



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

M E M O R A N D U M

TO: Honorable Jean Monestime, Chairman
and Members, Board of County Commissioners

FROM: Neil R. Singh
Acting Commission Auditor

A handwritten signature in blue ink, appearing to read "Neil R. Singh", is written over the name and title in the "FROM" field.

DATE: September 6, 2016

SUBJECT: Fiscal Year 2016-2017 Proposed Budget Adjustments

To assist the Board of County Commissioners at the upcoming budget hearings, the Office of the Commission Auditor has prepared the above subject report with preliminary observations and information for the Miami-Dade County FY2016-17 Proposed Budget.

Special thanks to the Office of Management and Budget for the information provided and their assistance in this matter.

Should you require additional information, feel free to contact me at (305) 375-2524.

Attachment

c: Honorable Carlos A. Gimenez, Mayor
Abigail Price-Williams, County Attorney
Edward Marquez, Deputy Mayor
Jennifer Moon, Director, Office of Management and Budget
Christopher Agrippa, Division Chief, Clerk of the Board

FY 2016-17 PROPOSED ADJUSTMENTS

DEPARTMENT	DIVISION	DESCRIPTION / IMPACT	TOTAL FISCAL IMPACT
Animal Services	Live Release and Shelter Services	The proposed budget includes 19 overage positions approved in FY 2015-16 (one Outreach Specialist to oversee special events planning and 18 Adoption Clerks), as part of the support staff needed to meet operational demands related to the opening of the new facility and expansion of its "No-Kill" services.	\$961,000
Animal Services	Live Release and Shelter Services	The proposed budget also includes four new Transport Operator positions, that represents the conversion of two long-term temporary employees to County positions, as part of the support staff needed to transfer animals to partner organizations outside of the County as part of its "No-Kill" initiative.	\$180,000
Animal Services	Veterinary Clinic	The proposed budget includes two Veterinary Technician overage positions approved in FY 2015-16 as part of the support staff needed to meet operational demands related to the opening of the new facility and expansion of its "No-Kill" services.	\$97,000
Animal Services	Kennel	The proposed budget includes 23 approved overage positions from FY 2015-16 (one Animal Care Asst. Coordinator, one Retention Program Clerk 4, one Behavioral Program Administrative Officer, and 20 Animal Care Specialists) as part of the support staff needed to meet operational demands related to the opening of the new facility and expansion of its "No-Kill" services.	\$1,055,000
Animal Services	Finance & Compliance	The proposed budget includes six new positions in the Licensing and Citation/Compliance section (two Clerks, three Collection Specialists and one Citation Specialist), which represent the conversion of long-term temporary employees to County positions.	\$353,000
Animal Services	Outreach and Development	The Department will initiate an agreement with the American Society for the Prevention of Cruelty to Animals (ASPCA) for the development of a spay/neuter clinic in the Overtown/Liberty City area. Under the proposed agreement, the County will be responsible for half of the capital construction costs and the ASPCA will operate the facility for a period of approximately ten years.	\$2,310,000
Audit and Management Services	Audit Services	The proposed budget includes the addition of a Clerk 4 position.	\$61,000
Aviation	Administration	The proposed budget includes the addition of one Human Resource Information System Specialist position to manage human resources data systems, two Computer Technician positions to maintain personal computer network groups, and one Airport Telecommunication Technician position to maintain audio visual equipment.	\$313,000
Aviation	Business Retention and Development	The proposed budget includes the addition of one Clerk position, one Administrative Officer position, one Administrative Secretary position and one Airport Secretary position to provide additional office support, as well as one Division Director position to oversee the commercial operations, and one Section Chief position to oversee the Permits section as recommended by a recent audit.	\$482,000
Aviation	Facilities Development	The proposed budget includes the addition of one Engineer position to manage additional engineering and construction projects, two Airport Maintenance Mechanic positions to maintain additional square footage at terminal and shop areas, three Airport Equipment Operator positions that will provide an additional shift for asphalt, concrete, and fence repairs, three Airport Plumber positions to perform preventative maintenance, two Airport Fire Suppression Systems Technician positions to provide additional fire suppression equipment and system maintenance, two Architectural Drafter positions to address additional signage projects, and one Interior Design Specialist position to design additional interior work orders.	\$992,000

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Aviation	Finance and Strategy	The proposed budget includes the addition of two Special Projects Administrator positions to assist with Enterprise Resource Planning and financial management.	\$193,000
Aviation	Operations	The proposed budget includes the addition of one Special Projects Administrator position to oversee the implementation of the Safety Management System, and two Landside Operation Officer positions to provide additional assistance to travelers and vehicular traffic.	\$231,000
Aviation	Policy Advisement	In FY 2016-17, the Department will increase the number of international routes to 105 from 103 in FY 2015-16, and cargo carriers to 35 from 34 during the same period; the Department will increase low-fare carriers in FY 2016-17 to eight from seven (revenue).	To be Determined
Aviation	Policy Advisement	The proposed budget includes the addition of one Airport Secretary position to provide office support functions, and one Airport Information and Program Specialist position to coordinate special events.	\$107,000
Community Action and Human Services	Head Start	The proposed budget includes the addition of seven positions: one Clerk 4, two Accountant 2, and four Administrative Officer 2 as part of the Early Head Start Expansion and Child Care Partnership grant program.	\$460,000
Community Action and Human Services	Violence Prevention and Intervention Services	The proposed budget includes the addition of an Assistant Director 1 position to properly align the span of control, thus increasing the level of direct supervision at the executive level across functional areas within the Department.	\$150,000
Corrections and Rehabilitation	Custody Services	The proposed budget includes a minimum of one Correctional Officer recruitment class. This is a class of 40 that is scheduled for April, 2017. If necessary, more classes could be added to guarantee the replacement of approximately 120 positions that are expected to become vacant during the fiscal year.	\$1,367,000
Elections	Poll Worker Recruitment	In preparation for the upcoming 2016 General Election, the FY 2016-17 proposed budget includes funding for ten (10) additional early voting sites for a total of thirty (30) early voting sites, the rental of additional Ballot on Demand printers, and general elections supplies which will maximize resources under the recently completed reprecincting of voting districts, resulting in greater efficiencies for voters. The total cost for the General Presidential Election is budgeted at \$11M.	\$11,476,000
Finance	Director's Office	The proposed budget includes the addition of one Finance Compliance Administrator position to monitor enhanced compliance requirements with Payment Card Industry (PCI) standards and other County-wide financial compliance requirements related to the services provided to our customers; the position will be funded by the departments that process payment card transactions.	\$103,000
Finance	Controller's Division	The proposed budget includes the addition of one Special Projects Administrator 1 to keep all County staff trained on functional systems and business processes as well as ensure continuity of operations and knowledge transfer; the position will be funded from fees charged to the departments that enroll in training.	\$93,000
Finance	Controller's Division	The proposed budget includes the addition of one Accountant 3 position to improve customer service in the implementation of E-Payables; the position will be funded with E-Payable rebate revenues.	\$95,000

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Finance	Tax Collector's Office	The proposed budget includes the addition of one Accountant 1 position in the Credit and Collection Division to increase revenues by posting distribution entries to FAMIS and reviewing the Record of Collection for interfaced entries to ensure proper accounting of all entries made.	\$67,000
Finance	Tax Collector's Office	The proposed budget includes the addition of one Clerk 2 position in the Credit and Collection Division to increase revenues by assisting with specialized work with access to various internal systems.	\$45,000
Finance	Tax Collector's Office	The proposed budget includes the addition of one Clerk 4 position in the Credit and Collection Division to increase revenues by assisting with specialized work with access to various internal systems.	\$59,000
Finance	Tax Collector's Office	The proposed budget includes the addition of one Administrative Officer 1 position in the Credit and Collection Division to increase revenues by balancing receivables, schedule collection letters processing and payment plans.	\$60,000
Finance	Tax Collector's Office	The proposed budget includes the addition of three Clerk 2 positions to increase revenues by reducing backlogs in preparing documents for payoff letters, lien filings and lien releases.	\$134,000
Fire Rescue	Administration	The proposed budget includes an additional 51 positions; 32 positions will be converted from part-time to full-time, 12 positions were added as overages in the current fiscal year in support of human resources functions (five Personnel Technicians, two Personnel Specialist 2's, two Personnel Specialist 1's, one Clerk 4, two MDRF Background Investigators), four new positions (one Administrative Officer, 1, one Personnel Specialist 3, one Special Projects Administrator 1, and one MDRF Court Support Specialist).	\$969,000
Fire Rescue	Administration	The Department will implement an Emergency Medical Technician (EMT) Training Program that will provide assistance to 40 local High School graduates to enroll in classes and acquire an EMT certification. MDRF will provide tuition, class materials and transportation assistance to the MDRF Training Center in Doral. Funding will be provided from the Phyllis Bause Training Trust Fund.	\$150,000
Fire Rescue	Technical/Support Services	The proposed budget includes an additional ten positions for maintenance support due to the increased number of new stations (one Custodial Worker 1, three Semi-Skilled Laborers, one Maintenance Mechanic, one Electrician, one Refrigeration A/C Mechanic, one Security Guard, one Power System Technician, and one Inventory Clerk).	\$468,000
Fire Rescue	Suppression and Rescue	The proposed budget includes an additional 13 positions to deploy one new rescue unit that will serve the North Miami area. The unit will be deployed at Station 22 (15655 Biscayne Boulevard, North Miami) until the construction at Station 18 (N.E. 8th Avenue, North Miami) is completed. Engine 62 will move from Station 50 (9788 Hibiscus Street, Perrine) to a temporary location adjacent to the new Station 62 (TBD) until construction is complete.	\$900,000
Information Technology	Office of The Director and Operational Support	The proposed budget includes the establishment of the Enterprise Portfolio Management office to oversee the County's IT initiatives, prioritizing and ensuring strategic IT projects are aligned with current technology and project standards, and endorsing the appropriate monitoring of resources for the quality delivery of strategic IT projects.	\$1,407,000
Information Technology	Enterprise Architecture	The proposed budget includes the addition of two Web Designer 2 positions, one Senior Web Designer position and one Web Designer 1 part-time position from the Communications Department as part of the eGovernment Solutions function reorganization efforts.	\$309,000
Information Technology	Enterprise Solutions	The proposed budget includes the elimination of a vacant Computer Services Manager position to better align the manager to employee ratio in the department.	(\$167,000)

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Information Technology	County Services	The proposed budget includes the elimination of one vacant Systems Support Manager position to better align the manager to employee ratio in the Department and one vacant part-time Computer Technician 2 position.	(\$224,000)
Internal Services	Small Business Development	The proposed budget includes the addition of five positions: one SBD Capital Improvement Project Specialist and one Administrative Officer 3 to assist with WASD projects; and one Engineer 2, one Contract Certification Specialist 1 and one Contract Certification Specialist 2 to assist the Disadvantaged Business Enterprise program.	\$338,000
Internal Services	Small Business Development	The proposed budget includes funds to support expanded services for small businesses in the community to be provided by the Small Business Development Center (SBDC) at Florida International University.	\$250,000
Internal Services	Fleet Management	The County will no longer use the fleet replacement trust fund for the purchase of vehicles; the Division, along with the Finance Department and the Office of Management and Budget will be working with Departments to determine the most efficient method of funding vehicle purchases and preparing vehicle replacement schedules.	According to the department, while there is no County-wide fiscal impact, ISD's budget has been reduced to reflect the fact that funds will no longer be collected in the fleet replacement trust fund. A total of \$21.386M is projected to be distributed back to certain departments from the fund.
Internal Services	Procurement Management Services	The proposed budget includes the addition of one Administrative Officer 2 position and one A&E Selection Coordinator to expedite high priority design procurements.	\$120,000
Internal Services	Procurement Management Services	The proposed budget includes the addition of three positions: one ERP Business Analyst 2, one ERP Business Analyst 3 and one ERP Division Director to address the requirements associated with the purchasing business processes in the implementation of the Enterprise Resource Program (ERP).	\$367,000
Internal Services	Risk Management	It is anticipated that the County will have a decrease in premium costs to the County's Master Property Program, as a result of a "soft market" and no reported claim history.	(\$1,400,000)
Juvenile Services	Operations	In May 2016, as a result of a Mayor initiative that focuses on reducing violence against youth, the department established and implemented the Youth and Family Intervention Program, which focuses on the mitigation of youth violence. The program is designed to enhance communication between Juvenile Justice practitioners and law enforcement, and focus on reducing police contact and/or involvement with the justice system among a population of high risk boys (12 years and under) that are at risk of engaging in continued criminal activity.	\$567,000
Library	Community Engagement, Partnerships and Programming	In FY 2016-17, the Department will launch a new early literacy initiative which will prepare small children for school; as part of this initiative, the Library will refresh the Jump Start Program by adding new materials and electronic tablets to the early literacy kits that are utilized by over 500 childcare facilities in Miami-Dade County.	\$16,000
Library	Public Service	The proposed budget includes additional operating hours and 12 positions at the South Dade, North Dade, Miami Beach, West Dade, and West End Regional Libraries, which will be open an additional 8 hours per week, ensuring all Regional Branches are open from Monday through Thursday from 10 a.m. – 8 p.m.; these additional operating hours further enhance availability of morning and evening library services to the public and continued seven day per week service at our Regional locations; additionally, the Main Library operating hours will be changed to 10 a.m. – 8 p.m. on Thursdays.	\$769,000
Library	Public Service	The proposed budget includes the addition of two positions due to the upcoming opening of the Bay Harbor Islands Branch Library.	\$275,000

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Library	Fiscal, Capital, and Business Operations	The proposed budget includes funding for Library information technology initiatives and pilot projects to continue efforts to modernize its service delivery; the Library is looking to provide updated technology such as an improved mobile app, book vending machines, and self-payment kiosks.	\$350,000
Management and Budget	Grants Coordination	An overage position for a Special Projects Administrator 1 was approved in FY 2015-16 to manage the CBO competitive solicitation process and coordinate grant application and contracting processes to improve anticipated grant revenues.	\$116,000
Parks, Recreation and Open Spaces	Landscape Maintenance - Open Spaces	The proposed budget will increase the sports turf maintenance cycles from 80 cycles to 90 cycles due to improved efficiency and equipment; this enhancement is achieved with no increase in staff or funding.	\$0
Parks, Recreation and Open Spaces	Natural Areas Management	The NAM Division will contract with Fairchild Tropical Garden to provide biological monitoring services, including the Richmond Pineland Management Plan and biological surveys, to include the Tiger Beetle.	\$70,000
Parks, Recreation and Open Spaces	Park Operations	The proposed budget increases Departmental funding support for the Miami International Agriculture, Horse and Cattle Show for a total budget of \$250,000.	\$150,000
Police	Police Services	The proposed budget includes funding for two additional MDPD Victim Advocates, one for the South District and one for the Northside District.	\$145,000
Police	Police Services	The proposed budget includes funding for two additional Police Officers for the Town of Cutler Bay.	\$172,000
Police	Investigative Services	The proposed budget includes funding for two additional Victim Advocate positions for the Homicide Bureau.	\$145,000
Police	Support Services	The proposed budget includes a net increase of 69 positions, which are related primarily to staffing for the Body Worn Camera Project (nine additional Police Records Specialists, one Records Management Specialist 1, the conversion of two Police Officer positions to two Police Sergeant positions, the transfer of 27 positions from other divisions due to the centralization of certain specialized services that now reside in the RTCC and the conversion of 32 part-time to full-time positions).	\$687,000
Public Housing and Community Development	Development	The proposed budget includes the addition of two full-time Real Estate Officers to better administer the Infill Housing Program.	\$185,000
Public Housing and Community Development	Finance and Administration	The Department will continue working on an application to U.S. HUD under the Capital Fund Financing Program (CFFP), whereby a Public Housing Authority may borrow private capital to make improvements and pledge, subject to the availability of appropriations, a portion of its future year annual Capital Funds to make debt service payments for either a bond or conventional bank loan transaction. If approved, it is estimated that the Department will generate approximately \$45 million to rehabilitate/upgrade existing public housing units, remove and replace obsolete public housing units, increase the number of units on its underutilized sites, and permit commercial and other special purpose uses where appropriate.	To be Determined

FY 2016-17 PROPOSED ADJUSTMENTS

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Regulatory and Economic Resources	Construction, Permitting and Building Code	The proposed budget includes the addition of 16 positions.	\$1,485,000
Regulatory and Economic Resources	Environmental Resources Management	The proposed budget includes the addition of two positions for the Environmental Resources Management Division to meet increased demand for environmental activities, and the transfer of 47 permitting positions to the Construction, Permitting, and Building Code Division to consolidate plan review and construction permitting functions and to better reflect the organizational reporting structure and enhance the focus on resilience.	\$199,000
Regulatory and Economic Resources	Administration	The proposed budget includes funding to replace the Permitting/Code Enforcement and Content Management systems of the Department, which have reached the end of their life cycle, and to transition to newer solutions that should improve the customer experience and reduce regulatory complexities.	\$6,000,000
Regulatory and Economic Resources	Office of Resilience	The proposed budget includes the addition of three positions to enhance resiliency planning, policy development, coordination, measurement, and implementation.	\$280,000
Seaport	Office of the Director	Beginning in FY 2016-17, Norwegian Cruise Lines will begin home port services with their new Vista ship (revenue).	\$6,600,000
Seaport	Office of the Director	The proposed budget includes the addition of one Special Projects Administrator position to perform analytical studies.	\$92,000
Seaport	Port Operations	The proposed budget includes the addition of one Seaport Superintendent position, one executive secretary position, one Engineer position, and one Principal Planner position to assist in infrastructure updates.	\$380,000
Seaport	Business Development	The proposed budget includes the addition of one Departmental Administration Coordinator position and one Seaport Intermodal Coordinator position to enhance customer relations and generate new revenue sources.	\$252,000
Solid Waste Management	Administration	The proposed budget includes the addition of five positions in accounting and bond administration, human resources, procurement, and budget divisions to provide critical back office support such as maintaining internal control, compliance with bond ordinance requirement, personnel file maintenance, and Human Resource Management System data entry.	\$285,000
Solid Waste Management	Administration	The proposed budget includes the implementation of a training and education unit with six additional positions to provide commercial driver license safety, and other required training; this will allow for standardized training thereby reducing accidents, repair costs, and insurance costs. The training component will allow the department to hire, train, and promote operational vacancies in an expedited basis thereby allowing for a full complement of crews to better serve the public.	\$650,000
Solid Waste Management	Disposal Operations	The proposed budget includes the addition of four full-time positions and 18 part-time positions (at a net cost of \$503,000) that will help mitigate overtime and temporary employee costs. The overtime proposed budget is being reduced by \$905,000. The temporary services proposed budget is being reduced by \$464,000.	To be Determined
Solid Waste Management	Disposal Operations	As a pilot program, the Department will be reducing the time to respond to warning notices and citations from seven and five days, respectively, to two days, prior to enforcement action being taken.	As per Department, there are no additional costs associated with the change. The Department is planning to use current budgeted level of staff.

FY 2016-17 PROPOSED ADJUSTMENTS

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Solid Waste Management	Environmental and Technical Services	The proposed budget includes the financing of 55 vehicles for the Waste Collection Operations (\$426,000 annual debt service payment) and cash purchase of 45 vehicles for the Waste Disposal Operations (\$4.999 million).	\$5,425,000
Solid Waste Management	Environmental and Technical Services	The Department has received and placed into service five Compressed Natural Gas (CNG) truck tractors as part of a pilot program utilizing a Memorandum of Understanding with City of North Miami for fueling service (\$275,000 annually). In addition, the Department is currently negotiating a contract for development of long-term CNG infrastructure.	(\$275,000)
Solid Waste Management	Environmental and Technical Services	The proposed budget includes the addition of six full-time positions to ensure compliance with State regulations and provide coverage for daily staff shortages. These include Semi-Skilled Laborers, a Waste Plant Master Electrician and an Administrative Secretary.	\$346,000
Solid Waste Management	Environmental and Technical Services	In response to Zika virus outreach efforts, the Department has allocated resources toward public education brochures, overtime, and necessary supplies to prevent and minimize the spread of Zika in the County, as well as pursuing grant opportunities.	\$250,000
Transportation and Public Works	Construction and Maintenance	The proposed budget includes the addition of one Maintenance Mechanic position to meet pump station industry standards, and three Public Works Supervisor positions to provide additional oversight over Stormwater Utility maintenance crews.	\$363,000
Transportation and Public Works	Engineering	In FY 2016-17, the Department will provide support to the development of the Strategic Miami Area Rapid Transit (SMART) Plan, which will prepare the planning and environmental studies of six rapid transit corridors.	\$30,500,000
Transportation and Public Works	Metrobus	The Department will start the conversion of the bus fleet to Compressed Natural Gas that will be completed by FY 2021-22.	\$240,734,000
Transportation and Public Works	Traffic Operations	The proposed budget includes upgrading the Advance Traffic Management System (ATMS) that will collect real time data with adaptive signal controls at high volume intersections to continuously distribute green light time for all traffic, improve travel time reliability by moving vehicles through green lights, and increase capacity and decrease congestion by prolonging green lights to match demand.	\$36,435,000
Water and Sewer	Director	The bill of the average retail water and sewer customer (6,750 gallons per month) will increase by eight percent, from \$51.11 to \$55.20, or by approximately \$4.09, per month; future adjustments will be needed based on debt service obligations and operating requirements (revenue).	\$33,865,000
Water and Sewer	Director	Effective October 1, 2016, the wholesale wastewater rate will increase from \$2.7879 to \$2.9477 or by \$0.1598 per thousand gallons; the water wholesale rate will remain at \$1.7341 per thousand gallons; wholesale customers' bills include a true-up adjustment to recover actual cost for FY 2014-15 (revenue).	\$12,041,000
Water and Sewer	Water and Wastewater Systems Operations	The proposed budget includes the addition of 115 positions for Wastewater Operations to continue to address staffing shortfalls identified in the Capacity, Management, and Operational and Maintenance Reports that have been submitted to the Environmental Protection Agency in response to the Consent Decree, and one position for the emergency call center to handle customer calls during increased construction phase; in addition, 20 positions are included in the proposed budget to support water treatment operations and infrastructure repairs; the total of 136 positions being added will be phased in and funded beginning September 2017.	\$400,000

FY 2016-17 PROPOSED ADJUSTMENTS

DEPARTMENT	DIVISION	DESCRIPTION / IMPACT	TOTAL FISCAL IMPACT
Water and Sewer	Finance and Administration	The Department will also be funding an additional reserve of \$16.3 million in order to strengthen bonding capacity and meet additional bonds test necessary to issue debt to support the Department's \$13 billion capital program; a combined balance of \$91.2 million is projected between these reserves, and the Department will have a year-end fund balance of \$71.6 million in the operating budget as required for bond ordinances.	\$16,300,000