 PROPOSED BUDGET REDUCTIONS

Department	Item Description	FT County Positions Eliminated	Proposed \$ Amount of Reductions	Budget Book Page No.	Impact to County Services / Comments
Juvenile Services	Elimination of 1 Deputy Director and 6 staff positions	(7)	(\$874,000)	28	No direct services to youth to be impacted, but staff to absorb higher case loads
Juvenile Services	Reduce other operating expenditures				
Police	Eliminate all current vacant positions and positions that become vacant during the fiscal year, 214 sworn and 58 civilian positions	(272)	(\$8,258,000)	28	Dept will need to eliminate squads like GIU, homicide cold cases, and other less pro-active units. No Academy classes planned for 11-12, which is the 2nd fiscal year in a row without any police academy classes. Without proposed labor concessions "hundreds of public safety positions will be eliminated"
Police	Reduce overtime for targeted enforcement activities		(\$2,349,000)	28	No major impact
Police	Reduce operating expenses		(\$16,152,000)	29	Maintenance and repair of aging vehicles becomes an economic issue as far as the feasibility of repairing vs buying a new vehicle. Computers in patrol cars have reached their useful life expectancy
Police	Equipment purchases are deferred including replacement vehicles, defibrillators and computers				
Police	Eliminate one position in the Training Bureau	(1)			
Police	Eliminate staff in Fire Rescue and deploy to Public Corruption Bureau	?	?	29	No major impact
Public Health Trust	Maintenance of Effort Reduction		(\$4,934,000)	68	Reduction of Maintenance of Effort will require operational changes and possible service adjustments impacting all Districts
Cultural Affairs	Reduction of grants to cultural organizations is reduced 10%		(\$1,496,000)	29	Awaiting input from OMB for breakdown of Funds between organizations vs. facilities
Cultural Affairs	Reduction of funding for County major facilities				



ATTACHMENT 10  
VIII. SERVICE IMPACTS OF FY 2011-12 PROPOSED BUDGET REDUCTIONS

Department	Item Description	FT County Positions Eliminated	Proposed \$ Amount of Reductions	Budget Book Page No.	Impact to County Services / Comments
Library	The S.M.A.R.T. program is eliminated at all branches = 1 FT position (\$84,000) and operating expenses (\$464,000)	(1)	(\$548,000)	29	Impact to be determined
Library	Two Bookmobiles will provide services in areas where libraries have been closed = 4 FT positions (\$185,000), and operating expenses (\$222,000)	(4)	(\$407,000)	29	
Library	Sunday hours and extended evening hours are eliminated at regional libraries = 53 FT positions, 56 PT positions (\$3.951 million)	(53)	(\$3,951,000)	29	
Library	All non-regional libraries will operate four days a week.		(\$3,325,000)	29	
Library	Reduced operating expenses			29	
Parks and Recreation	Eliminate Art and Culture Division office, reduce 2 FT positions and operating expenses	(2)	(\$320,000)	29, 68	No major impact
Parks and Recreation	One position at Deering Estate, which supports the EcoAdventures program, is frozen	(1)	(\$54,000)	29, 68	No major impact
Parks and Recreation	Elimination of positions	(12)	(\$1,268,000)	29, 68	No major impact
Parks and Recreation	Conversion of F/T positions to P/T positions			29	No net change of position count
Parks and Recreation	Delay of renovation of Marva Bannerman pool			29	No apparent impact, awaiting Department response
Parks and Recreation	Delay of construction of Southridge pool			29	No apparent impact, awaiting Department response
Parks and Recreation	Reduced operating expenses by \$100,000			22	No apparent impact, awaiting Department response

ATTACHMENT 10  
VIII. SERVICE IMPACTS OF FY 2011-12 PROPOSED BUDGET REDUCTIONS

Department	Item Description	FT County Positions Eliminated	Proposed \$ Amount of Reductions	Budget Book Page No.	Impact to County Services / Comments
Consumer Services	Eliminate the Deputy Director and 5 staff positions	(6)	(\$629,000)	31	<p>Elimination of the CSD Deputy Director position will impact the CSD's ability to implement and carry out new commission directed regulatory programs/initiatives, i.e. pain clinics, taxicab, passenger motor carrier, and towing industry reform.</p> <p>Reduction of 3 Consumer Protection Enforcement Officer positions (2 are long term vacant and have no impact). The reduction of 1 currently filled CP EO position will require that the responsibility for the Moving Ordinance and Locksmith Ordinance enforcement activity be shifted over to other staff.</p> <p>Elimination of 1 currently filled OSSII position will require that the support function for the entire Enforcement Unit be absorbed into the supervisory and field staff responsibilities.</p> <p>Elimination of 1 vacant Secretary which is responsible for providing staff support to the licensing and enforcement units will be absorbed by the Administrative Secretary.</p>
Aviation	Eliminate 47 positions	(47)	(\$3,672,000)	29	No impact. Aviation department has targeted positions that can be eliminated through efficiencies
Public Works	Contract out mosquito spraying services	(2)	(\$163,000)	30	No apparent impact, awaiting Department response
Public Works	Eliminate 51 positions due to department re-organizations	(51)	(\$3,588,000)	30	No apparent impact, awaiting Department response

ATTACHMENT 10  
VIII. SERVICE IMPACTS OF FY 2011-12 PROPOSED BUDGET REDUCTIONS

Department	Item Description	FT County Positions Eliminated	Proposed \$ Amount of Reductions	Budget Book Page No.	Impact to County Services / Comments
Public Works	Elimination of funding resource for Community Image Advisory Board	(7)	(\$1,339,000)	30	No apparent impact, awaiting Department response
Public Works	Elimination of funding resource for tree canopy replacement				
Public Works	Reduce number of traffic signs replaced from 42,000 to 35,000 and reduce overtime in Traffic and Signal	(3)	(\$252,000)	30	No apparent impact, awaiting Department response
Public Works	Reduce contracted roadside safety tractor mowing cycles for large swale areas and roadway landscape	(2)	(\$790,000)	30	No apparent impact, awaiting Department response
Public Works	Trimming of overgrown vegetation will be contracted out and only done as needed to address line of sight and	(2)	(\$211,000)	30	No apparent impact, awaiting Department response
Transit	Eliminate 12 positions in the Engineering Division and 27 positions in administration and operative	(39)	(\$13,863,000)	29	No direct service mile impacts, but administrative and overhead positions will be reduced
Transit	Reduce operating expenses				
Transit	Decrease in reimbursement of Formula Grant		(\$2,700,000)	29	The decline in federal funds as a result of the UZA population shifts was offset by increase in fare box revenue
Community Action Agency	Transfer all Head Start program slots to delegate agencies	(395)	(\$3,579,000)	30, 68	CAA ( Head Start Program ) will keep \$13.054M (78 positions) for Administration, monitoring, training and technical assistance. CAA Head Start will have to contribute a match of \$3.264M (25%) and can only use \$2.448M for Administrative Costs (15%).
Community Action Agency	Reduction of the Water Conservation Program		(\$100,000)	30	Unknown service impact at this time. No positions impacted with this reduction
Community Action Agency	Eliminate 8 vacant positions	(8)	(\$626,000)	30	No major impact

ATTACHMENT 10  
VIII. SERVICE IMPACTS OF FY 2011-12 PROPOSED BUDGET REDUCTIONS

Department	Item Description	FT County Positions Eliminated	Proposed \$ Amount of Reductions	Budget Book Page No.	Impact to County Services / Comments
Community Action Agency	Reduce contracts with Greater Miami Service Corps		(\$576,000)	30,339	The number of youth served will be reduced from 175 to 157.
Community Action Agency	Eliminate 3 F/T positions	(3)		339	Five positions will be eliminated.
Economic Advocacy Trust	Reduction of subsidy to the Miami-Dade Economic Advocacy Trust		(\$30,000)	31	No major impact
Economic Development and International Trade	Reduce operating expenses		(\$98,000)	31	No major impact
Economic Development and International Trade	Eliminated the Director of Film and Entertainment and transferred the department functions to OEDIT	(1)	(\$213,000)	31	No major impact
Housing and Community Development	Eliminate 2 positions due to reduced grant funding	(2)	(\$195,000)	31	Unknown the service impact at this time
Housing Finance	Eliminate 3 positions	(3)	(\$352,000)	31	No major impact
Human Services	Reduced 30 positions	(30)	(\$3,258,000)	31	30 positions are reduced impacting clerical and managerial workloads, but without impacting direct services
Human Services	Added 1 Foster Grandparent Supervisor position and eliminated 4 Home Care Aid positions	(3)	(\$121,000)	31	Due to changes in federal grants, the Elderly Services add one Foster Grandparent Supervisor position and eliminated four Home Care Aide positions for a net elimination of three positions.
Human Services	A net 6 positions were eliminated from the Employment and Training Division	(6)	(\$399,000)	31	Due to contractual obligations, in the Employment and Training Division a net of six positions were eliminated affecting employment services to approximately 120 targeted individuals.
Human Services	CDBG funding reduction		(\$150,000)	31	Community Development Block Grant funding for the TASC program reduces the number of clients treated for substance abuse from 168 to 144, a reduction of 24 clients.
Human Services	Byrne Grant funding reduction		(\$76,000)	31	Byrne Grant funding reductions eliminates counseling to 168 perpetrators of domestic violence.
Seaport	Eliminate 35 positions	(35)	(\$2,387,000)	29	Streamline operations and merge functions. The department has nine (9) vacant positions as shows in RFRO. Twenty- nine (29) positions reduced from Capital Development, Eleven (11) from Maritime Services and Four (4) from Office of the Deputy Port Director. Service impact is unknown

ATTACHMENT 10  
VIII. SERVICE IMPACTS OF FY 2011-12 PROPOSED BUDGET REDUCTIONS

Department	Item Description	FT County Positions Eliminated	Proposed \$ Amount of Reductions	Budget Book Page No.	Impact to County Services / Comments
Building and Neighborhood Compliance	Elimination of 21 positions	(21)	(\$1,474,000)	30	Elimination of code enforcement positions affect the response time to neighborhood complaints throughout UMMA.
Capital Improvement	Eliminate 2 positions	(2)	(\$330,000)	31	The workload associated is being redistributed. No service impact.
Elections	Reduce operating expenses		(\$1,640,000)	32	No major impact
Elections	Reduction of ballot printing		(\$1,120,000)	32	No service impact due to advertising sample ballots in the newspaper.
Elections	Reduction of mailing costs			32	No major impact
Elections	Reduction of printing			32	No major impact
Elections	Reduction of election related costs		(\$1,699,000)	32	No major impact
Elections	ETSD support			32	May increase time taken to vote at polls.
Elections	Security	?		32	No major impact
Elections	Seasonal employees	?		32	May increase time taken to vote at polls.
Elections	Poll Workers	?		32	May increase time taken to vote at polls.
Elections	Vehicle costs			32	No major impact

ATTACHMENT 10  
VIII. SERVICE IMPACTS OF FY 2011-12 PROPOSED BUDGET REDUCTIONS

Department	Item Description	FT County Positions Eliminated	Proposed \$ Amount of Reductions	Budget Book Page No.	Impact to County Services / Comments
Environmental Resources Management	Elimination of 3 positions	(3)	(\$241,000)	30	No major impact
Planning and Zoning	Elimination of 4 positions	(4)	(\$342,000)	30	Elimination of these positions will affect the ability to conduct studies.
Planning and Zoning	Reduce operating expenses		(\$372,000)	30	No major impact
Planning and Zoning	Receive additional grant revenue			30	No major impact
Solid Waste Management	Eliminate 12 positions	(12)	(\$7,539,000)	30	There is "0" net effect of positions and will not affect services. Collections gained positions and Disposal lost one. The other positions lost were from Admin.
Solid Waste Management	Reduce number of deliveries to Medley Landfill			30	No apparent impact, awaiting Department response
Solid Waste Management	Deferral of capital improvements at Resources Recovery Plant			30	No apparent impact, awaiting Department response
Solid Waste Management	Operating adjustments			30	No apparent impact, awaiting Department response
Water and Sewer	Reduction of O/T		(\$5,968,000)	30	No apparent impact, awaiting Department response
Water and Sewer	Reduce operating expenses			30	No apparent impact, awaiting Department response

ATTACHMENT 10  
VIII. SERVICE IMPACTS OF FY 2011-12 PROPOSED BUDGET REDUCTIONS

Department	Item Description	FT County Positions Eliminated	Proposed \$ Amount of Reductions	Budget Book Page No.	Impact to County Services / Comments
Agenda Coordination	Eliminate 1 position	(1)	(\$142,000)	31	No major impact
Agenda Coordination	Reduce operating expenses				
Audit and Management Services	Eliminate 6 positions	(6)	(\$578,000)	31	Awaiting response from Department as to impact
Commission on Ethics	Eliminate 3 positions	(3)	(\$362,000)	31	No major impact
Commission on Ethics	Reduce operating expenses				
ETSD	Contract modifications		(\$10,112,000)	32	No service impact. Contract modifications impacting the timing of contractual payments and expirations, along with negotiated vendor savings, operating cost reductions, capitalization of expenses and reduction of pass-through costs saves \$10.112 million
ETSD	Reduce operating expenses			32	
Finance	Delay of Accounts Payable Workflow project		(\$636,000)	32	No major direct services to be impacted
Finance	Unpredictable Planning Financings		TBD	73	Volatility of financial markets may reduce capital financings which will slow future capital improvements Countywide
General Services Administration	Elimination of 2 position and merger of ADA into GSA	(2)	(\$283,000)	32	No major impact
General Services Administration	Reduction in funding for facility repairs and maintenance		(\$4,211,000)	32	Repairs for the most critical life safety repairs only. Reinvestment in assets to be made when economy rebounds. The Landmark facility's 40 yr re-certification will be impacted. Those areas unoccupied will be closed, and if a lessee wants to open an area the lessee will be responsible for the cost of the re-certification
General Services Administration	Reduce operating expenses			32	
General Services Administration	Reduction of work order funding		(\$1,600,000)	32	

ATTACHMENT 10  
VIII. SERVICE IMPACTS OF FY 2011-12 PROPOSED BUDGET REDUCTIONS

Department	Item Description	FT County Positions Eliminated	Proposed \$ Amount of Reductions	Budget Book Page No.	Impact to County Services / Comments
Government Information Center	Elimination of 10 positions	(10)	(\$830,000)	32	There will be no affect on District 1 as it pertains to the 311 answer center.
Government Information Center	Elimination of 5 MDTV related positions	(5)	(\$600,000)	32	Elimination of MDTV original programming will impact District 1, as they have used it often and effectively in order to keep its residents informed of events within the district. Photography will be provided on first come first serve basis
Government Information Center	Eliminated one photographer position	(1)		32	
Grants Coordination	Eliminate 1 position	(1)	?	32	No major impact
Grants Coordination	Reduction in various operating line items		(\$184,000)	32	No major impact
Grants Coordination	Reduced CBO funding by 50%		(\$3,605,000)	32	Mom and Pop allocation to each district will be reduced from \$89,250 to \$44,625 for FY 11-12. CBO funding to be reduced by 50% Countywide except for elderly and children services
Human Resources	Transfer 1 position to GIC		(\$135,000)	32	No major impact
Human Resources	Eliminate funding for mid-manager training courses		(\$500,000)	32	No major impact
Human Rights and Fair Employment Practices	Eliminate 2 positions	(2)	(\$140,000)	32	The elimination of these positions will decrease the number of employees available to investigate County employee complaints, resident complaints concerning salaries, mediation, housing and transportation issues for the County in total.
Inspector General	Freeze 2 positions		(\$203,000)	32	No major impact
Management and Budget	Eliminate 6 positions	(6)	(\$463,000)	32	No major impact
Procurement Management	Transfer 1 position to the Department of Human Resources		(\$117,000)	32	There will be no impact as this is a transfer of work from one department to another.
Small Business Development	Elimination of 3 positions	(3)	(\$321,000)	31	Awaiting response from Department as to impact
			(\$169,902,931)		



## VII. RENT ANALYSIS

### SUMMARY:

The County should consider changing the process by which the annual General Fund (GF) rent is allocated to General Services Administration (GSA). GF supported rent does not appear in the budget for those departments that occupy space in County facilities.

The GF departments could be invoiced annually as a charge back to GSA to enhance budgetary transparency and determine true departmental operating costs. GSA currently utilizes the chargeback method for billing supplies, janitorial services, electricity, security, vehicle costs, inventory, service tickets, work orders and real estate transactions.

### BACKGROUND:

During the Performance and Efficiency Committee (PEC) hearings in late October and November of 2010, the issue of rent was discussed. Several factors, as the PEC was informed, are taken into account to determine departmental rent rates to include: the location and type of building (downtown hi-rise, suburban office, industrial, special use, etc.), the building classification (Class A being the highest quality buildings, Class B is the next step down, Class C, etc.), and the current market rate per square foot for the building class. OCA produced this analysis by reviewing the rent roll breakdown, the methodology used to establish rates for the County departments and expenditures from the last three years.

The proposed FY 2011-12 budget includes \$53.181 million from the GF and \$31.247 million from proprietary departments (\$84.428 million total) in rent to fund occupancy costs in County facilities. While proprietary departments appropriate their rent for County or privately owned facilities, GF supported rent does not appear in the budget for those departments that occupy space in County facilities. If the cost of rent was included in GF departments' budgets, it would bring transparency to the building rent budget process and utilization.

The detailed rent roll that comprises the proposed rent schedule published by OSBM for budget development (Attachment 11) consists of 37 buildings and properties that GSA's Facilities and Utilities Management Division (FUMD) maintain. The following table shows the rent collected by GF and proprietary departments and the expenses for these buildings and properties, as documented in FAMIS for the last three fiscal years.

(\$in thousands)	GF Rent	Proprietary Rent	Total Rent Revenue	Expenditures	Variance from Rent
FY 2008	\$46.190	\$19.888	\$66.078	\$49.598	\$16.480
FY 2009	\$49.547	\$21.572	\$71.119	\$53.627	\$17.492
FY 2010	\$49.403	\$23.438	\$72.841	\$52.856	\$19.985

In part of our review, we analyzed the detailed rent roll data. OCA found proprietary departments' rental rates per square foot are commensurable to market values of similar buildings, while GF departments are generally subsidized at a rate 20% less per square foot. (Attachment 12) Further, although the rent for vacant space in county facilities is deducted from the GF rent roll revenue, it was stated at the PEC that GF pays for vacant space. This was later confirmed by administration in an email that states, "...by definition, all that doesn't come

### VII. RENT ANALYSIS (cont.)

from the proprietary funds, which is just the square footage that they [proprietary] use, is supported by the general fund” (Attachments 13 and 15). Attachment 14 shows the FY 2011-12 proposed budget submission for FUMD maintenance by building as well as the proposed rent. Attachment 15 shows the reconciliation required to arrive at GSA’s proposed GF allocation.

In addition to the 37 buildings and properties listed on the detailed rent roll that FUMD maintains, the division also appropriates funds from rent revenue for building management, service tickets and work orders. However, while the revenue funds the operating costs associated with those activities, the majority of the funds serve as GSA’s transfer to the Capital Outlay Reserve (COR).

COR is a fund comprised of appropriations provided for same-year selected or emergency construction projects, major equipment purchases, and debt service payments for GF supported departments. The proposed FY 2011-12 budget consists of \$60.058 million of programmed projects. Revenue appropriations include \$18.607 million from the GF and a \$16.227 million transfer from GSA’s FUMD. The remaining \$25.224 million of revenue is comprised of other proprietary fund transfers, miscellaneous payments from other governments, leases and carryover. Of the \$60.058 million programmed expenditures, \$40.529 million, or 67%, is proposed to pay debt service. The following table shows the operating expenses for building management, service tickets and work orders, as well as the amount transferred to COR, as documented in FAMIS for the last three fiscal years.

<b>FUMD Management, Service Tickets and Work Order Funds</b>			
(\$ in thousands)	Operating	COR Transfer	Total
FY 2008	\$4.434	\$10.485	\$14.919
FY 2009	\$1.965	\$14.934	\$16.899
FY 2010	\$3.226	\$12.578*	\$15.804

\* Adopted budget shows \$12.778 million

## CONCLUSION:

Best practices in most business models would include allocation of costs to ensure awareness of the full costs of products, services, and/or facilities. Presently, occupancy costs, including rent for GF departments in County facilities, are not charged against departmental budgets, thereby reducing incentives for these departments to economize. Formal recognition of a cost allocation plan for GF departments’ occupancy costs as a chargeback line item for future fiscal years will increase awareness of true costs and would encourage departments to be more efficient in their allocation of rented space. The detailed rent roll submitted for FY 2011-12 contains over 183,000 sq. ft. of vacant office space distributed between eight different County maintained buildings that accounts for nearly \$3.9 million of uncollected rent. If departments are directly charged for rent, they may decide to be more resourceful which would increase vacant space. As the County endeavors on its reorganization plan, vacant space could become an additional revenue source through private leases. The chargeback method, which GSA currently utilizes for billing supplies, janitorial services, electricity, security, vehicle costs, inventory, and real estate transactions, would also allow a transparent GF transfer to COR as opposed to having it processed through GSA.

**Proposed Fiscal Year 2011-12 General and Proprietary Funds Rent Schedule (Does not include private leases or direct chargeback)**

<b>Department</b>	<b>FY 2011-12 Proposed Rent</b>
Capital Improvement Total	325,896
Community Action Agency Total	398,375
Consumer Services (Director) Total	331,900
Consumer Services (PTRD/CPD) Total	322,242
Cultural Affairs Department Total	270,233
Enterprise Technology Services Total	2,491,766
Environmental Resources Mgmt Total	4,887,887
Finance Total	1,942,452
General Services Administration Total	2,203,171
Historical Museum Total	187,000
Homeless Trust Total	101,401
Housing and Community Development Total	855,505
Human Services Total	1,032,746
International Trade Consortium Total	13,327
Library Total	5,192,981
Metropolitan Planning Organization Total	124,119
Miami Art Museum Total	192,000
Miami-Dade Housing Agency Total	1,122,950
Office Film and Entertainment Total	17,494
Office of Citizens Independent Transportation Trust Total	94,915
Office of Grants Coordination Total	53,100
Office of the Clerk Total	917,774
Planning and Zoning (Z) Total	478,738
Procurement Management Total	641,806
Public Works Total	699,221
Small Business Development Total	361,437
Solid Waste Management Total	1,047,039
State Attorney Total (Child Support)	1,874,880
Transit Total	2,955,546
Water and Sewer Total	108,709
General Fund Rent	55,714,089

<b>Proprietary and GF Rental Rates per SQ. FT.</b>			
Building	Proprietary Rate per SQ. FT.	GF Rate per SQ. FT.	Variance
140 Building	24.00	19.20	20%
Caleb	20.68	16.54	20%
Courthouse Ctr.	30.17	24.14	20%
CSF	21.70	17.36	20%
Elections/311	25.55	20.44	20%
Integrated Cmd.	30.00	24.00	20%
MLK	25.55	20.44	20%
OTV N	33.19	26.55	20%
OTV S	33.19	26.55	20%
SDGC	21.00	16.80	20%
SPCC	30.17	24.14	20%

Proposed Fiscal Year 2011-12 General and Proprietary Funds Rent Schedule (Does not include private leases or direct chargeback)		
Department	Prop Market Rent	General Fund Rent
Board of County Commissioners Total	0	1,199,179
Capital Improvement Total	325,896	0
Community Action Agency Total	398,375	1,226,466
Consumer Services (Director) Total	331,900	0
Consumer Services (COOP) Total	0	222,605
Consumer Services (PTRD/CPD) Total	322,242	0
Corrections and Rehabilitation Total	0	2,811,445
County Attorney Total	0	834,068
County Executive Office Total	0	685,523
Cultural Affairs Department Total	270,233	0
DCF Total	0	523,308
Elections Total	0	2,168,526
Enterprise Technology Services Total	2,491,766	654,885
Environmental Resources Mgmt Total	4,887,887	0
Fair Employment Practices Total	0	58,216
Finance Total	1,942,452	0
Fire and Rescue (Communications) Total	0	369,374
General Services Administration Total	2,203,171	0
Government Information Center Total	0	710,432
HCD Total	855,505	0
Healthcare Planning Total	0	42,586
Historical Museum Total	187,000	669,360
Homeless Trust Total	101,401	0
Human Resources Total	0	883,150
Human Services Total	1,032,746	169,398
International Trade Consortium Total	13,327	37,801
Judicial Administration Total	0	15,020,053
Juvenile Assessment Center Total	0	56,885
Library Total	5,192,981	0
Martin Luther King Building-General Fund Total	0	97,376
Medical Examiner Total	0	1,835,520
Metropolitan Planning Organization Total	124,119	0
Miami Art Museum Total	192,000	678,680
Miami-Dade Housing Agency Total	1,122,950	0
Miami-Dade Police Total	0	2,044,379
Miami-Dade Transit Total	0	1,192,029
Miami-Dade Transit (P) Total	2,955,546	605,465
Miami-Dade Water and Sewer Total	108,709	0
Office Film and Entertainment Total	17,494	29,739
Office of ADA Coordination Total	0	46,958
Office of Agenda Coordination Total	0	159,804
Office of Citizens Independent Transportation Trust	94,915	0
Office of Grants Coordination Total	53,100	193,209
Office of Strategic Business Management (GF) Total	0	351,782
Office of Sustainability Total	0	28,431
Office of the Clerk Total	917,774	7,106,446
Outside Agency - General Fund Lease Total	0	149,710
Park and Recreation Total	0	307,057
Planning and Zoning Total	0	483,782
Planning and Zoning (P) Total	0	54,414
Planning and Zoning (Z) Total	478,738	81,387
Procurement Management Total	641,806	0
Property Appraisal Total	0	1,820,115
Public Defender Total	0	1,518,074
Public Works Total	0	1,026,890
Public Works (P) Total	699,221	0
Small Business Development Total	361,437	0
Solid Waste Management Total	1,047,039	0
State Attorney Total	1,874,880	3,662,455
Vacant Office Space Total	0	3,897,084
Vacant Property Total	0	44
Grand Total	31,246,611	55,714,089

## Attachment 14

FUMD Maintenance and Rent Submission FY 2011-12					
Building/Property	New Market Rent/ SF - 2011 Study	SQ FT Total	FY 11-12 Budget Submission	Rent Schedule Revenue	Variance
140 Bldg	24.00	131,009	1,270,189	1,970,902	700,713
Caleb Center	20.68	114,760	1,364,806	1,557,094	192,288
Carol Daycare Center	9.00	4,496	48,200	32,371	(15,829)
COOP	17.00	16,368	166,000	222,605	56,605
Coral Gables Branch Court	25.55	19,064	590,300	389,668	(200,632)
Courthouse Center	30.17	260,264	2,806,100	6,286,481	3,480,381
CSF	21.70	43,909	446,200	877,904	431,704
Cultural Center	25.00	267,237	2,878,680	6,719,124	3,840,444
CVAC	26.05	15,900	141,100	126,390	(14,710)
DCC	25.00	264,906	2,982,272	5,298,120	2,315,848
DGC Open Space Park	0.00	72,200	72,200	0	(72,200)
DPCC	29.00	99,991	2,629,000	2,678,775	49,775
DPCC Annex	17.00	8,042	88,500	109,371	20,871
E.R. Graham	21.68	113,880	1,472,345	1,975,135	502,790
Elections/311	25.55	117,349	1,393,706	2,399,401	1,005,695
Hialeah Branch Court	25.55	37,214	695,706	760,654	64,948
Homestead ARB	0.00	650,034	0	0	0
Integrated Command Facility	30.00	168,000	3,595,048	2,823,729	(771,319)
Jackson-Dade Daycare	9.00	4,742	0	41,910	41,910
Juvenile Justice	14.00	18,686	160,500	151,222	(9,278)
Landmark	9.00	378,017	743,972	7	(743,965)
Medical Examiner	25.00	91,776	1,717,826	1,835,520	117,694
Mental Health Diversion Facility	28.55	180,000	255,021	23	(254,998)
Metro Annex	9.83	24,728	137,400	236,304	98,904
MLK	25.55	184,952	4,470,000	4,174,927	(295,073)
NDJC	25.55	41,228	1,075,980	842,700	(233,280)
Old CAA Bldg	17.00	41,420	26,650	14	(26,636)
OTV N	33.19	371,024	9,078,132	11,624,849	2,546,717
OTV S	33.19	323,889	10,811,236	8,607,914	(2,203,322)
Public Defender	21.68	77,838	739,626	1,350,022	610,396
Radio Shop	24.00	11,008	225,300	250,982	25,682
Records Center	9.02	30,500	161,500	220,088	58,588
REG	21.68	373,312	5,152,964	6,474,723	1,321,759
Richmond Heights	0.00	99,000	0	0	0
SDGC	21.00	64,964	1,645,785	1,155,278	(490,507)
SPCC	30.17	596,461	6,241,822	15,766,493	9,524,671
<b>SUBTOTAL</b>		5,318,168	65,284,066	86,960,700	21,676,634
GSA GF Adjustment (Attachment)	N/A	N/A	N/A	(2,533,089)	0
<b>TOTAL</b>		5,318,168	65,284,066	84,427,611	19,143,545

<b>GSA General Fund</b>		
Published GF Rent		55,714,089
Office of the Clerk Adjustment - correction of error-all rent must be paid by GF	734,220	56,448,309
Reductions in the base	(3,897,309)	52,551,000
Adjustment for DHS rent	440,000	52,991,000
Transfer in of ADA function	190,000	53,181,000
<b>Total GSA GF in 11-12 Proposed Budget</b>		<b>53,181,000</b>

## **VIII. REVIEW AND COMPARISON OF COUNTY BUDGET DATA**

Tables and Charts included in Attachment 16 through 21 are provided as reference material for upcoming discussions on the FY 2011-12 Proposed Budget. The charts are intended to depict the changes in size of government over time and do not consider new services, mandates or responsibilities of the County. Also, per capita expenditures, rather than total expenditures, are used to control for changes in population during the analysis period.

- Operating Expenditures by Area (Attachment 16) is a chart of operating expenditures by strategic area, comparing FY 2010-11 to the FY 2011-12 Proposed Budget, and in most cases reflects a reduction from the current budget.
- Sources and Uses of Funds (Attachment 17) compares the sources and uses of funds, showing the dollar and percentage change from FY 2010-11 to the FY 2011-12 Proposed Budget.
- CW Population & Expenditures per Capita (Attachment 18) charts ten (10) years of County-wide (CW) operating expenditures. It compares actual/budgeted CW expenditures against the CW base year (FY 2002-03) expenditures adjusted for inflation (CPI-U).
- UMSA Population & Expenditures per Capita (Attachment 19) charts ten (10) years of Unincorporated Municipal Service Area (UMSA) operating expenditures. It compares actual/budgeted UMSA expenditures against the UMSA base year (FY 2002-03) expenditures adjusted for inflation (CPI-U).
- Personnel Counts and Expenditures (Attachment 20) charts ten (10) years of Full-Time-Employee Counts as well as ten (10) years personnel expenditures. It compares actual/budgeted personnel expenditures against the personnel base year (FY 2002-03) expenditures adjusted for inflation (CPI-U).
- Bonded general obligation debt per capita (Attachment 21) shows the growth in bonded general obligation debt per capita from FY 2001 to FY 2010 along with the growth in Net Assesses Property Values from FY 2001 to FY 2010.



#### Chart Highlights:

- CW population (Attachment 18) increased 6.4% and UMSA population (Attachment 19) decreased 8.7% during FY 2002-03 to FY 2011-12 (2010 Census).
- CW expenses (Attachment 18) increased \$78.28 per capita in nominal terms during FY 2002-03 to proposed FY 2011-12. However, when adjusted for inflation, the per capita expenses have decreased \$20.90 during the same period.
- UMSA expenses (Attachment 19) per capita decreased \$2.07 per capita in nominal terms during FY 2002-03 to proposed FY 2011-12. However, when adjusted for inflation, the per capita expenses have decreased \$93.72 during the same period.
- From FY 2002-03 to FY 2011-12, the personnel chart (Attachment 20) shows the full time budgeted position count decreased by 3,484. Personnel costs increased by \$414 million in nominal terms during FY 2002-03 to proposed FY 2011-12. However, when adjusted for inflation, the personnel expenses have decreased \$61.63 million in today's dollars during the same period.
- Attachment 21 shows the bonded general obligation debt per capita from FY 2001 to FY 2010. There was 189% growth in per capita bonded general obligation debt during this period compared to a 132% growth in net assessed property value.

# ATTACHMENT 16

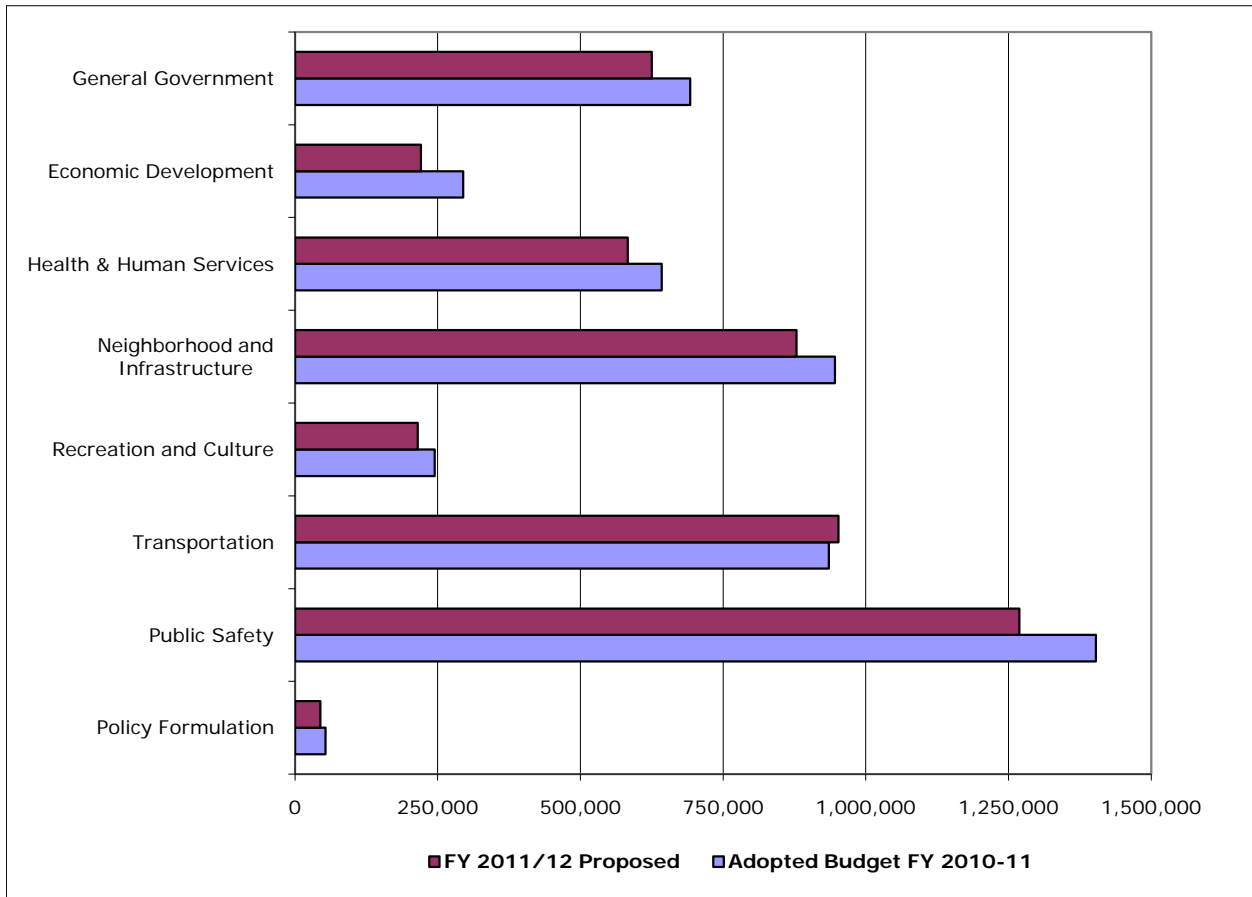
## Sources and Uses of Funds (excludes interagency transfers)

(in 000's)

	Adopted Budget FY 2010-11	FY 2011/12 Proposed	\$ Change	% Change
<b>Operating Budget</b>				
<b>Uses of Funds (Page 267-278)</b>				
Policy Formulation	\$53,598	\$44,559	(\$9,039)	-16.9%
Public Safety	\$1,403,096	\$1,269,056	(\$134,040)	-9.6%
Transportation	\$935,179	\$952,209	\$17,030	1.8%
Recreation and Culture	\$245,078	\$215,333	(\$29,745)	-12.1%
Neighborhood and Infrastructure	\$945,814	\$878,872	(\$66,942)	-7.1%
Health & Human Services	\$642,831	\$583,080	(\$59,751)	-9.3%
Economic Development	\$294,546	\$220,539	(\$74,007)	-25.1%
General Government	\$692,302	\$625,226	(\$67,076)	-9.7%
INTERAGENCY TRANSFER ADJUSTMENT	(\$383,035)	(\$348,134)	\$34,901	-9.1%
<b>Total Operating Uses of Funds</b>	<b>\$4,829,409</b>	<b>\$4,440,740</b>	<b>(\$388,669)</b>	<b>-8.0%</b>
<b>Sources of Funds (Page 267-278)</b>				
CW GENERAL FUND	\$1,275,820	\$1,167,553	(\$108,267)	-8.5%
UMSA GENERAL FUND	\$412,805	\$396,951	(\$15,854)	-3.8%
PROPRIETARY AND BOND FUNDS	\$2,643,869	\$2,447,495	(\$196,374)	-7.4%
STATE FUNDS	\$212,063	\$214,001	\$1,938	0.9%
FEDERAL FUNDS	\$284,852	\$214,740	(\$70,112)	-24.6%
<b>Total Operating Sources of Funds</b>	<b>\$4,829,409</b>	<b>\$4,440,740</b>	<b>(\$388,669)</b>	<b>-8.0%</b>
<b>Capital Budget</b>				
<b>Uses of Funds (2011 Vol 3, Pages 453-454)</b>				
<b>Uses of Funds (2012, Pages 307-308)</b>				
PUBLIC SAFETY	\$98,376	\$122,879	\$24,503	24.9%
TRANSPORTATION	\$1,277,266	\$774,984	(\$502,282)	-39.3%
RECREATION AND CULTURE	\$288,340	\$147,020	(\$141,320)	-49.0%
NEIGHBORHOOD & INFRASTRUCTURE	\$697,362	\$331,679	(\$365,683)	-52.4%
HEALTH AND HUMAN SERVICES	\$301,541	\$175,469	(\$126,072)	-41.8%
ECONOMIC DEVELOPMENT	\$18,981	\$46,865	\$27,884	146.9%
ENABLING STRATEGIES	\$86,540	\$75,516	(\$11,024)	-12.7%
<b>Total Capital Uses of Funds</b>	<b>\$2,768,406</b>	<b>\$1,674,412</b>	<b>(\$1,093,994)</b>	<b>-39.5%</b>
<b>Sources of Funds (2011 Vol 3, Pages 455-458)</b>				
<b>Sources of Funds (2012, Pages 309-311)</b>				
FEDERAL GOVT - FTA GRANTS	\$121,629	\$104,477	(\$17,152)	-14.1%
FEDERAL GOVT - ALL OTHER	\$98,216	\$74,820	(\$23,396)	-23.8%
NON-COUNTY SOURCES	\$1,000	\$3,856	\$2,856	285.6%
STATE OF FLORIDA	\$169,307	\$115,410	(\$53,897)	-31.8%
IMPACT FEES/EXACTIONS	\$29,130	\$48,554	\$19,424	66.7%
PROPRIETARY OPERATIONS	\$178,481	\$91,831	(\$86,650)	-48.5%
COUNTY BONDS/DEBT - PTP BONDS	\$283,341	\$214,630	(\$68,711)	-24.3%
COUNTY BONDS/DEBT - BBC/GOB BONDS	\$162,171	\$253,465	\$91,294	56.3%
COUNTY BONDS/DEBT - ALL OTHER	\$573,025	\$225,261	(\$347,764)	-60.7%
CILOGT/ SECONDARY GAS TAX	\$33,776	\$37,904	\$4,128	12.2%
CAPITAL OUTLAY RESERVE	\$55,324	\$56,687	\$1,363	2.5%
OTHER COUNTY SOURCES	\$47,311	\$26,763	(\$20,548)	-43.4%
<b>Total Capital Sources of Funds</b>	<b>\$1,752,711</b>	<b>\$1,253,658</b>	<b>(\$499,053)</b>	<b>-28.5%</b>

Source:2010-11 and 2011-12 Proposed Resource Allocation and Multi-Year Capital Plan

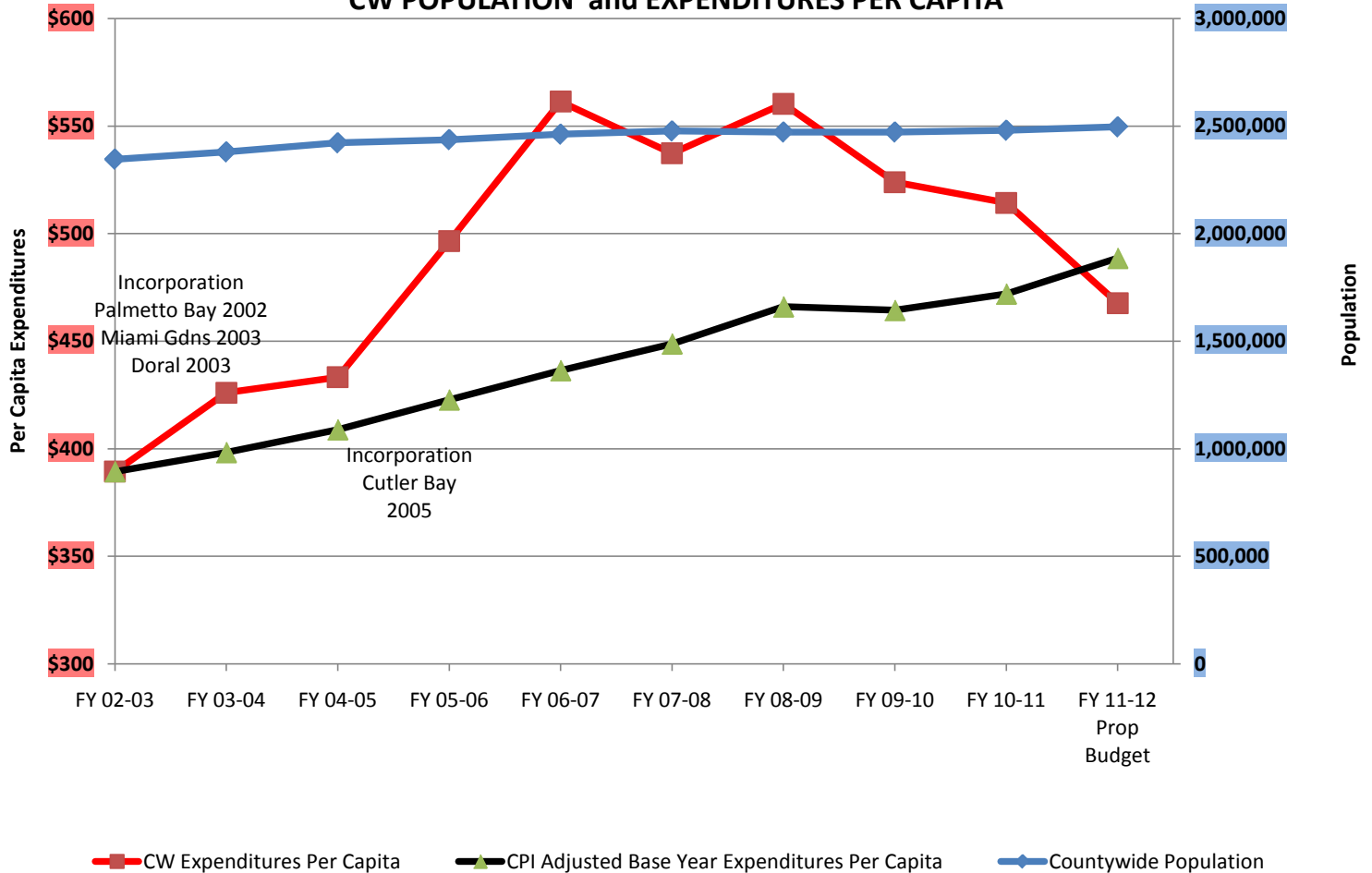
ATTACHMENT 17  
Operating Expenditures by Area (includes interagency transfers)  
In 000's



Expenditure Area	Adopted Budget FY 2010-11	Percentage of Total	FY 2011/12 Proposed Budget	Percentage of Total
Policy Formulation	53,598	1.0%	44,559	0.9%
Public Safety	1,403,096	26.9%	1,269,056	26.5%
Transportation	935,179	17.9%	952,209	19.9%
Recreation and Culture	245,078	4.7%	215,333	4.5%
Neighborhood and Infrastructure	945,814	18.1%	878,872	18.4%
Health & Human Services	642,831	12.3%	583,080	12.2%
Economic Development	294,546	5.7%	220,539	4.6%
General Government	692,302	13.3%	625,226	13.1%
<b>Totals</b>	<b>5,212,444</b>	<b>100.0%</b>	<b>4,788,874</b>	<b>100.0%</b>

Source: 2010-11 and 2011-12 Proposed Resource Allocation and Multi-Year Capital Plan

# **ATTACHMENT 18** **10-YEAR REVIEW** **CW POPULATION and EXPENDITURES PER CAPITA**



## Sources:

CW Expenditures: Budget Book, Operating Expenditures by Revenue Source;

Population: State of Florida Department of Revenue, Florida Property Valuations & Tax Data

University of Florida Bureau of Economic and Business Research & 2010 Census;

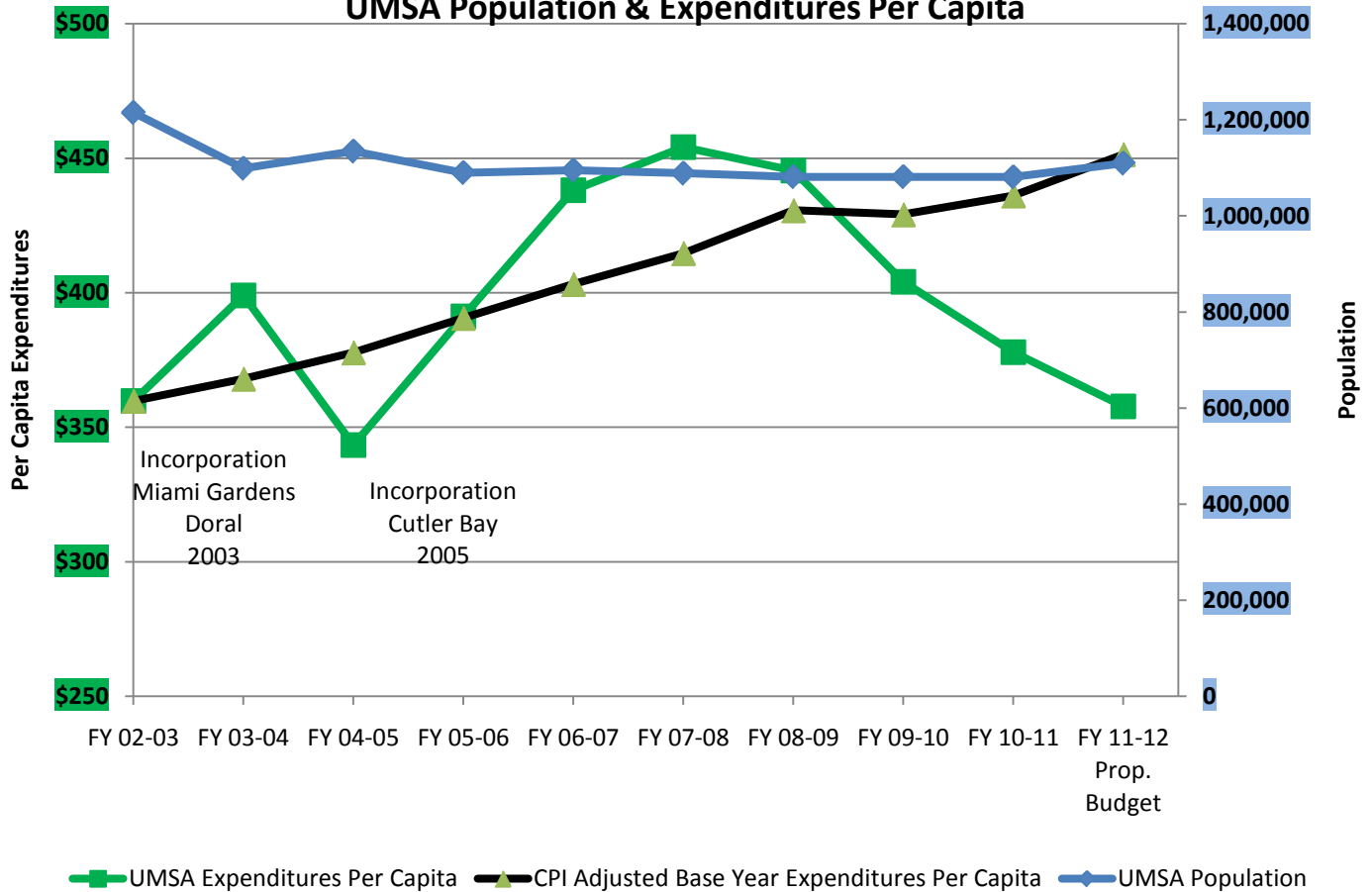
Inflation: U.S. Bureau of Labor Statistics

FISCAL YEAR	Countywide Population	CW Expenditures	CPI Adjusted Base Year Expenditure	CW Expenditures Per Capita	CPI Adjusted Base Year Expenditures Per Capita
FY 02-03	2,345,932	\$913,518,000	913,518,000	\$389.41	\$389.41
FY 03-04	2,379,818	\$1,013,894,000	934,337,476	\$426.04	\$398.28
FY 04-05	2,422,075	\$1,049,284,000	959,219,290	\$433.22	\$408.89
FY 05-06	2,437,022	\$1,209,986,000	991,717,984	\$496.50	\$422.74
FY 06-07	2,462,292	\$1,382,354,000	1,023,708,887	\$561.41	\$436.38
FY 07-08	2,477,289	\$1,331,213,000	1,052,866,310	\$537.37	\$448.81
FY 08-09	2,472,344	\$1,385,381,000	1,093,291,640	\$560.35	\$466.04
FY 09-10	2,472,344	\$1,295,268,000	1,089,401,952	\$523.90	\$464.38
FY 10-11	2,480,597	\$1,275,820,000	1,107,271,156	\$514.32	\$472.00
FY 11-12 Prop Budget	2,496,435	\$1,167,553,000	1,146,198,499	\$467.69	\$488.59

## ATTACHMENT 19

### 10 Year Review

#### UMSA Population & Expenditures Per Capita



#### Sources:

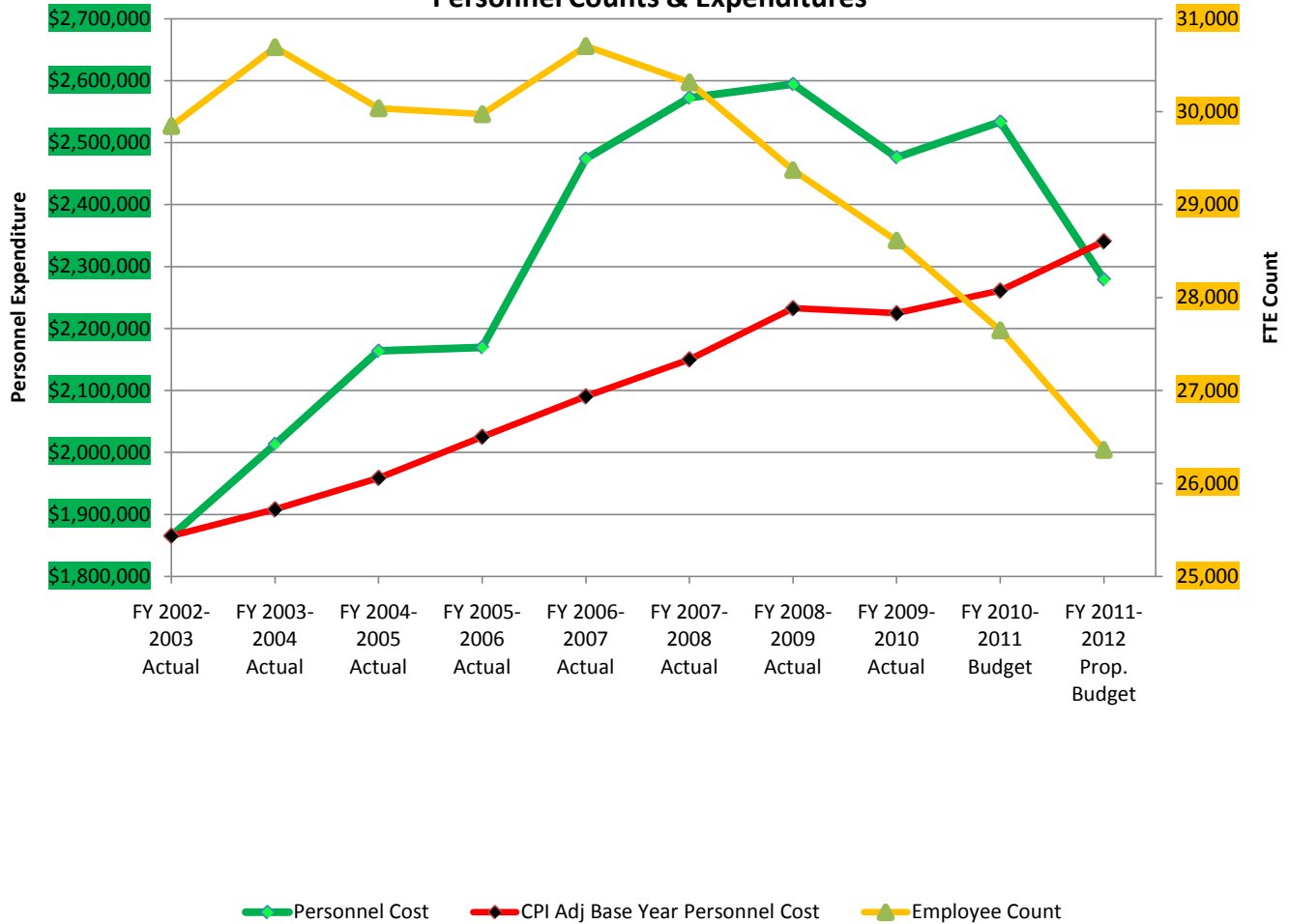
UMSA Expenditures: Budget Book, Operating Expenditures by Revenue Source;

Population: State of Florida Department of Revenue, Florida Property Valuations & Tax Data; University of Florida Bureau of Economic and Business Research & 2010 Census;

Inflation: U.S. Bureau of Labor Statistics

FISCAL YEAR	UMSA Population	UMSA Expenditures	CPI Adjusted Base Year Expenditure	UMSA Expenditures Per Capita	CPI Adjusted Base Year Expenditures Per Capita
FY 02-03	1,215,197	\$437,257,000	\$437,257,000	\$359.82	\$359.82
FY 03-04	1,098,940	\$438,516,000	\$447,222,279	\$399.04	\$368.02
FY 04-05	1,134,686	\$389,707,000	\$459,132,003	\$343.45	\$377.83
FY 05-06	1,089,918	\$426,351,000	\$474,687,560	\$391.18	\$390.63
FY 06-07	1,095,100	\$479,830,000	\$490,000,062	\$438.16	\$403.23
FY 07-08	1,088,714	\$494,436,000	\$503,956,314	\$454.15	\$414.71
FY 08-09	1,081,422	\$481,703,000	\$523,305,969	\$445.43	\$430.63
FY 09-10	1,081,422	\$436,990,000	\$521,444,163	\$404.09	\$429.10
FY 10-11	1,081,007	\$408,498,000	\$529,997,290	\$377.89	\$436.14
FY 11-12 Prop. Budget	1,109,571	\$396,951,000	\$548,629,931	\$357.75	\$451.47

# **ATTACHMENT 20** **10 Year Review** **Personnel Counts & Expenditures**



\* Personnel costs had been driven higher than inflation as a result of cost of living adjustments , merit increases of more than 4% annually for most eligible employees; pay exceptions, overtime, and money adjustments.

FY 2011-12 Proposed budget reduces personnel cost by more than 10% below the FY 2010-11 Budget and below FY 2002-03 levels when adjusted for inflation.

Sources:

Personnel Expenditures: Budget Book, Operating Budget Expenditures by Revenue Source,

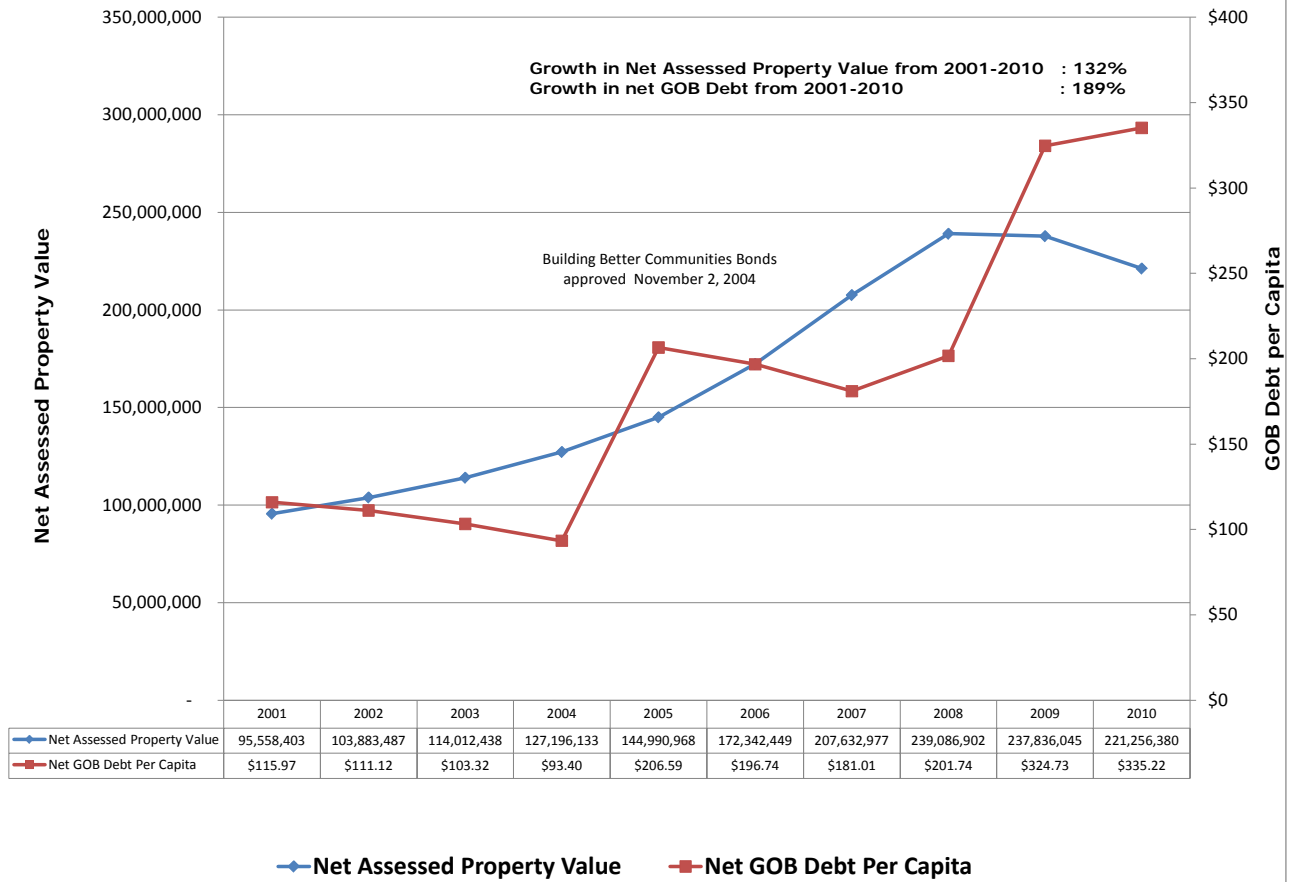
Inflation: U.S. Bureau of Labor Statistics

Fiscal Year	Personnel Cost	CPI Adj Base Year Personnel Cost	Employee Count
FY 2002-2003 Actual	\$1,865,624	\$1,865,624	29,845
FY 2003-2004 Actual	\$2,013,474	\$1,908,142	30,694
FY 2004-2005 Actual	\$2,163,922	\$1,958,957	30,036
FY 2005-2006 Actual	\$2,169,772	\$2,025,327	29,973
FY 2006-2007 Actual	\$2,474,128	\$2,090,660	30,705
FY 2007-2008 Actual	\$2,572,585	\$2,150,207	30,315
FY 2008-2009 Actual	\$2,594,554	\$2,232,765	29,372
FY 2009-2010 Actual	\$2,476,383	\$2,224,821	28,613
FY 2010-2011 Budget	\$2,533,617	\$2,261,315	27,647
FY 2011-2012 Prop. Budget	\$2,279,182	\$2,340,814	26,361

# ATTACHMENT 21

## 10-Year Review

### Net Assessed Property Values ('000's) & GOB Governmental Activities Debt Per Capita



## **IX. BARGAINING UNIT SAVINGS FROM PROPOSED CONCESSIONS**

Under the Mayor's FY 2011-12 Budget Proposal, the County's bargaining units (BU) will make salary and fringe benefit concessions estimated to save \$238,813,000. Based on the full time position count for the Proposed Budget, and part time positions in the payroll system OCA calculated the savings from BU concessions to be \$ 238,011,821 (Attachment 22) including: an additional 3% reduction of current pay plan rates (above the current 5% health contribution), elimination of two 5% special pay adjustments for PBA bargaining units "E" and "P", elimination of 3% COLA for July 1, 2011, no COLA for FY 2011-12, and freezing of: merit increases, longevity bonuses, flexible benefits, and premium pay based on the rolling year for collective bargaining agreements.



FY 2011-12 EMPLOYEE CONCESSIONS

BARGAINING UNIT <sup>1,2</sup>		EMPLOYEE COUNT <sup>3</sup>			SALARY SAVINGS										3% PAY PLAN REDUCTION SAVINGS					GRAND TOTAL
CODE	DESCRIPTION	FT	PT	TOTAL	FLEX <sup>4</sup>	PREMIUM <sup>5</sup>	LONGEVITY <sup>6</sup>	MERITS <sup>7</sup>	COLA <sup>8</sup>	SUBTOTAL	FICA <sup>9</sup>	MICA <sup>9</sup>	FRS <sup>9</sup>	TOTAL	3% <sup>10</sup> REDUCTION	FICA <sup>11</sup>	MICA <sup>11</sup>	FRS <sup>12</sup>	TOTAL	
L	NON-BARGAINING	2,941	70	3,011	3,249,577	3,352,700	3,272,051	3,985,794	7,627,848	21,487,971	728,155	311,576	1,249,164	23,776,865	7,374,699	229,758	106,933	1,098,143	8,809,533	32,586,398
A	WATER & SEWER - AFSCME LOCAL 121	1,754	0	1,754	0	0	0	0	2,586,072	2,586,072	160,336	37,498	138,911	2,922,817	2,520,844	156,292	36,552	344,326	3,058,015	5,980,832
C	FIREFIGHTER - IAFF LOCAL 1403	2,019	1	2,020	0	0	1,122,216	1,046,309	5,192,726	7,361,252	327,297	106,738	1,047,414	8,842,700	3,913,739	183,015	56,749	1,433,040	5,586,544	14,429,244
D	TRANSIT WORKERS - LOCAL 291	2,415	305	2,720	2,659,945	3,337,750	524,282	1,210,542	3,664,870	11,397,389	686,954	165,262	593,829	12,843,433	3,567,714	214,274	51,732	471,172	4,304,892	17,148,326
E	POLICE - PBA RANK & FILE UNIT	5,320	3	5,323	3,376,676	0	2,795,629	35,260,005	11,413,465	52,845,775	3,079,530	766,264	7,616,752	64,308,320	9,443,745	553,714	136,934	3,390,672	13,525,066	77,833,386
P	POLICE LIEUTENANTS - PBA SUPERVISORY UNIT	262	0	262	166,278	0	427,607	2,800,144	888,370	4,282,399	11,814	62,095	542,184	4,898,492	739,708	3,043	10,726	239,897	993,374	5,891,866
F	SOLID WASTE - AFSCME LOCAL 3292	691	0	691	760,141	898,300	309,317	231,576	874,278	3,073,613	190,564	44,567	164,826	3,473,571	847,058	52,518	12,282	115,517	1,027,374	4,500,945
G	AVIATION - AFSCME LOCAL 1542	828	24	852	922,400	1,076,400	396,005	202,010	1,280,467	3,877,282	238,156	56,221	207,983	4,379,642	1,201,202	73,601	17,417	163,623	1,455,843	5,835,485
H	GENERAL - AFSCME LOCAL 199	5,540	2,397	7,937	6,215,339	7,202,000	1,445,217	1,285,905	8,469,358	24,617,818	1,465,187	356,958	1,297,274	27,737,237	8,140,121	457,020	118,032	1,031,685	9,746,857	37,484,095
K	GOVT SUPERVISORS ASSOC. - SUPERVISORS LOCAL 100	3,239	79	3,318	3,583,995	4,210,700	1,022,356	334,964	6,833,612	15,985,627	859,338	231,792	871,966	17,948,723	6,650,182	345,425	96,428	919,565	8,011,600	25,960,323
M	GOVT SUPERVISORS ASSOC. - PROFESSIONAL LOCAL 100	1,352	59	1,411	1,493,881	1,757,600	306,328	147,406	2,691,524	6,396,739	367,254	92,753	342,963	7,199,709	2,621,001	146,519	38,005	355,689	3,161,213	10,360,921
TOTAL:		26,361	2,938	29,299	22,428,235	21,835,450	11,621,007	46,504,654	51,522,591	153,911,936	8,114,585	2,231,723	14,073,266	178,331,510	47,020,011	2,415,179	681,790	9,563,330	59,680,311	238,011,821

<sup>1</sup> Saving estimates are based on the date the benefit is suspended in FY 2011-12 for each Bargaining Unit. The suspension dates were derived from three sources: 1) the suspended number of pay periods utilized by the Office of Management and Budget for their projections, 2) the Effective Dates of Reduction/Restoration of Benefits page from the Human Resources Personnel and Payroll Reference Manual and 3) Memoranda distributed by the County Mayor on July 11, 2011, subject "Non-bargaining Unit Employee Contribution" and August 17, 2011, subject "Status of Collective Bargaining".

<sup>2</sup> Suspension dates differ for each Bargaining Union and salary category depending on the rolling-year agreement in each Union's contract.

<sup>3</sup> Estimates are based on the number of full-time positions reported in the FY 2011-12 Proposed Budget Book and the number of part-time positions in the Payroll System as of August 8, 2011. Savings are based on 26 pay periods in FY2011-12 for full-time positions and where applicable, 13 pay periods for part-time employees.

<sup>4</sup> The FLEX benefit for Bargaining Unit **C** is suspended per bargaining unit contract however, the County contributes to the Union's group insurance plan therefore, no savings are shown. Additionally, per the rolling-year agreement in the contract, Bargaining Unit **A** members are scheduled to received FLEX dollars for 26 pay periods in FY 2011-12, thus no savings is shown. The number of pay periods (pp) the flex benefit is suspended in FY 2011-12 for the remaining Bargaining Units are: **L, D, F, G, H, K, M** - 26 pp **E, P** - 15 pp.

<sup>5</sup> The PREMIUM payments (\$50 per pay period) are suspended for a specific number of pay periods in FY 2011-12 based on the Bargaining Unions: **L, D, F, G, H, K, M** - 26 pp **A** - 0 pp (no savings shown) **C, E, P** receive Hazardous Duty pay adjustment, in place of premium pay, which was not suspended (no savings shown.)

<sup>6</sup> The LONGEVITY BONUS savings are based on full-time employees, eligible to receive a bonus in FY 2011-12. The number of pay periods the longevity bonus is suspended in FY 2011-12 for each Bargaining Unit are: **L** (*Exempt* Employees) - 26 pp **L** (*Classified Service* Employees) - 23 pp **A** - 0 pp (no savings shown) **C** - 17 pp **D** - 13 pp **E, P** - 15 pp **F** - 21 pp **G, H** - 16 pp **K, M** - 8 pp.

<sup>7</sup> The MERIT savings are projected on the suspended increases for full-time employees eligible to receive a merit raise in FY 2011-12 as well as, rescinding the two one-pay step selective pay adjustments which were effective September 6, 2010 and September 5, 2011 for selective sworn classifications in Bargaining Units E and P. The number of pay periods the merit increases are suspended by Bargaining Unit are: **L** (*Exempt* Employees) - 26 pp **L** (*Classified Service* Employees) - 23 pp **A** - 0 pp (no savings shown) **C** - 17 pp **D** - 13 pp **E, P** - 15 pp **F** - 22 pp **G, H** - 16 pp **K, M** - 8 pp.

<sup>8</sup> The COLA increases effective June 27, 2011 were rescinded for all Bargaining Units, therefore the savings shown are for 26 pay periods in FY 2011-12.

<sup>9</sup> The fringe savings are calculated for: Flex, Premium, Longevity, Merits and COLA.

<sup>10</sup> The County Mayor's memorandum dated August 17, 2011, provides the alternative option of reducing all pay plan rates by 8% to eliminate the existing and proposed healthcare contribution (5% current and an additional 5% proposed). The 5% current health contributions is replaced by a 5% reduction to the pay plan rates and does not involve any additional savings to FICA and MICA; however, this does involve additional savings to FRS. The savings from the additional 3% reduction to the pay plan is shown along with the savings associated with the related fringes for 26 pay periods.

<sup>11</sup> The FICA and MICA savings pertains to the additional 3% reduction from the employee's pay rate.

<sup>12</sup> The FRS savings are derived from the total 8% reductions proposed for the employee's pay rate.