FY 2017-18 BUDGET SUBMISSION MANUAL

MIAMI-DADE COUNTY

Prepared by the Office of Management and Budget

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Using this Manual

Please note the following icons that will be used throughout the Manual to highlight important issues.

Tip
Tips provide suggestions that simplify, shorten, or improve a process

Warning
Common errors and/or problems

Important
Key notes and essential points

Important Date(s):

February 13, 2017:   Budget submissions and final Business Plans due

* IT Governance submission information will be provided at a later date

Introduction

Miami-Dade County has a responsibility to appropriately plan for and strategically manage the funding of public services desired by our community. The annual budget and multi-year capital plan are essentially a plan of activities consistent with the County's Strategic Plan and the resources required to achieve those goals. A carefully crafted budget is a powerful management tool that can help:

- Prioritize programs and service levels
- Prepare for operational challenges in advance
- Provide appropriate funding to each service; excessive funding of one service limits resources for other worthy services
- Create accountability and ensure transparency of the planned use of public funds
- Establish a sound fiscal framework for proper day to day monitoring

Most importantly, the County's Proposed Budget is the document that, on an annual basis, conveys the services to be delivered to the community and the resources required to provide those services. As in prior years, your Operating and Capital budgets will continue to be evaluated as one cohesive plan.

The FY 2017-18 Budget Submission Manual explains how to develop your department's operating and capital budgets as well as the necessary assumptions to be used.

Operating Budget

In developing your FY 2017-18 Proposed Budget and Multi-Year Capital Plan, as in FY 2016-17, departments will continue to use the Budgeting Analysis Tool (BAT) to input your departmental information. BAT is a budget planning and development application that serves as an all-in-one solution for forecasting, preparing, monitoring, and reporting on departmental budgets. BAT consolidates information from all County human resources and financial utilities—including PeopleSoft and FAMIS.

OMB has scheduled BAT training sessions for the identified departmental "new users" (page 6) along with refresher training for users that have experience with the system. BAT manuals will be provided at the time of training and users can also find them online at http://www.miamidade.gov/budget/library/budget-analysis-tool.pdf. In addition, a BAT page is posted on OMB's departmental website, under Budget, that will provide those using the BAT system with as much support information as possible such as Frequently Asked Questions, training dates, manuals, correspondence, as well as the BAT incident support form, and contact information for assistance. http://www.miamidade.gov/budget/bat.asp

Resourcing for Results On-line (RFRO)

The County will continue to use RFRO, a web-based system, to develop the proposed and adopted budget documents. These documents include departmental narratives, functional tables of organizations, performance measure information, departmental highlights, capital budget highlights, and unmet needs.

As in previous years, you will be required to enter this information manually in RFRO.

Capital Budget

We are excited about the future of the Capital Budgeting Analysis Tool (CBAT) as it is and continues to be an all-encompassing tool which will allow departments to communicate and convey their capital project priorities, timelines, funding sources, expenditures, and associated operating budget impacts. OMB has made a number of improvements to the CBAT application which will be implemented in the FY 2017-18 capital budget development process. We hope these improvements will make your capital budgeting experience easier.

A step by step resource guide on using the new CBAT application system is available online on the Office of Management and Budget's website: http://www.miamidade.gov/budget/bat.asp

Beginning in November, OMB will be holding comprehensive CBAT training sessions on using the system as well as planning and developing your departmental FY 2017-18 Proposed Budget and Multi-Year Capital Plan (page 7). **Understanding how to use and enter information in CBAT is extremely important if you are tasked with developing your department's FY 2017-18 Proposed Budget and Multi-Year Capital Plan**.

Budget Submission

All budget submissions are due on Monday, February 13, 2017. Each department should confirm the completion of its FY 2017-18 budget submission, meaning information has been complied in BAT, CBAT, and RFRO, by **e-mail** to the Budget Director and your OMB Budget Analyst. Departments should attach, or deliver, their functional and staffing table of organizations at the time of submission. Directions on expectations of functional and staffing table of organizations can be found on pages 18-20 of this manual.

BAT Grams and Alerts

OMB will continue to utilize BAT*grams* and BAT*alerts* to inform you of information/updates that may impact the budget develop process. It is important that you pay attention to these types of e-mail notifications when you receive them as they may contain deadlines to which departments must adhere.

Access to BAT, CBAT, and RFRO

To obtain access to the systems, contact your department's OMB Budget Analyst. Please provide your OMB Budget Analyst with the names of those individuals you wish to grant access along with their user and computer ID and desired password.

Important:
Departments must update information in all the systems as changes occur throughout the budget development process.

Budget Training

OMB will be providing new user and refresher training for both Budgeting Analysis Tool (BAT) and the Capital Budgeting Analysis Tool (CBAT) over a 7 week period. Classes for the two budget development systems are offered free of charge and are recommended for employees involved in the development or monitoring of departmental budgets. To register for any of the classes listed below, please contact Yaniris 'Chiqui' Victores or Amelia Moya at 305-375-5143 and provide the trainee name, position title, and department. Seating is limited and classes will be filled on a first come, first serve basis.

BAT Training

This training will provide a basic understanding of how to enter, change, delete, and retrieve data into/from BAT for the preparation of the FY 2017-18 Proposed Budget and Multi-Year Capital Plan. As we did with last year's training, OMB is scheduling both 'BAT New User' and 'BAT Refresher' trainings in order to provide familiarization to all levels of users for departments.

The BAT Users' Manual can be found online at:

http://www.miamidade.gov/budget/bat.asp

All training sessions noted will run from 9 a.m. to 5 p.m.

BAT New User Training sessions (2 day) at the Stephen P. Clark Center:
(A two day course, mandatory for new users or current user that did not receive training in the prior year; the course will cover overall data structure and concepts, and go over the step by step activities from the BAT Training Guide)

- November 15-16, 2016 for BAT New User Training – 18th Floor
- November 22-23, 2016 for BAT New User Training – 18th Floor
- November 30-December 1, 2016 for BAT New User Training – 17th Floor
- December 12-13, 2016 for BAT New User Training – 17th Floor

BAT Refresher Training sessions (1 day) at the Stephen P. Clark Center – 17th Floor Training Room:
(A one day course, for current active users that would like to get reacquainted with the budgeting system, focusing on common user issues and helpful tips on navigating and using the system; this course is not required or mandatory)

- November 17, 2016   December 15, 2016
- November 18, 2016   December 16, 2016
- November 28, 2016   January 9, 2017
- November 29, 2016   January 10, 2017
- December 2, 2016   January 11, 2017
- December 14, 2016   January 12, 2017

BAT Refresher Training sessions (1 day) at the Stephen P. Clark Center – 18th Floor Training Room:

- November 21, 2016   December 9, 2016
- December 5, 2016   December 19, 2016
- December 6, 2016   December 20, 2016
- December 7, 2016   December 21, 2016
- December 8, 2016   December 22, 2016

CBAT Training and Capital Projects Budget Submission Module

The FY 2017-18 Proposed Capital Budget will continue to be created within the Capital Projects Budget module in CBAT. This training will provide a step-by-step explanation of how to enter, change, delete, and retrieve data into/from the module. Topics include: the importance of each report, inputting and updating funded projects (including Capital Outlay Reserve requests), inputting and updating unfunded projects, and prioritizing unfunded projects. Training manuals will be distributed in class and can also be found online on the OMB website:

http://www.miamidade.gov/budget/bat.asp

All training sessions noted will run from 9 a.m. to 5 p.m.

CBAT training sessions (2 day) at the Stephen P. Clark Center 18th Floor Training Room

- November 28-29, 2016
- November 30-December 1, 2016
- December 12-13, 2016
- December 14-15, 2016
- January 9-10, 2017
- January 12-13, 2017

CBAT training sessions (2 day) at the Stephen P. Clark Center 17th Floor Training Room

- November 21-22, 2016
- December 5-6, 2016
- December 19-20, 2016
- December 22-23, 2016

CBAT refresher training sessions (1 day) at the Stephen P. Clark Center:

- November 17, 2016 – 18th Floor
- November 18, 2016 – 18th Floor
- December 8, 2016 – 17th Floor
- December 9, 2016 – 17th Floor

Smart View Training

As part of our continuous effort to improve user experience with the BAT system, the BAT team will once again offer a Smart View training course for the development of the FY 2017-18 Proposed Budget and Multi-Year Capital Plan. This training will focus on functionalities available in the Microsoft Excel add-on tool Smart View. Smart View provides a common Microsoft Office interface designed specifically for the BAT system. By utilizing Smart View users can view, import, manipulate, distribute and share BAT data in Microsoft Excel. Prior to receiving Smart View training, users must have worked in the BAT system previously and understand the technicalities involved with user dimensions.

To accommodate users, trainings will be held at the Stephen P. Clark Center as follows with one day sessions running from 9 a.m. to 5 p.m.

Smart View training sessions held at the Stephen P. Clark Center 18th Floor Training Room

- December 23, 2016

Smart View training sessions held at the Stephen P. Clark Center 17th Floor Training Room

- January 13, 2017

Again, to register for any of the classes mentioned above, please contact Yaniris 'Chiqui' Victores or Amelia Moya at 305-375-5143 and provide the trainee name, position title, and department. Seating is limited and classes will be filled on a first come, first serve basis.

The Budget Development Calendar

The business plan and budget cycle occurs annually and in concert with the County's fiscal year. Detailed below is an outline of the annual cycle. It includes deadlines specific to the FY 2016-17 and FY 2017-18 department business plan and FY 2017-18 County budget development process.

October

- Departments start development of FY 2016-17 and FY 2017-18 business plans; complete business plan instructions are available online at:

  http://www.miamidade.gov/performance/business-plans.asp

- October 31– Deadline for all departments to update their ASE measures and initiatives to reflect the FY 2016-17 Adopted Budget

NOVEMBER / December

- FY 2017-18 budget development process begins as budget submission manual is released
- BAT and CBAT budget development training begins
- Refinement of departmental FY 2016-17 and FY 2017-18 Business Plan
- Development of departmental FY 2017-18 operating and capital budgets

January

- BAT and CBAT budget development training continues
- Refinement of departmental FY 2017-18 operating and capital budgets

February

- February 13 - FY 2016-17 and FY 2017-18 final approved Business Plans due
- February 13 - Operating and Capital Budget submissions due
- Departmental budget meetings and preparation

March / April / May

- Departmental budget meetings and preparation
- Mayor's Budget Address, which sets forth funding priorities for the new fiscal year

June / July

- June 1 – Preliminary tax roll released
- June 30 – Final tax roll released
- Mayor's FY 2017-18 Proposed Budget and Multi-Year Capital Plan presented
- July 18 – BCC Committee of the Whole/Public Hearing/setting of tentative millage rates

August

- BCC Budget Meetings
- Notices of FY 2017-18 tentative tax rates mailed
- Town Hall meetings held throughout the County

September

- BCC Budget Meetings
- Public Budget Hearings

October

- FY 2017-18 Adopted Budget and Multi-Year Capital Plan becomes effective; start of new fiscal year

Budget Development Process - Operating

Budget's "BIG" Six

When developing your FY 2017-18 departmental budgets, there are **six areas of importance** that a department **must be sure to address** prior to submitting your FY 2017-18 proposed budget and multi-year capital plan: end-of-year projections; operating base budget preparations; proposed operating enhancements; proposed operating reductions; personnel information; and capital budget plan.

Budgeting is a means of understanding the resources required for a department to provide service at a particular level. At the top of the budget hierarchy, there are two major kinds of budgets, an operating budget and a capital budget. Capital and operating budgets are built through different processes and have different criteria for prioritizing and deciding spending, but they greatly affect one another. An operating budget typically plans a budget for a 12-month period, where as a capital budget focuses more on a multi-year expenditure plan. Budgeting gives the department the ability to effectively manage its resources to ensure the proper mix of costs and services as well as the most effective and efficient use of its dollars.   The Department's budget projections and preparations should be a collaborative effort of both the operating and capital elements, for each affects the department's ability to provide services; build, and/or maintain an existing or new facility; or support other assets.

1) *Operating/Capital End-of-Year Projections*

Calculating a department's end-of-year projections for both operating and capital is critical for both the department and OMB so that we may track the County's end-of-year financial condition when making decisions for the upcoming fiscal year.   **The department's end-of-year projections, together with the budget submission and proposed property tax rates, are the major components from which OMB balances the County's FY 2017-18 Proposed Budget and Multi-Year Capital Plan. It is important that the department work your assigned OMB analyst and provide as realistic an end-of-year projection as possible when formulating its FY 2017-18 budget submission. Accurate projections allow the department and County to better manage revenues and expenditures appropriately when making decisions on attaining strategic goals.**

When formulating your end-of-year projections it is important that it take into account actual revenue and expenditure experience, not just your department's authorized operating/capital budgets.   Your projections should be updated as changes occur throughout the year. Throughout this Manual, brief guidelines are provided regarding where departments should enter their end-of-year projections while entering their FY 2017-18 base budget submissions in the County's budget development systems (BAT and CBAT).

2) *Operating Base Budget Preparation*

A base budget is a budget that forecasts cost to provide the same level of service in FY 2017-18 as in FY 2016-17. When formulating the FY 2017-18 base budget, it is important for departments to focus not only on the operating side, but also the capital side as well as both are equally important. Departments **must** submit an operating budget that forecasts the costs needed to provide the same level of services in FY 2017-18 as in FY 2016-17.   Another way to think of the base budget is to consider it a **status quo** operating budget. Base estimates should not be an incremental exercise which assumes that all resources currently in the base are still required into the next fiscal year. The department should carefully analyze both the current level of service and operating/capital resources, and information derived from end-of-year projections

to assess the possibility of efficiencies that may allow the department to deliver the same services with fewer resources in the coming fiscal year.

3) Operating Enhancements

A budget enhancement is when a department requests additional funding for the upcoming fiscal year to provide new services or enhance/improve an existing service not currently provided in their current budget. The County's budget development systems provide the means for departments to enter all costs needed to implement the desired additional amounts of current services, new services, and/or enhanced/improved services. When proposing operating enhancements, it is important that departments take into account reasonable lead times that may affect the implementation of any new program or activity such as hiring processing time, procurement delays, etc. When requesting service enhancements, the department should have readily available, the projected performance impact to the department, as a result. Service enhancements **will not be** incorporated into the department's FY 2017-18 Proposed Budget and Multi-Year Capital Plan until it has been reviewed and approved by the County Mayor.

Important:
> **Departmental service enhancements are submitted separately from the base budget process as they are reviewed through a different process.**

4) Operating Reductions

The County's budget development systems provide the means for departments to enter all personnel and other operating savings associated with deliberate reductions in the provision of services. As with enhancements, the department should have readily available the projected performance impact of the proposed service reductions, as a result. Reductions will not be incorporated into the department's FY 2017-18 Proposed Budget and Multi-Year Capital Plan until reviewed and approved by the County Mayor.

Important:
> **Departmental reductions are submitted separately from the base budget process as they are reviewed through a different process.**

5) Personnel Information

Staffing is typically the largest segment of an organization's budget. Therefore, it is important when preparing the department's FY 2017-18 Proposed Budget and Multi-Year Capital Plan to ensure that your proposed budget covers all your personnel assumptions. Incorrect personnel assumptions can severely impact a department's budget.

As you work on your personnel costs, be reminded to review two very important components: part-time and temporary staff.
- If you have part-time personnel that is working in excess of 60 hour bi-weekly (0.74 FTE), it may make more sense to consider converting that position (employee) to full-time status.
- You are reminded to review administrative order 7-35 Personnel Policy for Contractual Employment Services http://www.miamidade.gov/aopdfdoc/aopdf/pdffiles/AO7-35.pdf. Temporary staff serves a specific purpose and at times it is necessary to maintain staff longer than a six month period. However, should a contracted position exceed the initial six month period, departments must re-evaluate the need for the position and determine if a permanent position is required. If the department determines that the temporary staff is needed beyond the six month period, the Department must get approval from Human Resources and the Office of Management and Budget to continue the use of temporary/contracted employees.

Important:

       Be sure to work with your OMB Budget Analyst on any personnel issues you may have to ensure the FY 2017-18 Proposed Budget and Multi-Year Capital Plan is developed as accurately as possible.

6) Capital Budget Planning

When developing your FY 2017-18 Proposed Budget and Multi-Year Capital Plan consider the feasibility of any capital expenditures such as new construction, major renovations and/or new equipment. It is very important that a department determine if there is a projected operational impact and whether the department can sustain the cost in future years when preparing your FY 2017-18 capital budget plan. Should there be an operating impact, it is important that the capital division work collaboratively with the operating division to assess the fiscal impact to the department's operating budget. Capital budget plan requests, just as the operating budget, should reflect the County's Strategic Plan (http://www.miamidade.gov/performance/strategic-plan.asp) and the departments' individual Business Plans.

Important:

       * IT Governance submission information will be provided at a later date

Operating/Capital End-of-Year Projections

Planning out your department's end-of-year projections each year could be one of the most important things you do for your department. The results – the projections - are important because it helps your department plan for change both inside and outside the organization. Through projections, you are able to recognize problems and opportunities. Projections allow you the ability to react to new opportunities instead of just plugging along.

Below are several good reasons why projections are important:
1. To help you anticipate problems early
2. To provide you with vital feedback on how you are doing and gives you control to take corrective action
3. To provide you the ability to establish milestones and commit to targeted results
4. Most importantly, to provide you with important information about your cash flow and spending patterns

When formulating your departmental projections it is important that you **DO NOT:**
1. Overstate and/or understate your revenues and/or expenditures

    > Examine each line item to ensure that it makes sense. Is your year-to-date revenue figure where you thought it should be or has it fallen short? Are your revenue estimates reasonable? Are your revenues/expenditures tied to your department's planned goals?

2. Ignore your immediate budgetary needs

    > Did you account for everything you needed to?

3. Underestimate or overestimate project timelines

    > Did you include the fiscal impact of those projects nearing completion? Are there projects finishing ahead of schedule that may impact your budget or a project that is delayed?

4. Work in isolation

    > It is important to obtain feedback from your various divisions (to include operating and capital) to ensure that you have all the information required for an accurate projection.

A good, sound projection process can develop and advance a department while sloppy budgeting and monitoring can blindside a department. Accurate departmental projections allow the department the ability to make better financial decisions and plan accordingly.

Important:
> **During the year, the Board of County Commissioners adopts policies/legislation that may result in an operational/capital impact to departmental current and future budgets. It important to include those impact as accurate as you can in your projections and budget submissions.**

Budgeting Analysis Tool (BAT)

BAT is a budget planning and development application that serves as an all-in-one solution for forecasting, preparing, monitoring, and reporting on departmental budgets. The information captured in BAT during the budget development process is used to produce the Proposed and Adopted Budget and Multi-Year Capital Plan, therefore the information captured and entered in the system must be accurate.

The BAT Team is continuously working on features to better the system to improve user experience. Unlike in previous years where enhancements that were implemented addressed functional issues the improvements to the system for the FY 2017-18 budget cycle are more technical in nature.

Detailed instructions on how to enter data into the BAT system can be found on line at:
http://www.miamidade.gov/budget/library/budget-analysis-tool.pdf

Operating Base Budget Preparations

The most important part of budgeting is the analysis of your operations and the associated costs. As part of the budget development process, departments should ensure that the budget aligns with the business plan and provides for base level service needs. In addition, as part of this process, departments should identify process improvements to generate efficiencies that may result in either reductions or enhancements to existing levels of service. The County and numerous departments already have in place formal programs to collect process improvement and efficiency suggestions; these improvements, to the extent they include dollar savings, should be reflected in the submitted budget. Departments may also implement other processes to identify easy to implement improvements and efficiencies. Initiatives or goals identified in your department's business plan may also provide areas where efficiencies and service improvements may be identified.

As previously mentioned departments should carefully analyze the current level of resources assigned to the department and assess the possibility of further efficiencies that may allow the department to deliver the same services with fewer resources or enhance services utilizing the same resources. Base budget estimates should not be an incremental exercise which assumes that all resources currently in the base are still required into the next fiscal year.

Tip:

To ensure that easy fixes and efficiencies are continuously identified and implemented, the department should promote staff input, this input should occur annually during a specific time of the year, the process should remain simple to administer, and administrative staff should ensure that dollar efficiencies are reflected in the department's FY 2017-18 budget submission.

Departments should always be evaluating processes comparing actual performances to projected performances. By periodically reviewing these processes, it allows the department the ability to make ambitious changes in how they provide services to the public, or at what cost they provide those services. Listed below are a few things to keep in mind when deciding on or beginning a process review of an activity.

- Focus on one division or service at a time
- Create a timeline with goals regarding the review and stick to them
- Communicate often with any departmental staff that may be affected by the review
- Review of your expenditure and revenue trends for this service (go back at least 3 years)
- Review any performance information to analyze the effectiveness of current services, given current expenditures
- Review services provided by best practice and peer group organizations, and compare your service costs with them. Resources to assist with this analysis include: contacting or visiting other jurisdictions, review of industry journals and web-based resources, interviews with academic, business, non-profit and government service experts, and attendance at industry-related conferences

- Assess internal challenges for implementing improved or more efficient services within your department and create a strategy for addressing those challenges
- Identify recommendations for improvements that can be implemented in the short-, medium- and long-term
- Create a timeline with goals regarding the implementation of service improvements and expected cost efficiencies and stick to them
- Provide a forum to provide updates on the review and implementation of recommendations
- Ensure that dollar savings are reflected in the department's resource allocation plan submission
- If improvements will require additional funding, please contact your OMB Budget Analyst

Tip:

For more information and assistance on how to begin and/or conduct these process reviews, please contact your OMB Budget Analyst.

Rates for Other Operating Costs for FY 2017-18

Departments will find rate information for County support services listed below in Appendices A through G.

Important:

Review this section very carefully to identify which services are used by your department and allocate the appropriate dollars in your FY 2017-18 Proposed Budget and Multi-year Capital Plan submission.

Appendix A – Personnel Assumptions and Rates
- Salary and Fringe Rates

Appendix B - Information Technology Department
- Technology Services
- Telecommunication Services

Appendix C – Finance Department
- Indirect Service Costs for Certain Federal Grants

Appendix D - Internal Services Department
- Fleet Operating and Vehicle Replacement Charges
- Real Estate Services
- Service Tickets/Work Orders/Capital Projects
- Miscellaneous Office Supplies and Services
- Rates of "Commonly Purchased" Equipment

Appendix E - Regulatory and Economic Resources
- Economic Planning Assumptions

Appendix F – Transportation and Public Works
- Countywide Professional Services Agreements Management Fees

Appendix G - Communications
- Advertising Subobject Codes
- Other Communication Services

Operating Enhancements

Budget enhancements identify a departmental opportunity or problem, a course of action to address it, the justification of the need, and the financial impact to the department as a result of implementation. When submitting a departmental operating enhancement request, it is important that you have a real clear identifiable need and that it can be justified with some sort of measurable performance indicator. In addition, be sure to accurately reflect your true budgetary need. General rule of thumb when budgeting for salaries, is to budget salaries at 75 percent, knowing implementation will not happen immediately.

Operating Expense Analysis

Operating expenses are those expenditures that a department incurs as a result of performing normal business operations. These expenses may include but are not limited to utilities, fuel, office supplies, insurance, materials, professional services, equipment, etc. When analyzing operating expenses **DO NOT** reduce for the sake of reducing, look at the **"BIG"** picture such as:

- Did cost for utilities drop?
- Do we need to order less office supplies as a result of decreasing staff or services?
- Can we do more things internally rather than hiring an outside consultant?
- Is there a real definable need to purchase new equipment or is it economically feasible to lease or repair it instead?
- If you have decreased your services or if you're a providing service more efficiently, do you still need to purchase the same amount of materials?

These are just a few general questions you need to ask when preparing your department FY 2017-18 Proposed Budget and Multi-Capital Plan submission. By examining the "BIG" picture more closely, you may find areas where you have been incurring unnecessary expenses or where cuts have caused other issues. In addition look at historical trends for spending patterns. When looking at ways to adjust your departmental budget, do not use the slash here and there approach as there is no formal thinking other than just cross cutting reductions. This approach may be a short-term solution but lead to long-term disastrous results because short-term solutions may be unsustainable in the long run. **Clearly, good strategies are critical to making sound budgetary decisions.**

Personnel Information

Personnel budgets vary from department to department. For some departments, the personnel budget can be as high as 80 percent of a department's budget and for that reason, it is important that you ensure the value budgeted is the correct value needed to sustain the staff within your department. Personnel errors in the budget can severely impact a department financially. Although BAT is programmed to calculate most of the personnel assumptions for your department like health and dental insurance and MICA and FICA, it is important that you check for accuracy and errors. When budgeting for personnel there are a few simple check items, to think about such as:

- Does your budget include merits, reclassifications, longevity payments, and other adjustments (as deemed necessary)?
- Did you account for termination payouts (for those known individuals projected to leave the organization in the upcoming fiscal year)?

- Does your budget account for vacant positions? And most importantly, does your personnel count match your departmental functional table of organization and divisional staffing chart?

Preparing Personnel Charts
There are **two** types of organizational charts required as part of your FY 2017-18 departmental proposed budget submission:

      (1) Functional Table of Organization
      (2) Divisional Staffing Chart

Both organizational charts are important in the planning process as they provide insight into the department's overall management structure, the relationship between divisions, positions within a division, divisional responsibility, and general departmental overview of the divisions.

Functional Table of Organization
The purpose of the Functional Table of Organization (TO) is to show the relationships between divisions and provide a brief synopsis of the objectives within each divisional unit.

TABLE OF ORGANIZATION

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OFFICE OF THE CHIEF MEDICAL EXAMINER

- Formulates departmental policies and provides overall direction and coordination to all bureaus; manages educational programs; provides administrative, budgetary, finance, human resources, records management, and information technology support

FY 14-15	FY 15-16
10	10

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DEATH INVESTIGATION AND EDUCATION

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

FY 14-15	FY 15-16
71	71

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INDIGENT CREMATION SERVICES

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

FY 14-15	FY 15-16
2	2

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The FY 2015-16 total number of full-time equivalent positions is 83

Important:

Functional TOs should be limited to one 8 ½ x 11 page only when submitted. Where there are exceptions, they should be represented in a manner that is easily understood, and where relationships can be visibly seen.   Any questions regarding this should be directed to your OMB Budget Analyst.

Division Staffing Chart

The objective of the Division Staffing Chart is to show a more detailed position synopsis of the department within the individual divisions. The staffing chart should be prepared by using the PeopleSoft Position Management system with the report "**MDC_POSITION_MGMT_BU**", which provides a listing of all the positions with the "report to" structure. PeopleSoft Position Management will allow you to put the report into excel in order to format it for future use.

For the purpose of your department's FY 2017-18 proposed budget submission, the Staffing TO should contain the following information:

- Clearly defined divisional titles
- FY 2016-17 full-time, part-time, and in-stationed adopted position counts for each division
- FY 2017-18 full-time, part-time, and in-stationed proposed base position counts for each division
- Total overall departmental position count for the FY 2016-17 Adopted and the FY 2017-18 Proposed Budget

On the following page is an excerpt of the Finance Department staffing chart:

FINANCE DEPARTMENT
DIVISION STAFFING CHART
FY 10 BUDGET - FY 11 BASE

Director's Office — Fund 030

FY09-10		FY10-11
1	Director 0398	1
1	Deputy Director 0397	1
1	Exec. Asst. to Dir. 0396	1
1	Sr. Exec. Secretary 0096	1
1	Sr. Human Res Mgr. 0417	1
1	Personnel Specialist II 0411	1
1	Personnel Specialist I 0410	1
7		7

Bond Administration — Fund 030

FY09-10		FY10-11
1	Dir., Bond Admin. 0389	1
0	Dir., Bond Admin. Designee	1
3	Bond Analyst 0387	3
1	Accountant III 0317	1
1	Accountant I 0315	1
1	Finance Admin. Coord. 0395	1
1	Executive Secretary 0095	1
1	Secretary 0031	1
9		10

Cash Management — Fund 050

FY09-10		FY10-11
1	Dir., Cash Mgt. 0386	1
1	Dir. Cash Mgt. Designee 0386	0
1	Chief Portfolio Mgr 0348	1
1	Portfolio Manager 0333	1
1	Asst Portfolio Manager 0330	1
1	Inv. Portfolio Spec. 0331	1
1	Inv. Portfolio Clerk 0329	1
1	Account Clerk 0310	1
8		7

Full Time Position Count - Summary — FY09 Budget - FY10 Base

FY09-10	Division	FY10-11
7	Director	7
95	Controller	94
32	Tax Coll.	30
8	Cash Mgt.	7
9	Bond Admin.	10
151	Total	148
4	DHS	4
155		152

Controller — Fund 030

Controller Administration

FY09-10		FY10-11
1	Controller 0377	1
1	Asst. Controller 0375	1
1	Buyer	0
1	Admin Sec 0094	1
4		3

Accounts Payable

FY09-10		FY10-11
1	Asst Controller 0375	1
0	Accountant IV 0318	1
2	Accountant III 0317	1
3	Accountant II 0316	3
3	Accountant I 0315	3
3	Clerk IV 0013	3
1	Clerk II 0011	1
1	Clerk I 0010	1
16	Account Clerk 0310	16
1	Data Entry Spec. I 0015	1
1	AP Comp. Spec. 0328	1
32		32

Accounts Payable - Funded by DHS

FY09-10		FY10-11
1	Accountant III	1
1	Accountant II	0
0	Accountant I	1
2	Account Clerk	2
4		4

Payroll

FY09-10		FY10-11
1	Accountant IV 0318	1
1	Accountant III 0317	1
2	Accountant II 0316	2
2	Accountant I 0315	2
1	Account Clerk 0310	1
1	Office Support Specialist	1
8		8

Bank Reconciliation

FY09-10		FY10-11
1	Accountant III 0317	1
2	Accountant II 0316	2
1	Accountant I 0315	1
1	Account Clerk 0310	1
1	O.S.S. II 0021	1
1	Clerk IV 0013	1
1	Clerk II 0011	1
8		8

FEMA / Hurricane

FY09-10		FY10-11
1	Accountant III 0317	1
3	Accountant II 0316	3
1	Accountant I 0315	1
2	Account Clerk 0310	2
7		7

Tax Collector — Fund 030

Tax Collector Admin

FY09-10		FY10-11
1	Tax Collector 0371	1
2	Asst Tax Col 0370	2
1	Admin Secretary 0094	1
1	Buyer 0270	1
1	Admin. Officer II 0811	1
1	Fin Info Sys Admin 0321	1
1	Spec Proj Adm II 0832	1
1	Chief Bus Lic & Tax	0
9		8

Tax Collector IT

FY09-10		FY10-11
2	Network Manager 1832	1
1	Sr. Sys Ana/Prog 1845	1
2	Sys Ana/Prog I 1843	2
2	Computer Tech 1827	2
7		6

Auto Tag

FY09-10		FY10-11
1	Chief, Finance 0379	1
1	Admin. Officer II 0811	1
1	Tax Coll Supv II 0361	1
1	Tax Coll Supv I 0360	1
1	Tax Col Mgr 0362	1
1	Clerk IV 0013	1
2	Sr Tax Rec Spec 0351	2
8	Tax Rec Spec II 0350	8
0	Inventory Clerk 0202	0
16		16

Important:

Division Staffing Charts should be presented in an 8 ½ x 11 format. Multiple pages are acceptable. Any questions regarding this should be directed to your OMB Budget Analyst.

☑ **Budget Submission Checklist** ☑

Although each budget analyst will review departmental budget submissions somewhat differently, most analysts will be reviewing the plans with the following questions in mind:

☐ Does the department's budget submission align with the departmental business plan and scorecard?

☐ Has the department updated its scorecard? Is the department tracking meaningful outcome measures? Is the department tracking measures included in the budget narrative? Do the scorecard targets align with performance targets and service levels consistent with the most recent adopted budget? Are key projects and initiatives included on the scorecard?

☐ Did the department submit any operating enhancements? Were these enhancements added to the base budget or provided separately? Did the department provide projected performance impact as a result of the enhancement? Did the department justify its need for the enhancement? Is the cost of the enhancement accurate?

☐ Did the department submit any operating reductions? Were these reductions included as part of the base budget submission or provided separately? Is this really considered a reduction or operating efficiency? Did the department provide projected performance impact as a result of the reduction/efficiency? Is the cost the reduction accurate?

☐ If cutbacks in existing services are necessary, which services should be eliminated first? Which services could be scaled back? Which service, if scaled back, would become unproductive? What efficiencies can generate savings within existing services?

☐ Did the department budget attrition? Why or why not? What is the attrition rate/value? How many vacancies does the department currently have? How many positions are in the current budget vs. the proposed budget? Does the position count match RFRO and the department's functional table of organization and staffing chart?

☐ Did the department budget for merits? If so, what is the value? Did the department budget for termination payouts? If so, who, the cost, and their anticipated leave date?

☐ Did the Department over estimate and/or under estimate its revenues? Where there any changes to its revenues and why?

☐ Did the department submit a capital budget plan? If no, why not? Is it realistic? Are there operating expenses associated with the project? Is it noted? Does its current spending pattern reflect what is budgeted and its true needs? Did the department submit any new capital requests? Does the revenue source match its budgetary allotment? What is different from FY 2016-17 compared to FY 2017-18?

☐ Did the department budget accordingly as per the FY 2017-18 Budget Manual?

☐ Did the department include fee increases as part of its FY 2017-18 budget submission?

☐ Did the department review its unmet needs from FY 2016-17? If so, were they addressed with the budget submission?

Budget Development Process - Capital

Your departmental capital budgets are developed using both the PeopleSoft and Capital Budgeting Analysis Tool (CBAT) application systems. The PeopleSoft and CBAT applications are separate capital systems that complement each other.

PeopleSoft

The PeopleSoft application is where a department creates, archives, deletes, updates capital projects/project sites, and provides commentary on the projects. The PeopleSoft application is where all descriptive information (metadata) regarding a capital project/project site is entered/captured. This includes but is not limited to project titles, project descriptions, project updates, commission districts, resiliency component, etc. The metadata stored in the PeopleSoft application is then rolled over into the CBAT application, three times a day during the budget development process. At the start of the budget development "Go Live" process, OMB will send out a CBAT *gram* advising departments when those rollover times will occur.

CBAT

CBAT is a capital budget planning and development application that serves as an all-in-one solution for budgeting, forecasting, monitoring, and reporting on all departmental capital project budgets. CBAT consolidates information taken from PeopleSoft and FAMIS; CBAT is where the financial information of a project/site is entered/captured. This information includes revenue sources, expenditure categories, as well as, multi-year cash flow projections.

OMB has made a number of improvements to both the PeopleSoft and CBAT applications which will be implemented in the FY 2017-18 capital budget development process. We hope these improvements will make your capital budgeting experience easier. They include, but are not limited to the following:

- The ability to map your project index codes to your capital project sites
- The downloading of financials from FAMIS into CBAT for those project sites with mapped index codes
- The ability to print and review reports in the CBAT application when the system is locked down
- The ability to upload into FAMIS capital budgets
- A more defined resiliency category for categorizing capital projects

Important

If you have not registered for training either on the PeopleSoft and/or the CBAT application, please refer to page 7 of this manual for training dates. Understanding how to use and enter information in both PeopleSoft and CBAT is extremely important, if you are tasked with developing your department's FY 2017-18 Proposed Budget and Multi-Year Capital Plan.

Important

An updated step-by-step resource guide on how to use both the PeopleSoft and CBAT applications will be available online on the Office of Management and Budget's website after November 21, 2016:
http://www.miamidade.gov/budget/bat.asp

Starting your Capital Budget Development Process

Capital budgets look to the future and support construction, facility refurbishments, vehicle purchases, long-term outlays for fixed assets, and various types of equipment. A capital budget differs from an operating budget in that a capital budget is inclusive of multiple years – whereby an operating budget generally covers a span of 12 months. Capital budgets are also commonly referred to as either a "Multi-Year Capital Plan" or a "Capital Improvement Plan" (CIP).

Sole purchases of office furniture, equipment, and technology under $50,000 should be referenced in your departmental operating budget. Expenditures over $50,000 should be a part of your departmental "multi-year capital plan".

When formulating your FY 2017-18 Proposed Budget and Multi-Year Capital Plan you need to:
- Define your departmental "Capital Needs"

- Develop a departmental evaluation criterion for assessing your capital priorities

- Prioritize your capital projects

- Develop an accurate assessment of your capital expenditure needs

- Identify your revenue sources

- Work in tandem with those individuals who develop your department's operating budget

- Identify "unfunded" departmental capital needs

- Ensure that technology projects over $50,000 go through the IT Governance process and are entered in CBAT (ITLC information will be provided at a later date).

Defining your departmental "Capital Needs"

"Capital Needs" are defined as large investments of money to construct, renovate, improve and/or enhance infrastructure, cosmetic appearance, and/or the purchase of major equipment. Some examples from previous years include:
- Building a new parking facility
- Improvements to roads and bridges
- Purchasing fleet vehicles
- Drainage improvements
- Refurbishment to facilities i.e. bathrooms, walkways, roofs, parking lots, showers, libraries, courtrooms, ADA improvements, etc.
- Construction of public housing units
- Purchasing major equipment i.e. tractors, playground equipment etc.
- Installation of HVAC systems

In assessing your departmental capital needs, it is important that this discussion be inclusive, reach out to your departmental budget division as they are the eyes and ears of your department, engage in conversations with the various divisions within your department, and lastly, read your departmental Business Plan to ensure that both the capital and operating plans are in sync.

Developing a departmental evaluation criterion for accessing your capital priorities

Many departments struggle to balance a growing list of new and pending capital projects. Deciding how to prioritize and separate high priority projects from lower priority projects can be a daunting task. When making these kinds of decisions, a structured and objective approach can be helpful in achieving consensus toward balancing the needs of the department, constituents, and/or stakeholders at hand. Your approach can be as simple as creating a matrix for rating projects, funding availability, project costs, grant awards, immediate need, or simply determining whether the future benefit is large enough to justify the investment.   Most importantly, when prioritizing capital projects you need to make sure that your decisions are in sync with your departmental Business Plan and your operating budget division.

Tip:

For example, a need may be measured by the current condition or use of a facility or equipment; consideration for a project might be based on health and public safety issues, or overall benefit to the community - whatever the determining factor, you need to work with your department in setting and aligning your capital priorities with your departmental needs

Prioritizing your capital projects

When prioritizing your capital projects, make sure that they are in alignment with the vision of your Department, your Departmental Business Plan, and the County's Strategic Plan.

Developing an accurate assessment of your capital expenditure needs

After a project has been selected, it is essential that the department present an accurate assessment of the project's expenditure cash flow need.   In many cases, these will be "high level" estimates of project expenses and timelines until a formal estimate is completed. OMB understands that estimates change over time.   Nonetheless, departments should use all available information (including but not limited to recent bidding experience, similar project expenditures, trade publications, and institutional knowledge, etc.) to arrive at reasonably accurate estimates for capital projects. Providing an accurate assessment is crucial for two reasons – 1) it provides a planning mechanism in determining the timing of a project's funding need thus allowing the County to plan more effectively in securing funds, 2) it allows the department to maximize its efforts in planning for the uses of its available funding sources, and 3) it allows your operating division to plan for future operational impacts such as additional operating expenditures as well as increased personnel

As with prior year submissions, each department's Capital Improvement Plan (CIP) should be consistent with your departmental Business Plan, Transportation Improvement Plan (TIP), current Building Better Communities (BBC) General Obligation Bond project timelines, the Comprehensive Development Master Plan (CDMP), the People's Transportation Plan (PTP) Financial Forecast, the Community Development Block Grant (CDBG) Work Plan, or any other plans as adopted by the Board of County Commissioners and/or your department (such as the Aviation Capital Improvement Program), if applicable.

Expenditures in the current fiscal year's capital budget should not be overestimated. Anticipated expenditure levels should be projected realistically.   Many departments have traditionally been optimistic regarding expenditures. **Please be realistic with each project.**

Identifying your revenue sources

As with any capital development process, it is also equally important to identify revenue sources that are available to your department to fund those capital projects to be included in your FY 2017-18 Proposed Budget and Multi-Year Capital Plan.

To start the process departments should:
- Identify any unspent carryover revenue that can be used to support the project
- Identify any new or existing revenue the department may have
- Actively seek out state and/or federal grants that can assist in offsetting the County's financial contribution

Anticipated project cash carryovers should be realistic and based on a review of actual prior year carryover and projected current year end-of-year expenditures. Such a review should help reveal any unrealistic forecasting. Please be prepared to substantiate projected end of year FY 2016-17 carryovers into FY 2017-18 as well as anticipated, FY 2017-18 project expenditure levels, should your OMB budget analyst inquire.

Important:
If there is no funding source identified for a project, use the Capital Outlay Reserve (COR) as the funding source. Please refer to the section on "Requesting Funding from the Capital Outlay Reserve (COR)" on page 29 of this manual.

Tip:

Programming Revenue
When allocating revenue to milestones, it is important to program revenues classified as "Pay As You Use" first and "Pay As You Go" last.
   "Pay As You Use" revenues are typically:
- Bonds
- Grants
- Federal Reimbursements
- State Funds

   "Pay As You Go" revenues are typically:
- Departmental Operating Revenues
- Fuel Taxes
- Interest Earnings
- Capital Outlay Reserve (COR)

Important:
During the budget process, departments will be advised of those capital projects approved using COR as a funding source either via your OMB Analyst or OMB Capital Coordinator.

Important:
Bond and grant revenues should ALWAYS be reflected in the year that proceeds are realized.

Certain bond financing mechanisms such as the flexible drawdown programs, should have revenues reflected in the year that the proceeds are expected to be spent.

If you know you are receiving a grant, it should be reflected in your capital project.

Tip:

Once the user has entered both the projected revenue and expenditure estimates in the CBAT application, the system will readily advise the user of any shortfall and/or surplus in the project entered.

Working in tandem with those individuals who develop your department's operating budget

When developing your FY 2017-18 Proposed Budget and Multi-Year Capital Plan it is important that you work closely with those individuals who develop your department's operating budget for three reasons – 1) to alert the operating budget division of completed projects that are coming online that have an operational impact - allowing the department to plan accordingly, 2) to work with your department's operating budget division on the possible operational impacts for those projects in the capital pipeline for future planning, and 3) if a project has an operational impact, both the monetary impact as well as any additional personnel needed, must be noted in the PeopleSoft application for the project as this information is noted in the FY 2017-18 Proposed Budget and Multi-Year Capital Plan under each project, where applicable.

Tip:

When estimating the operational impact of a project do not forget to identify the number of full-time equivalents (FTEs) needed as well too. This information is captured in the capital section in your departmental budget book narrative.

NORTH TRAIL PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM PROJECT #: 934610

DESCRIPTION: Construct local park improvements including picnic areas, athletic fields and courts, pedestrian circulation, and landscaping

LOCATION: NW 8 St and NW 127 Ave District Located: 12
Unincorporated Miami-Dade County District(s) Served: 12

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
BBC GOB Financing	67	338	0	0	0	0	0	0	405
BBC GOB Series 2011A	517	0	0	0	0	0	0	0	517
BBC GOB Series 2013A	613	0	0	0	0	0	0	0	613
BBC GOB Series 2014A	224	0	0	0	0	0	0	0	224
TOTAL REVENUES:	1,421	338	0	0	0	0	0	0	1,759
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	1,421	338	0	0	0	0	0	0	1,759
TOTAL EXPENDITURES:	1,421	338	0	0	0	0	0	0	1,759

Estimated Annual Operating Impact will begin in FY 2018-19 in the amount of $500,000 and includes 3 FTE(s)

Identifying "unfunded" departmental capital needs

"Unfunded" capital needs are just as essential as "funded" capital projects and so it is important for departments to identify those "unfunded" capital needs. There may not be enough money to fund every capital project on your departmental wish list – and so those "unfunded" projects should be moved to your "unfunded" capital projects list which is shown in your departmental narrative in both the proposed and adopted budget books. (Example A)

Tip:

Identifying "unfunded" capital projects assists the County in a variety of ways – it provides a quick assessment of potential future financing needs and it provides a "snap-shot" in time of things to come.

Example A

FY 2016 - 17 Adopted Budget and Multi-Year Capital Plan

UNFUNDED CAPITAL PROJECTS

(dollars in thousands)

PROJECT NAME	LOCATION	ESTIMATED PROJECT COST
NEW DIRECTION - DEMOLISH COTTAGES	3140 NW 76 St	6,000
FACILITY IMPROVEMENTS - SECURITY CAMERAS	Various Sites	480
NEW DIRECTION - WATER & SEWER CONNECTION	3140 NW 76 St	500
EDISON COMMUNITY RESOURCE CENTER - FACILITY RENOVATIONS	150 NW 79 St	200
FLORIDA CITY COMMUNITY RESOURCE CENTER - RESURFACE PARKING LOT	1600 NW 6 Ct	250
REPLACE FURNISHINGS AT THE TRANSITIONAL HOUSING COMPLEX IN SOUTH DADE	Undisclosed	400
SOCIAL SERVICES CASE MANAGEMENT SYSTEM	Various Sites	3,500
40/50 YEAR BUILDING RECERTIFICATIONS	Various Sites	1,000
	UNFUNDED TOTAL	12,330

Ensure that technology projects over $50,000 go thru the IT Governance process
Departments should be working in tandem with their ITD IT personnel to identify any technological needs. It is important that departments with new IT projects, including new IT software programs (not applicable to software updates), over $50,000 go through the IT Governance Committee process, in order to be considered for approval to move forward and/or receive funding. More information on submitting projects to the IT Governance Committee will be provided at a later date.

Important:
>   **Projects submitted to the IT Governance Committee MUST to be included in PeopleSoft and CBAT**.

General Capital Budget Preparation Information

   ***Art in Public Places (APP)***
   - Art in Public Places is required for all capital projects in Miami-Dade County, where applicable, unless otherwise prohibited by funding source and/or other legal restrictions.

     For more information on APP - the guide to implementing, the procedures manual, the cost allocation spreadsheet, the drop-in contract language, and the ordinance establishing APP, please refer to the APP website:

     http://www.miamidadepublicart.org/#tools

     For more information on APP, please contact Amanda Sanfilippo in the Department of Cultural Affairs Department at 305.375.5436 or you can email her at Amanda.SanFilippo@miamidade.org.
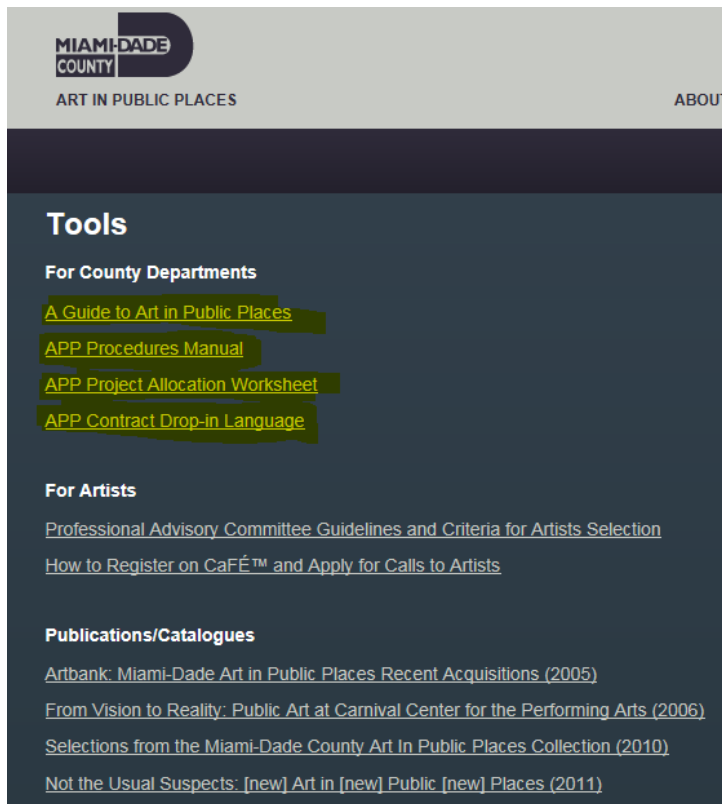
Business Participation Model (BPM)

- Departments should continue to budget for the Business Participation Model charges to pay for services provided by the Small Business Development and Procurement divisions of the Internal Services Department. **A good rule of thumb is to budget at least the amount charged in the prior fiscal year.**

Capital Training

- Users of the PeopleSoft and CBAT applications are **"highly"** encouraged to attend the training sessions offered by OMB, as part of the FY 2017-18 resource allocation planning development process. By attending training, you will:
  - Learn of the new and improved features added to the application systems
  - Eliminate the possibility of rework, if information is incorrectly inputted in the system
  - Be enlightened to the "Big Picture" overview of how what you do impacts the budget process i.e. capital ordinances, operational and personnel impacts, funding requests, project cost summary sheets, Requests for Proposals (RFPs), departmental narratives, etc.
  - Establish collaborative relationships with other departmental users
  - Have the opportunity to provide input on how the system can be improved to meet your departmental needs

Tip:

Please refer to page 7 of this manual for training dates.

General Capital Development Information

- When entering capital projects in the PeopleSoft application it should be as complete as possible to include but not limited to, County Commission and Community Council District(s) in which projects are located, the County Commission District(s) that the projects will serve, project start and completion dates, the strategic area and strategic objective, the resiliency component, as well as reasonable estimates of operating impacts and FTE counts of planned capital projects.

- For new expenditure commitments, assume five (5) percent inflation each year. If there is a proper reason for assuming a higher or lower percentage, please indicate such in the justification/comments section of that project.

- Capital projects funded through the Community Development Block Grant (CDBG) program appear in the Public Housing and Community Development (PHCD) capital budget as well as the capital project in the department receiving the allocation. Departments should work with PHCD and their appropriate OMB Analyst to ensure that all discrepancies are resolved.

Important

OMB and Finance, are responsible for the programmatic oversight of the Building Better Communities (BBC) General Obligation Bond Program and the Quality Neighborhood Improvements Bond Program (QNIP). All departments with projects in either of the BBC or QNIP programs must closely coordinate the capital submission with OMB relating to these programs.

Requesting Funding from the Capital Outlay Reserve (COR)

Departments are encouraged to submit their capital requests for COR funding. OMB will review each request and to the extent funding is available, the OMB Capital Coordinator and/or their departmental OMB Analyst will advise the department of those projects approved for COR funding in FY 2017-18.

If the project is not funded, you will be notified as well and the project will be moved to the "unfunded" section of your capital submission.

As COR requests are prepared, be as specific as possible:
- ✓ Describe how the project, if funded, will enhance performance and the furtherance of departmental goals
- ✓ Request only as much COR as can be spent within a given fiscal year
- ✓ Link the project to your department's Business Plan and the County's Strategic Plan

Important

The way to request funding from COR is by including the project as a funded project with COR as the funding source in PeopleSoft/CBAT. Treat the project as funded unless otherwise informed.

Putting a project on the list of unfunded capital projects <u>does not</u> request funding from COR
Sending an email to your OMB Analyst <u>does not</u> request funding from COR

Mentioning the project in your departmental issues sheet <u>does not</u> request funding from COR

<u>Tip</u>

The highest consideration will be given to projects that:
- ✓ Link to a department's Business Plan and the County's Strategic Plan
- ✓ Cannot be funded from other sources
- ✓ Can be spent within the fiscal year in which the funds are allocated
- ✓ Have the best business case as presented by the department; this argument should show the impact of this project being funded in measurable terms

<u>Tip</u>

Please include as much information as possible in the "Comments" section in the PeopleSoft application.

<u>Submission Timeline</u>

<u>Important</u>

Departmental Capital Improvement Plan (CIP) submissions must be completed and entered in PeopleSoft/CBAT by close of business, February 13, 2017

It is essential to the resource allocation plan process that departments adhere to the submission schedule when submitting their FY 2017-18 Proposed Budget and Multi-Year Capital Plan. If an unforeseen circumstance arises and your department is not able to complete its capital submission as required, please advise your OMB Analyst and/or the OMB Capital Coordinator as soon as possible.

Once your departmental CIP has been completed and is ready for submission, please advise your OMB Analyst and the OMB Capital Coordinator accordingly so that they can begin their initial review process.

<u>Important</u>

Your departmental CIP will be reviewed in relation to the department's operating submission and business plan and discussed at your scheduled Departmental Resource Allocation meeting.

<u>Important</u>

Departments will be kept up-to-date, by their OMB Analyst, as final decisions are made.

<u>Important</u>

All information in PeopleSoft/CBAT will be shared with the Office of the Commission Auditor (OCA) throughout the process. Staff from OCA may have additional questions or requests for departmental staff based on the information contained therein.

Tip

Departments should contact their OMB Analyst with any questions regarding the process, the system, or style concerns.

Key Dates

Monday, November 28, 2016:	**CBAT opens for departments**
Monday, February 13, 2017:	**Departmental Budget submissions are due**

Resiliency Category Definitions

In continuing with the County's efforts to reflect sustainability initiatives, the following categories and definitions are to be used as a guide when labeling a project *resilient*.

Resiliency Categories	Explanation
LEED or Other Green Building Certification	Facility that has undergone a certification process for sustainability (design and construction, existing building operations and maintenance). U.S. Green Building Council, Green Globes, Florida Green Building Council and EPA Energy Star Portfolio Manager rating systems for buildings are among the potential applicable building certifications.
Energy Efficiency (Electricity and Fuel)	Activities and capital investments that contribute to increased electricity use efficiency and/or improved fuel efficiency (e.g. cool roofs; higher efficiency heating, ventilation, and air conditioning systems; lighting retrofits; energy and building management systems; purchase of hybrid vehicles; GPS-based idling-tracking systems for service vehicles; etc.)
Renewable Energy Feature	Includes solar photovoltaic, wind, geothermal, solar-thermal, co-generation (waste recovery) and other renewable energy projects or systems tied to facilities.
Innovative Water/Wastewater	Use of or programs to encourage the use of alternative and innovative water/wastewater approaches including but not limited to substitution of chemical treatment processes with biological processes, rainwater harvesting (e.g. cisterns), use of grey water systems, energy efficient reclaimed water technology or other water and/or energy conserving approach.
Climate Change Adaptation	Activities/capital investments that improve our understanding of our vulnerability to climate change impacts or help us to reduce or adapt to these impacts.
Other Climate Change Mitigation	Any activity that reduces/avoids Green House Gas emissions that is not an energy efficiency activity/capital investment. The planting of new and additional trees that sequester carbon is also considered a climate change mitigation strategy.

Other Sustainability	Activities that improve the integrated bottom line of economy, environment and quality of life and don't contribute to the deterioration of aspects of this integrated bottom-line.
Conservation of Environmental Assets	Conservation of environmental assets
Health and Well-being	Services that support the health and well-being of a community to include those services that help residents meet basic needs, support livelihood, employment, and ensure public health services to establish a livable community.
Livable Communities	A livable community is one that is safe and secure, has affordable and appropriate housing and transportation options, and offers supportive community features and services
Mobility	A community that provides a diverse and affordable multi-modal transport systems
Renew and Strengthen Infrastructure	This relies on environmental stewardship, appropriate infrastructure, effective land use planning and enforcement of planning regulations. This results from diversity of provision, redundancy, active management and maintenance of ecosystems and infrastructure, and contingency planning.
Strengthening Economy	Sound management of city/county/state finances, diverse revenue streams, and the ability to attract business investment, allocate capital, and build emergency funds.

Information Technology (IT) Governance Process

* IT Governance submission information will be provided at a later date

Appendix A – Personnel Assumptions and Rates

The following salary assumptions have been made as a result of the current status of collective bargaining negotiations. Updates will be provided as necessary.

- COLA for FY 2017-18
  - For FY 2017-18 there is no (zero) COLA

- Merit for FY 2017-18
  - Merit will be calculated at 4.3 percent based on effective date of each collective bargaining agreement (if applicable)

- Longevity for FY 2017-18
  - Longevity will be calculated based on effective date of each collective bargaining agreement (if applicable)

- Flex and Premium Pay Benefits will be included for planning purposes for FY 2017-18. The values are:
  - Flex Dollars $1,100
  - Premium Pay Benefits $1,300

Salary-Related Rates:

Executive Benefits Program (subobject: 00120)

Effective May 28, 2012, Mayor Carlos Gimenez eliminated executive benefits for all employees under his purview. Executive benefits remain in effect for employees who are not under the Mayor's purview. The program guidelines provide that executives be organized as defined below:

Group 1 -   Board of County Commissioners (BCC) and designees, County Attorney, Department Directors of Non-Mayoral Authority

Group 2 -   Deputy Directors who are designated second in command within a Department of Non-Mayoral Authority

Group 3 -   Exempt, professional, non-bargaining unit employees who report directly to a Group 1 or Group 2 executive, within a Department of Non-Mayoral Authority

The table in the following page details the value of the benefits by group.

Important:

For those departments not under the Mayor's purview you will need to add the executive benefit category under the "Additional Earnings" tab in the "Maintain Employee by Position" page in the Human Capital Section of the BAT System.

Executive Benefit Program			
	Group 1	Group 2	Group 3*
Executive Benefits Allowance	$10,000	$8,500	$7,500
Car Allowance	$250	$200	$75
Supplemental Pension	$1,500	$0	$0
Total	$11,500	$8,500	$7,500

*Group 3 has sub-category EA which receives a pro-rata portion of the $7,500 maximum and sub-category EH which receives a car allowance only

Longevity Bonus Rates (subobject: 00125)

Upon completion of a minimum of 15 years of full-time continuous County service, employees in applicable bargaining units shall receive a longevity bonus award (LBA) on their leave anniversary date. These bonuses are calculated based on a percentage of the employees' base salary. Please see the schedule below for the rate that pertains to a particular number of years of service.

Longevity bonuses for eligible non-bargaining unit employees may be authorized by the Mayor or non-Mayoral Appointing Authority.

Important

BAT calculates social security, retirement, and longevity bonuses for departments automatically. Retirement calculations done by BAT are based on the actual retirement plans to which an individual belongs.

Longevity Bonus Rates	
Number of Years of Continuous County Service	Rate of Bonus Payment
15	1.5 Percent of Base Salary
16	1.6 Percent of Base Salary
17	1.7 Percent of Base Salary
18	1.8 Percent of Base Salary
19	1.9 Percent of Base Salary
20	2.0 Percent of Base Salary
21	2.1 Percent of Base Salary
22	2.2 Percent of Base Salary
23	2.3 Percent of Base Salary
24	2.4 Percent of Base Salary
25	2.5 Percent of Base Salary
26	2.6 Percent of Base Salary
27	2.7 Percent of Base Salary
28	2.8 Percent of Base Salary
29	2.9 Percent of Base Salary
30	3.0 Percent of Base Salary

Sick Leave Reimbursement (subobject: 00154)

The County will pay employees who retire or resign from County service (full time employees only) in good standing for their accrued unused sick leave at the employee's current rate of pay at time of separation and excluding any shift differential.

Refer to the County Leave Manual, Section 02.08 to calculate the rate of payment. The rate will vary based on the number of years of service of the employee and whether or not the employee is special risk.

Fringe-Related Rates:

Social Security Rate (subobject: 01010)

6.20% FICA rate on salary up to $127,200 (subject to change)

Medicare Rate (subobject: 01113)

1.45% MICA on total salary

Retirement Rates (subobject: 01011)

Regular Employees	7.52%
Senior Management Employees	21.77%
Special Risk Employees	22.57%
Drop Employees	12.99%

Deferred Retirement Option Program (DROP)
Employees that select to participate in the DROP program maintain their regular employee status code.

Group Health Insurance (subobject: 01110)

$14,500   per person per year

New hires are not eligible for group health insurance until they have completed 60 days of service. Part-time employees who consistently work at least 60 hours per pay period are eligible for health insurance after 60 days of service. Part-timers must consistently work at least 60 hours per pay period to remain eligible for benefits. As a result of the Affordable Care Act, eligibility for benefits will depend on the average hours paid in the previous year's "measurement" period (October 2016-September 2017). Employees who are paid an average of 30 hours per week in the measurement period will be eligible for benefits for calendar year 2018.

Dental (subobject: 01114)

$383   per person

Group Life Insurance (subobject: 01111)

Adjusted annual salary x 0.00346

Unemployment Insurance (subobject: 01116)

Departments should use FY 2015-16 expenditures as a guide for budgeting FY 2017-18 amounts. If you have any questions, please contact your departmental OMB budget analyst.

Departure Incentive Program (subobjects: 03010-03199)

The Departure Incentive Program (DIP) lump sum payouts were completed in FY 1995-96 and FY 1996-97. Only recurring DIP costs such as health insurance should be included in the base budget submission for FY 2017-18.

Tip:

If your department incurred any expenses in FY 2015-16 in any of the following range of subobject codes: 03010 – 03199, contact Helena Denham-Carter. Division Director, HR Benefits Administration (HCARTER@miamidade.gov) or your department's OMB Budget Analyst to estimate FY 2017-18 DIP expenditures.

Deferred Retirement Option Program

Proprietary fund departments will need to enter the correct Florida Retirement System code for those entering DROP. General Fund departments will not need to budget DROP leave payments. Employee DROP information is available from Cognos. Access to Cognos can be provided by contacting the Information Technology Department (ITD) Help Desk at 305-596-HELP. Contact your department's OMB Budget Analyst to estimate FY 2017-18 DROP expenditures.

Appendix B - Information Technology Department

Any rates and charges that not referenced in this document will be available on the ITD intra website http://intra.miamidade.gov/technology/. We encourage you to visit the site throughout the budget development process for udpates

Consolidated Departments
Departments that have an active master Memorandum Of Understanding (MOU) should contact Mariaelena Salazar (305) 596-8704 or email ITD-BRM@miamidade.gov regarding cost and charges for FY 16-17 services.

ITD Service Rates

Departments are offered a choice of an hourly rate (time and materials or "T&M") or an annual service level agreement (SLA) for a dedicated position by professional classification available through a full-time, half-time, or one-quarter of a full-time equivalent (FTE). T&M customers will be billed for hours associated with activities related to their projects.

Service	Annual Rates
Junior Programmer/Analyst	150,000
Intermediate Programmer/Analyst	160,000
Project Management	160,000
Senior Programmer/Analyst-ERP	165,000
Senior Programmer/Analyst	175,000
Systems and Database Administrator	185,000
Systems Programmer-ERP	190,000
Systems Programmer	195,000

Service	Hourly Rates
Communications Services Representatives	80
Installer Rate	85
GIS Graphic Tech/Mapping	90
Help Desk Computer Techs	90
Telecom Tech	100
Network Design, Engineering and Consulting Services	120
IT Engineering and Design	130
Product Configuration and Programming	130

Enterprise Solutions

Enterprise Solutions consists of enabling technologies that cross County business lines to provide solutions and access to readily available information across departments.

Services that are charged include:

- Map creation and GIS layer development
- Data analysis, report and chart generation
- Integration and consulting
- Customized routing solutions
- Solution development and maintenance of department-specific systems
- Maintenance of departmental specific systems such as custom forms and workflows
- Asset Management and Content / Document Management configuration
- Departmental infrastructure costs and mobile devices
- Asset Management Advanced Reporting (EAM Cognos Licensing)

Autodesk – Access to AutoCAD Software licenses

Autodesk, software licenses are shared and renewed annually ensuring the latest releases are made available to subscribers.

The schedule of license costs, listed on the ITD intra website, includes estimated FY 2016-17 costs based on the inventory registered. Additional licenses may be purchased at the prevailing rates for the product.

Enterprise Resource Planning (ERP)

PeopleSoft / Hyperion

PeopleSoft has been established as the enterprise resource planning tool (ERP) for financial, procurement, and human resources systems. ITD will provide the following services for the County's Enterprise Resource Planning application (ERP) (funded via the IT Funding Model):
- Human Resources – PeopleSoft e-Recruiting
- Countywide deployment of the PeopleSoft Time & Labor (e-PARs)
- PeopleSoft e-Performance Module
- PeopleSoft e-Learning Management Module
- PeopleSoft Position Management
- Human Resource Grievance Tracking and Discipline Tracking modules
- System and security administration, deployment, maintenance, and upgrades
- Hyperion Planning (BAT) / Hyperion Human Capital Planning (BAT) / Capital (CBAT)

Business Intelligence

Business intelligence (BI) is the ability of an organization to collect, maintain, and organize knowledge; essentially turning data into information.

ITD provides Business Intelligence (BI) services under the Cognos Enterprise License agreement. Charges for using BI services will be determined on a case-by-case basis depending on the anticipated resource usage.

Enterprise Security Office

The Enterprise Office provides 24/7 operational maintenance and support for countywide data security infrastructure .

Services include, but are not limited to:
- Network and Application Security Architecture Review and Consulting Services
- Network/Application Load Balancing Services
- Connectivity Services, Remote VPN Access, Wireless Mobility, NetMotion
- Security Infrastructure Management, Utilization and Availability Reporting
- IP Address Management and Domain Name Registration
- Mainframe Security -- Resource Access Control Facility (RACF)
- Firewall Management, Antivirus Protection, Internet Content Filtering
- Cyber Incident Response Coordination
- Cyber Security Awareness Training and compliance.
- Web Services Secure Socket Layer (SSL) Certificate Management
- Security Consulting and Architecture Services

Netmotion Client Charges

Netmotion provides field (mobile users) with the ability to securely and seamlessly roam on the cellular network avoiding disruptions and re-authentication of end user devices to Miami Dade County systems.

Monthly Charge per Device		
Service	Rate	SubObject
NETMOTION Infrastructure Charge	$20.00	26124

Internet Proxy Logs Reporting

The Enterprise Network Access unit manages the web proxy systems that provide content filtering for web traffic as well as logging Internet traffic and usage on a per user basis. The unit collects these logs and archives them for up to two years. Applicable charges for obtaining a copy of a user's Internet traffic logs are available upon request.

* There is no charge for reports requested for usage within the current month. For data prior to current month, costs depend on the whether the data must be recovered from disk or tape as well as the number total users for which logs are requested. Cost estimates will be provided on request.

Data Center Services

The Data Center Division staff provides 24/7 operational support and hosting services for Mainframe and Distributed systems on various Operating System and virtualization platforms.

Other services are as follows:

Enterprise Operations services across multiple operating platforms and include, but are not limited to, completion of nightly production schedules; off-hours help desk; print, post-processing and distribution services and network and systems performance monitoring for the IBM Mainframe, SUN, Wintel, Unix, AS/400 and Power Eclipse (AIX) platforms. Mainframe Technical support staff provides off-site disaster recovery services for the County's legacy mainframe applications.

Enterprise Cloud Services provides Storage, Wintel Server, and VMWare Server Virtualization services including backup, offsite vaulting, SAN, NAS provisioning, tape backup and recovery services, Wintel/AMD server provisioning, support and recapitalization service, and Co-Location or hosting services. All services provided are fully supported 24/7 with onsite and on call staff.

The Desktop Virtualization team provides provisioning, support and disaster recovery services for CITRIX Virtual Desktops and CITRIX XenApp applications virtualization.

Mainframe Printing

Mainframe printing to Network Attached "Remote" Printers is provided at no cost to customers. However, inactive accounts may be deactivated after 90 days.

Mainframe Online Report Viewing (On Demand)

This service is provided at no cost to customers. However, inactive accounts may be deactivated after 90 days.

Mainframe Terminal Emulation

Using Personal Communicator (PComm) or Host-On-Demand (HOD), this service is provided at no cost to customers. However, inactive accounts may be deactivated after 90 days.

Data Center Co-Location / Hosting

Enterprise Cloud Services provides data center space allocation service at both the Regional Data Processing Communications Center (RDPCC) and the Integrated Command Facility Building (ICFB also known as "Lightspeed"). Both data centers are CJIS certified facilities and provide co-location, hosting and support services.

Backup and Off-Site Vaulting Services Using Symantec's NetBackup Product

Enterprise Cloud Services backup service use Symantec's NetBackup product which provides an enterprise class backup and recovery solution for Microsoft Windows, Solaris, AIX and Redhat Linux operating systems.

Disk/SAN/NAS (Storage Area Networks and Network Attached Storage)
Enterprise Cloud Services manages and supports SAN (Storage Area Network) storage arrays and File Storage located at three County facilities and at the NAP of the Americas.
- **Tier 1** –All AIX data is stored on Tier 1. Tier 1 is also available to Windows and Linux applications
- **Tier 2** –Predominately associated with Windows and Linux and Solaris applications
- **Tier 3** (SAN/NAS) –Lower duty cycle/lower performance storage is appropriate for archival or less frequently accessed data and file shares

Storage cost includes the provisioning and management of the storage as well as all maintenance and hardware recapitalization expenses. Note: With the exception of Protected File Storage, data backup charge is not included in the monthly cost per gigabyte charge for storage.

Intel/AMD Server Provisioning/Management/Co-Location Services

Enterprise Cloud Services provides provisioning, management and support services for INTEL and AMD servers running Windows or Linux Operating Systems. Operating Systems (OS) support is only provided for Windows Server OS. Support for the LINUX operating system is provided by the Midrange Hosting Support team. The support and management of all server classes do not include application support.

Physical Servers - Discrete servers are stand-alone units that are normally rack mounted and require their own power and network connections. Blade servers are more cost effective and plug into an enclosure with shared network and power connections. These servers are less expensive per unit, have economics of scale associated with their operation, and are less costly to maintain.

Virtual Servers (VMware) - VMware Virtual Servers (VM) are available in six different classes. Class 2, Class 4, Class 8, Class 16, Class 24 and Class 32. Class 6 is no longer available for new deployments, currently provisioned Class 6 VM's can remain as Class 6. The underlying VMware ESXI clustered hardware is configured with redundant network and fiber channel connections as well as automatic server failover (High Availability).

Server Management and Support _with_ Hardware Recapitalization - Management of discrete and blade servers are billed on an annual basis and include all costs associated with network connections, power, cooling, rack space, monitoring, operating systems support and maintenance, patching and hardware firmware updates, hardware maintenance and server recapitalization.

- *Data backup service is _not_ included in the annual Server Management charge.*
- *Data backup service is available and is billed separately.*

Managed Server Co-Location Services - ECS also offers managed co-location services for customer-owned servers. With this service, ITD provides rack space and environmental support (such as power, network connections and temperature control).

Midrange Hardware and Hosting

Hosting services involve the operation of a customer's application on ITD hardware. ITD provides Midrange Hardware and Hosting support on a variety of platforms such as AIX, LINUX (including LINTEL, p-LINUX and zLinux). The rate structure is determined by the number or fraction of processors allocated is operating properly. Pricing for this service will be based on the design agreed upon.

CITRIX Desktop and Application Virtualization Provisioning & Support

Thin Client Virtual Desktops ITD offers a Virtual Desktop (VD) option in addition to the traditional PC desktops.

Customers with a "full-service" Desktop Support SLA through ITD's Field Services area may be entitled to Desktop Virtualization Services for their employees at no addition cost as long as the SLA remains in effect. Please consult with John Concepcion (305-596-8368) or Adrienne DiPrima (305-596-8492) to determine if your agency or location is eligible for this support.

CITRIX Application Virtualization Services – CITRIX Application Virtualization services are available to centrally host departmental applications enabling authorized users to access them from any internet-enabled computer.

CITRIX Charges and Licensing – Note that CITRIX charges are cumulative; i.e. customers using CITRIX Application Virtualization and a CITRIX Thin Client VD will be charged for both services.

Enterprise Architecture Services

Enterprise Delivery Channels

The Enterprise Delivery Channels Unit provides infrastructure support services in the following areas:

- The County's Internet portal applications, miamidade.gov and enet.miamidade.gov, including ability for customers to perform on-line functions, including on-line payments and pervasive device technical support
- IBM WebSphere software suite including guaranteed messaging (Message Broker) and interactive voice response (IVR) infrastructures hosting Java applications
- Avaya Aura Platform for IVR applications
- Enterprise IIS 7.5 web server infrastructures hosting Microsoft DotNet application
- Various Microsoft platforms
- Enterprise distributed FTP (file transfer protocol) and secure FTP infrastructures Web services administration including web services monitoring and support for legacy web services development
- Enterprise SAP Crystal Reports infrastructure
- Enterprise Active Directory Services
- Enterprise Domain Name System/Name Resolution Services
- Enterprise Messaging
- Email Archiving and Discovery
- Mobile Device Management

The standard countywide enterprise infrastructure cost of these services is included in the enterprise IT Funding Model. For departmental or project specific implementation of any of these services, charges will be determined by the required scope of work.

Database Administration

ITD provides basic support for existing databases on countywide database infrastructure platforms. Basic support includes restructures, vendor recommended upgrades and patches, problem resolution, back-up and recovery, capacity planning, database monitoring and tuning, and systems documentation.

Other Architecture Services

ITD provides the following enterprise architecture services (funded via the IT Funding Model):

- Leads the collaborative effort required for the creation of information technology architecture standards
- Reviews solution designs for compliance with the current architecture
- Conducts the architecture exception request process
- Publishes and revises the reference tools and documents used to document the enterprise architecture

- Publishes and revises documentation to be used with all procurements that have information technology requirements

ITD also provides the following architecture services that are not included in the IT Funding Model and are charged per project or on a time and materials basis:
- Proof of concept, proof of technology efforts for department-specific (non-enterprise) solutions
- Department-specific (non-enterprise) architecture initiatives

Vendor Pass-through License Rates

Oracle, SQL, Exceed, and TOAD License Costs

Oracle, SQL Server, and Exceed software licenses are renewed yearly based on countywide co-terminus renewal dates. The schedule of license costs, listed on the ITD intra website, includes estimated costs based on the inventory registered. Please advise ITD immediately of any anticipated changes in the number of licenses required. Additional licenses may be purchased at the prevailing rates for that product. Contact ITD for the cost of a new license for Tool for Oracle Application Development (TOAD).

Microsoft License Costs

The Enterprise License Agreement (ELA) with Microsoft offers full desktop software bundle with software assurance that provides the latest versions available.

Microsoft Office 365

Microsoft Enterprise Annual License Costs per Unit – Subobject: 26XXX	
Product Description	Annual Rate
Office 365 G3 per User	$190.56
Office 365 G1 per User	$90.84
Office 365 K1 per User	$47.68
MetroNet Access Only per User	$21.91
Windows OS per Device	$55.00
Project Professional per User	$226.52
Visio Standard per User	$49.93
Visio Professional per User	$117.82
True Up on Licenses during Agreement	Contact Us

Contact ITD for additional Microsoft license cost

Field Services

ITD offers customers a choice of an hourly rate or a Service Level Agreement (SLA). ITD provides SLAs which specify service hours and response time to reported requests for service. SLAs can be enhanced to include specialized services and weekends or after hours coverage. Costs vary based on the service hours, response time, and number of locations and specialized requirements. Hourly customers will be billed on a time and material basis associated with activities related to their service requests or projects including any overtime costs.

Communication Service Representative rates apply to billable work which includes project work as well as moves/changes of existing telephone service and provisioning of new or additional telephone services.

Engineering and Design Services

ITD provides telecommunication consulting and installation services that include but are not limited to the following: engineering and design of new facilities, Local Area Network (LAN) solutions, IP voice Solutions, video solutions, computer telephony integration applications, interactive voice response (IVR) solutions, call center solutions and design, traffic study, communication system infrastructure grounding/bonding, cable TV distribution system, low voltage communication system infrastructure wiring, and outside plant fiber optic communication infrastructure design.

Computer and Telecommunications Services

ITD provides administration, installation, and maintenance services for the County's computer and telecommunications equipment infrastructure, encompassing telephone systems, telephone devices, personal computing devices, wireless devices, print devices, mainframe terminals, and auxiliary peripheral devices. This includes on-call emergency maintenance services 24/7/365 days-a-year.
Field Services SLA table pending

Provisioning of PC Desktops

Field Services coordinates the purchasing and provisioning of PC Desktop computers and computer peripherals. Costs are based on market price. ITD will also obtain quotes for custom computer configurations or special equipment upon request.

PC Desktop Provisioning and Set-up Rate*	
Service	**Rate**
Desktop set-up charge per device. Includes delivery, installation, configuration (mapping to network drives and peripherals) as required backup/transfer all locally stored files and removal of old device.	$100

* *Departments should budget annually for Microsoft and other software licenses. See Pass-Thru License Rates section for pricing.*

CISCO WebEx Video Conferencing Services

CISCO WebEx Video Conferencing Services include the ability to host interactive video conferencing and web collaboration sessions from your office computer, laptop, tablet or any remote location using your internet connection.

Cable Television with Digital Content

ITD provides Cable Television (CATV) services for new and existing County facilities. CATV services consist of physical plant, end point products, design, and installation services. CATV services, depending upon facility location, are Miami-based COMCAST Television, or Atlantic Broadband.

Maintenances and Support of CATV Infrastructure Monthly Charge per Port Subobject: 31018	
Service	**Rate**
CATV Standard Definition Maintenance	$7
CATV High Definition Maintenance	$15

Interactive Voice Response (IVR) Services

ITD offers the Enterprise Avaya Aura Experience Portal solution to customers seeking IVR services. The AAEP provides the following supported features for application design: Web services (Voice XML, CCXML), JAVA API, INTUITY Response API, Dialog Designer API, Media Source Control Protocol, Interactive Voice Response, Out-Bound feature, Pluggable Data Connectors, SIP trunking, and Text to Speech.

IVR Monthly Maintenance Charges	
Services	**Monthly Rate**
Enterprise IVR Hardware Maintenance	$50 per port

Telecommunication Rates

Services include local telephone service, long distance, wireless aircard charges, directory listing, mobile/cell charges, and data circuits. The service rates are listed in this section. See the section called Estimated Radio and Telecommunication Expenses for the estimated FY 2016-17 charges for each department based on historical consumption.

Local Telephone Service/Device Charges - The table below lists the monthly charges per device as well as the monthly local service charge applied to each telephone landline. The Local Service fee is applicable if the telephone device (handset or soft phone) can receive an inbound call directly from outside the facility and/or can make a call outside the facility from the telephone device (handset or soft phone).

Local Telephone Services Monthly Charge per Device Subobject: 31010	
Service	**Rate**
Telephone Maintenance	$9.30
IP Telephone Maintenance	$8.30
Soft Phone Maintenance	$6.30
IP Fax Maintenance	$5.30
Local Service Charge* (per line)	$16.00

Wireless (Voice & Data) Services - Monthly Charge per Device		
Service	**Rate**	**Subobject**
Wireless Device Administration Fee (Per Blackberry, Cellular, Satellite Phone and Push-to-Talk device Smartphone, iPad)	$ 5.00	31015
Wireless Device Administration Fee for AIRCARDS	$ 5.00	31009

* Vendor service plans are available Upon request, Please note that there is a onetime installation cost for new voice or data circuits that varies depending on the customer requirements for the deployment.

Data Circuit and Port Charges

The table below lists the monthly recurring charges for County-owned and private data circuits. Note that there is a one-time installation cost for new voice or data circuits that varies depending on the customer requirements for the deployment.

Other Telecommunications Monthly Charges per Device*		
Service	**Rate**	**Subobject**
County Fiber – T1 (1.54Mb/s) Point-to-Point	$240	26125
County Fiber –10 Mb/s Ethernet	$850	26125
County Fiber –100 Mb/s Ethernet	$1,400	26125
County Fiber –1,000 Mb/s Ethernet	$2,500	26125
County – Port Charge	$10	26126
AT&T DSL	$215	31018
AT&T T1 (1.54Mb/s) Point-to-Point	$280	31018
AT&T - 10 Mb/s Ethernet	Available upon request	31018
AT&T - 100 Mb/s Ethernet	Available upon request	31018
AT&T - 500 Mb/s Ethernet	Available upon request	31018
Other AT&T Circuits	Available upon request	31018

*Please note that there is a one-time installation cost for new voice or data circuits that varies depending on the customer requirements for the deployment.

High Speed Wireless Services

ITD provides carrier-class wireless point-to-point, point-to-multipoint, fixed outdoor or mobile Broadband, and Wi-Fi/WiMAX services utilizing various licensed and unlicensed spectrum frequencies and technologies such as microwave, ruggedized Access Points Long Term Evolution (LTE) and mobile routers and gateways.

ITD offers a range of professional services to support the County's expanding wireless infrastructure including those listed below.

Analysis and Planning: ITD will develop a preliminary business plan that meets business needs in a cost effective manner by translating service, performance, and budgetary requirements into a recommended solution. Customers will be billed on a time (hourly) and material basis associated with activities related to their service requests or project including any overtime costs.

Deployment and Implementation: ITD offers end-to-end project management including system acquisition, implementation, and contractor management.

Maintenance and Support: Cost for the ongoing support and maintenance of point-to-point and point-to-multipoint wireless connections will be billed to County departments based on the monthly charges listed in the table below.

High Speed Wireless Services - Monthly Charge Subobject: 26XXX	
Service	**Rate**
100 Mb/s Full Duplex Point-to-Point Microwave	$1,400
100 Mb/s Full Duplex Point-to-Multipoint Microwave	Available upon request
Greater than 100 Mb/s Full Duplex Point-to-Point or Point to Multipoint Microwave	Available upon request
Fixed/Mobile Broadband Data Gateway and Wi-Fi / WiMAX	Available upon request

*Rates are inclusive of labor related to ongoing maintenance and certain capital equipment costs

Radio Communication Services

The Radio Communications Services Division administers and manages the 700/800 MHz radio infrastructure that provides voice and data communications throughout Miami-Dade County. There is 24/7 maintenance and support of the County's radio systems. Additional services the Division provides are engineering service, radio sales, training, maintenance, and repairs; along with vehicle installation of radios, laptops, emergency lighting and specialized technical equipment. As part of managing the system, the unit coordinates interoperability plans for the Southeast Florida region.

Radio Service Rates		
Service	**Rate**	**Subobject**
Universal Radio Rate (per 800 MHz Handheld/Mobile Device)	$26.50 per unit per month	26130

Universal Radio Rate

Departments that use the 800 MHZ radio system are typically charged a monthly Infrastructure Rate" per active radio. An active radio is defined as any radio with an active ID in the system.

The monthly infrastructure charge covers all routine repair and maintenance for active radios. This Universal Radio Rate (URR) covers parts and labor for routine portable, mobile and desktop radio repairs, thus eliminating the time and material charges for covered repairs for customers paying the URR. Municipalities and other entities that do not pay a Radio Infrastructure fee may enter into a separate agreement with ITD, typically a Memorandum of Understanding, to provide radio repair services.

Departments should continue to budget for any anticipated new purchases, such as radio equipment, accessories or antenna systems.

Communication Services Estimated Charges

Charges: The table provided on the ITD intra website describes the estimated charges based on actual charges incurred over the last 12- month period for accounts managed by ITD. For departments that pay their mobile/cellular invoices independently, visit the ITD intra website. The table will reflect only the costs associated with services provided by ITD.

Please note: **It is the responsibility of the user departments to notify ITD of any operational changes that will impact the need for or the billing of telecommunications or radio services.** This includes, but is not limited to, events such as a reduction in the number of active lines or radios needed, index code changes, or transfer of individuals or devices from one department to another. Departments will be responsible for any charges incurred as a result of failure to notify ITD of any such changes in a timely manner.

Tip:

Telephone installations that require physical rearrangements or reinstallations of wiring, telephone jacks, instruments, and/or maintenance of non-standard County issued telephone equipment will be billed on a time and materials basis, as shown in the table above titled "Enterprise Applications and Programs Hourly Rates"

IT Funding Model Charges

Funding Model Charges for enterprise IT services for FY 2017-18 are currently under development and will be provided to departments by OMB in a separate document.

Appendix C – Indirect Costs for Certain Federal Grants

Certain grants allow for reimbursement of indirect costs incurred by the County. The indirect costs rates are calculated each year for the departments. To review the indirect service rate applicable to your department, please refer to the following link:

http://www.miamidade.gov/finance/cost-allocation.asp

To find out if your department will pay an indirect service fee from certain federal grants received in FY 2017-18 please contact your department's OMB Budget Analyst.

Appendix D – Internal Services Department Rates

ISD Insurance Rates

ISD Insurance Rates and Allocations (several subobjects)

Operating insurance coverage, including workers' compensation (01115), general liability (23210), auto liability (26065), police professional (23230) and property insurance (23410) are provided through the Internal Services Department (ISD). Departments that purchase insurance or participate in self-insurance programs will receive individual estimated costs for FY 2017-18.

The total allocation charges are based upon historical claims activities, operational exposures and anticipated future liabilities. In the FY 2017-18 budget, allocations to specific departments/agencies will be based on an established underwriting methodology. This underwriting methodology is exposure-based, and uses a weighted system set on solid underwriting principles. The allocation underwriting based exposures are as follows:

> Workers compensation based on payroll, and Long Term Liability Fund Reserve[1]

> General liability based on BCC approved FY 2016-17 operating budget[2]

> Auto liability based on vehicle count, modified by type of equipment[2] [3]

[1] Due to recommendations of the County's external auditors and actuaries retained by the County and also actuaries retained by the auditor, the County will be establishing a special fund reserve to reduce the workers' compensation long term debt. Please Note: The Worker's Compensation allocations will be based on the Countywide underwriting formula.

[2] Water and Sewer, Transportation and Public Works (Transit Portion), Public Housing and Community Development, and Aviation Departments will be charged on Actual Prior Year cost plus administrative charge of 1.5 percent for liability exposures.

[3] Vehicles are defined as equipment that traverse roadways and are subject to registration (tag) with the Florida Department of Transportation.

For budget preparation, departments/agencies may wish to internally distribute the allocations for Workers' Compensation and General Liability on a budgeted position basis and the Auto Liability on a per vehicle basis. The ISD, Risk Management Division, in conjunction with the Office of Management and Budget (OMB) can, at the department's request, conduct informational meetings to explain the underwriting methodology in use.

The allocation for Police Professional Liability for FY 2017-18, will be as follows:

Professional Liability Insurance Rates			
SubObject	Service	Rate	Department
23230	Police Professional Liability	$2,264,718	Miami-Dade Police Department
23230	Police Professional Liability	$1,735,282	Miami-Dade Corrections and Rehabilitation

Rental vehicles: The County has a countywide vehicle rental program available to all departments/agencies. Departments/agencies need to budget for rental vehicle insurance costs based on monthly anticipated usage at a rate of $71.26/month/vehicle. Please note that this rate is subject to change.

Property Insurance

Departments owning property will be charged their proportionate share of Property Insurance coverage. The amount of Property Insurance billed to each Department will be based on the percentage value of the Department's times the total cost of the insurance for all properties insured. The total cost of insurance is determined by the market in April of each year. Departments will receive a detailed breakdown of the premium from the Property and Casualty Manager after April 2017.

Any questions or concerns related to departmental allocations for the above stated projects should be directed to Baunie J. McConnell, Division Director of Risk Management, ISD 305-375-4281.

	DEPARTMENT	Workers' Compensation FY 17-18	General Liability FY 17-18	Auto Liability FY 17-18
1	ADMINISTRATIVE OFFICES OF THE COURTS	476,314	5,492	2,536
2	ANIMAL SERVICES	434,367	8,512	29,954
3	AUDIT AND MANAGEMENT SERVICES	111,028	1,078	-
4	AVIATION	3,615,134	-	-
5	BOARD OF COUNTY COMMISSIONERS	423,710	4,719	15,532
6	CITIZENS' INDEPENDENT TRANSPORTION TRUST	34,915	859	-
7	CLERK OF THE COURTS	1,758,685	31,724	11,411
8	COMMISSION ON ETHICS & PUBLIC TRUST	48,008	522	634
9	COMMUNITY ACTION & HUMAN SERVICES	1,326,566	50,940	100,797
10	COMMUNITY INFORMATION AND OUTREACH	452,900	6,619	2,536
11	CORRECTIONS & REHABILITATION	10,492,761	195,095	207,458
12	COUNTY ATTORNEY'S OFFICE	608,039	5,559	-
13	CULTURAL AFFAIRS	238,091	11,936	2,536
14	ELECTIONS	414,750	11,946	9,034
15	FINANCE	761,355	14,959	-
16	FIRE RESCUE	13,115,497	214,786	541,071
17	HOMELESS TRUST	49,166	21,231	-
18	HUMAN RESOURCES	264,575	2,653	-
19	INFORMATION TECHNOLOGY	2,539,052	60,950	47,863
20	INSPECTOR GENERAL	150,968	2,371	-
21	INTERNAL SERVICES	2,582,465	120,558	359,129
22	JUVENILE SERVICES	209,822	6,620	1,902
23	LAW LIBRARY	9,853	256	-
24	LEGAL AID	81,535	1,246	-
25	LIBRARY	842,725	24,619	25,992
26	MEDICAL EXAMINER	269,248	5,636	4,438
27	METROPOLITAN PLANNING ORGANIZATION	-	-	634
28	MIAMI-DADE ECONOMIC ADVOCACY TRUST	45,000	1,559	-
29	MIAMI-DADE POLICE	18,725,568	315,040	3,298,103
30	MD TRANSIT	11,984,317	-	-
31	PUBLIC WORKS	557,628	21,772	336,941
32	OFFICE OF MANAGEMENT & BUDGET, GRANT COORD.	217,062	8,012	-
33	OFFICE OF THE MAYOR	103,390	1,093	634
34	PARKS, RECREATION & OPEN SPACES	2,640,172	122,174	537,320
35	PROPERTY APPRAISAL	898,437	13,145	15,532
36	PUBLIC DEFENDER	-	861	1,902
37	PUBLIC HOUSING & COMMUNITY DEVELOPMENT	1,273,521	-	-
38	SOLID WASTE MANAGEMENT	2,547,968	114,372	884,415
39	REGULATORY AND ECONOMIC RESOURCES	2,318,121	33,634	225,800
40	SEAPORT	762,149	54,534	76,390
41	STATE ATTORNEY'S OFFICE	41,363	1,765	6,656
42	VIZCAYA MUSEUM & GARDENS	-	1,154	2,853
43	WATER AND SEWER	6,573,775	-	-
	Total:	$ 90,000,000	$1,500,000	$ 6,750,000

Fleet Operating and Vehicle Replacement Charges

Fleet Operational Charges (several sub-objects)

Fleet operations charges are broken down between heavy (trucks and one-ton pickups) and light (cars, vans, and up to ¾ ton pickups) equipment.   Departments can access their monthly Fleet charges summarized by expense category through the ISD Fleet Management Reporting Portal at

http://ssrs2008.miamidade.gov/Reports/Pages/Folder.aspx?ItemPath=%2fSSRS+Intranet%2fISD%2fReports%2fMiami+Dade+County+ISD+Fleet+Reporting+Portal%2fFleet+Focus+M5%2fBilling&ViewMode=Detail

Rates: Current operational fleet rates are shown in the table below. Total charges to departments will vary according to vehicle service needs; please see tables on the following pages.

Important

Please note that operational rates are determined during the budget development cycle. Final rates for FY 2017-18 will be published on the ISD Fleet Management website, once the FY 2017-18 budget is adopted.

FY 2016-17 Fleet Operational Rates		
Item	**Heavy Equipment**	**Light Equipment**
Labor	$ 71.00/hour	$ 73.00/hour
* Work performed on Overtime or on County Holidays will be billed at the appropriate 1.5 and 2 time multiplier.		
Commercial Repairs	Cost + 20% markup over invoice	Cost + 17% markup over invoice
Parts	Cost + 20% markup over invoice	Cost + 25% markup over invoice
Fuel	Cost + $ 0.15 surcharge per gallon	
Misc. Charges	Overdue PM fees for light equipment: 0–499 miles past due: No penalty fee 500-750 miles past due: $ 50 penalty 750+ miles past due: $ 100 penalty Vehicle storage fee: $10 per day will be charged if vehicles are not picked up ONE WEEK after the posted ready date	
Loaner Vehicles	$0.47 per mile (inclusive of repairs and fuel)	

FY 2016-17 Fleet Operational Rates (cont'd		
Item	**Heavy Equipment**	**Light Equipment**
Pool Vehicles	Sedan / Pickup / Cargo Van	$ 0.47 / mile + $1.75 / hour
	Passenger Van (7 & 15)	$ 0.47 / mile + $ 2.75 / hour
	Hybrid Sedan	$ 0.47 / mile + $ 3.00 / hour
	Wheelchair Equipped Pass. Van	$ 0.47 / mile + $ 4.50 / hour
		Preparation Disposal
Vehicle Preparation & Disposal Charges	General Fleet Vehicle	*$919.75* *$134.50*
	General Fire Vehicle	*$839.35* *$181.40*
	Marked Police Cruiser	*$938.95* *$196.00*
	Marked Corrections Cruiser	*$938.95* *$181.40*
	Marked Police Motorcycle	*$841.85* *$149.10*

⭐ <u>**Important**</u>

Please note that vehicle preparation and disposal charges are determined during the budget development cycle. Final rates for FY 2017-18 will be published on the ISD Fleet Management website once the FY 2017-18 budget is adopted.

Fleet Management charges for its services under the following sub-object codes shown in the table below:

Fleet Management Services Sub-object Codes		
Description	**Sub-object Code**	
	Light	**Heavy**
Operating Charges:		
Fuel	26060	26070
Pool Vehicle Mileage	26062	N/A
Labor	26066	26072
Fluids/Parts	26063	26073
Commercial Repairs	26064	26074
Accident, Abuse, Modification	26068	26068
Vehicle Trust Fund Charges:		
Pool Vehicle Hourly Charges	26077	N/A
Preparation for Vehicle Disposal	26078	26078
Preparation for New Vehicle	26079	26079

⭐ <u>**Important**</u>

The following chart details <u>actual</u> operational fleet charges for FY 2015-16 and are being provided only as a guide.

FY 2015-16 ACTUAL OPERATIONAL FLEET CHARGES

Department & Title	Light Fuel 26060	Heavy Fuel 26070	Pool Mileage 26062	Light Repairs 1	Heavy Repairs 2	AC/AB/MOD 26068	Total
AD ANIMAL SERVICES DEPARTMENT	$ 81,554	$ 3,010	$ 3,954	$ 92,898	$ 10,986	$ 1,494	$ 193,897
AVIATION DEPARTMENT	$ 257,480	$ 118,394	$ -	$ 30,282	$ 6,027	$ 272	$ 412,456
CC COUNTY COMMISSION	$ 26,694	$ 771	$ 2,931	$ 28,719	$ 2,355	$ 110	$ 61,581
CL CLERK OF COURT	$ 10,641	$ -	$ 6,467	$ 20,568	$ 337	$ -	$ 38,014
CO COMMUNITY ACTION & HUMAN SERVICES	$ 53,809	$ 84,553	$ 9,632	$ 96,942	$ 170,733	$ 4,427	$ 420,096
CR CORRECTIONS & REHABILITATION	$ 230,943	$ 67,234	$ 11,973	$ 469,340	$ 307,195	$ 17,794	$ 1,104,478
CU CULTURAL AFFAIRS	$ 3,681	$ -	$ 5,676	$ 10,566	$ -	$ 194	$ 20,116
EL ELECTIONS	$ 39,552	$ 2,736	$ 4,942	$ 10,026	$ 1,195	$ 37	$ 58,486
ET INFORMATION TECHNOLOGY DEPARTMENT	$ 90,036	$ 1,702	$ 24,082	$ 128,415	$ 845	$ 5,904	$ 250,984
FN FINANCE DEPARTMENT	$ -	$ -	$ 44,636	$ -	$ -	$ 37	$ 44,672
FR FIRE DEPARTMENT	$ 422,657	$ 160,805	$ 676	$ 598,523	$ 451,254	$ 13,926	$ 1,647,841
GI COMMUNICATIONS DEPARTMENT	$ 978	$ -	$ 526	$ 6,112	$ -	$ -	$ 7,617
ID INTERNAL SERVICES DEPARTMENT	$ 108,412	$ 9,570	$ 70,528	$ 187,680	$ 27,125	$ 19,211	$ 422,525
JU JUVENILE ASSESSMENT CENTER	$ 780	$ -	$ 29,352	$ 4,119	$ -	$ 110	$ 34,360
LB LIBRARIES	$ 27,359	$ 36,907	$ 10,443	$ 36,619	$ 89,226	$ 1,484	$ 202,039
MA OFFICE OF THE MAYOR	$ 227	$ -	$ 3,281	$ 717	$ -	$ 73	$ 4,298
ME MEDICAL EXAMINER	$ 14,544	$ -	$ -	$ 18,592	$ -	$ 2,597	$ 35,734
MT DEPARTMENT OF TRANSPORTATION & PUBLIC WORKS	$ 230,240	$ 428,139	$ 159,824	$ 838,321	$ 2,576,887	$ 50,621	$ 4,284,032
OC ADMINISTRATIVE OFFICE OF THE COURTS	$ 4,961	$ -	$ 4,616	$ 6,321	$ -	$ -	$ 15,898
PA PROPERTY APPRAISER	$ 12,383	$ -	$ 15,623	$ 26,027	$ -	$ 413	$ 54,446
PD MIAMI-DADE POLICE DEPARTMENT	$ 5,746,885	$ 38,524	$ 2,851	$ 7,765,462	$ 252,484	$ 342,061	$ 14,148,267
PE REGULATORY & ECONOMIC RESOURCES	$ 232,390	$ 1,980	$ 43,184	$ 580,764	$ 1,388	$ 18,172	$ 877,876
PR PARKS, RECREATION AND OPEN SPACES	$ 701,380	$ 194,580	$ 48,492	$ 880,861	$ 536,231	$ 43,132	$ 2,404,676
PUBLIC HOUSING AND COMMUNITY DEVELOPMENT	$ 92,506	$ 2,311	$ 25,322	$ 325,914	$ 52,002	$ 511	$ 498,566
SA STATE ATTORNEY OFFICE	$ 57,973	$ 586	$ 192	$ 100,374	$ 2,108	$ 261	$ 161,494
SP SEAPORT	$ 112,848	$ 19,149	$ 23,536	$ 206,439	$ 227,959	$ 10,719	$ 600,650
SW SOLID WASTE MANAGEMENT	$ 319,630	$ 4,939,551	$ 67,928	$ 517,595	$ 22,629,818	$ 182,805	$ 28,657,328
VZ VIZCAYA	$ 2,298	$ 1,151	$ 227	$ 2,798	$ 15,243	$ -	$ 21,717
WATER AND SEWER	$ 605,706	$ 987,734	$ 1,147	$ 1,587,471	$ 554,139	$ 3,891	$ 3,740,088
TOTAL	$ 9,488,546	$ 7,099,387	$ 622,043	$ 14,578,466	$ 27,915,537	$ 720,254	$ 60,424,233

1 Repair values include total charges for light equipment labor, parts and outsourced work for the following sub-object codes: 26063, 26064 and 26066.

2 Repair values include total charges for heavy equipment labor, parts and outsourced work for the following sub-object codes: 26072, 26073 and 26074.

Fuel Costs

Below is a table showing actual fuel use by department in FY 2015-16. The average fuel price per gallon charged to departments in FY 2015-16 is also shown below and is being provided as a guide.

Rates: Unleaded (E10): $1.99 per gallon

Diesel (B5): $1.96 per gallon

FUEL USE IN GALLONS FY 15-16		
DEPARTMENT	**UNLEADED**	**DIESEL**
ADMIN OFFICE OF THE COURTS	2,726.90	
ANIMAL SERVICES	33,031.00	12,233.90
AVIATION DEPARTMENT	212,310.20	95,824.30
COMMUNITY ACTION & HUMAN SERVICES	36,257.30	38,834.40
CLERK OF COURTS	5,680.40	
COMMISSION ON ETHICS	308.20	
COMMUNICATIONS	498.30	
CORRECTIONS AND REHABILITATION	125,666.80	35,414.80
COUNTY ATTORNEY'S OFFICE	858.00	
COUNTY COMMISSION	7,494.70	93.80
CULTURAL AFFAIRS	2,043.30	
ELECTIONS DEPARTMENT	9,668.50	12,278.50
FIRE RESCUE	134,721.50	181,372.60
FM POOL/LOANER VEHS	30,799.40	1,382.10
INSPECTOR GENERAL	169.80	
INTERNAL SERVICES	58,942.00	4,130.30
ISD FLEET MANAGEMENT	4,024.80	8,120.30
INFORMATION TECHNOLOGY DEPARTMENT	48,106.90	209.40
JUVENILE ASSESSMENT CENTER	408.20	
LIBRARIES	15,438.40	19,497.30
MEDICAL EXAMINER	7,985.60	
METROPLITAN PLANNING ORGANIZATION	90.00	
MIAMI DADE POLICE	3,102,932.30	36,266.80
OFFICE OF THE MAYOR	118.20	
PUBLIC HOUSING & COMMUNITY DEVELOPMENT	81,522.40	2,598.50
PROPERTY APPRAISER	6,723.10	
PARKS, RECREATION & OPEN SPACES	344,979.00	128,454.00
REGULATORY & ECONOMIC RESOURCES	124,494.40	11.20
SEAPORT	58,961.20	8,364.80
STATE ATTORNEY	21,450.50	201.00
SWM COLLECTION	109,433.00	1,874,617.30
SWM DISPOSAL	47,437.10	835,218.40
TRANSPORTATION & PUBLIC WORKS	144,813.80	238,649.60
VIZCAYA	1,606.50	219.40
WATER AND SEWER	641,816.90	649,489.70
Total	**5,423,518.60**	**4,183,482.40**

Strategic Fleet Replacement Program

A structured and strategic vehicle replacement program has been developed to replace County vehicles in the most cost effective way available. In consultation with the Office of Management and Budget, as part of the budget development process departments will determine if future vehicle purchases will be based on a traditional (pay-as-you-go) purchase or via capital financing. All vehicle purchase proposals must be submitted as part of the budget submission via the updated "Vehicle Request Form" by all County Departments which can be downloaded via the following link:

http://intra.miamidade.gov/internalservices/vehicle-purchase.asp

Any questions or concerns regarding vehicle replacement should be directed to Alex Alfonso, ISD Fleet Management Division Director at 305-375-3110.

Real Estate Services

Lease Management Services (subobject 25511)

Lease management services are provided to all County departments that lease space. Services include locating space, negotiating and preparing lease contracts, processing contracts for BCC approval, overseeing design, and construction of lease build-outs, and processing the monthly lease payments.

Rate: Fee for services is four (4) percent of annual lease payments. Where no lease payments or nominal lease payments are involved, departments will be charged for staff time spent on processing the lease agreement.

Real Property Disposal Services

The disposal process for County real property requires coordinating an assessment of future need for the real property by County agencies, processing requests to the Planning Advisory Board, administering the competitive bidding process, and conducting contract closings.

Rate: Fee for services is based on the greater of ten (10) percent of the sale price or $5,000. If a property is sold for less than $5,000, the full amount of the sale will serve as the service fee. If the property is sold/conveyed for nominal value or sold through a land exchange, departments will be charged for staff time spent on processing the land sale/conveyance. Real property transferred from ISD to other County agencies will be charged a processing fee equal to ten (10) percent of the property's assessed market value as determined by the Property Appraiser, capped at $5,000, but, not less than $1,000.

Real Property Acquisition Services

The acquisition of real property and facilities for County departments includes identifying and analyzing potential County and non-County sites, conducting site planning activities, securing necessary surveys, negotiating and preparing contracts, and other legal obligations required thereof. In addition, departments leasing property or space from the private sector may require a zoning hearing for the planned use.

Rate: Fee for services is based on the greater of four (4) percent of the negotiated purchase price or costs for staff time spent on the project.

Real Estate Development

The development of real property for County departments includes identifying and analyzing potential County and non-County sites, conducting site planning activities, securing necessary surveys, negotiating and preparing contracts, and other legal obligations required.

Rate: Fee for services is based on the greater of a negotiated percentage of annual lease payments or staff time spent on the project.

Other Real Estate Services

The Real Estate Section is also responsible for many other miscellaneous real estate functions such as administering the appraisal selection process, soliciting title services, preparing easements, permits, and other legal documents. Charges for these services are based upon the staff time spent on the project.

Rate: Fee for services is based upon staff time spent and actual expenses incurred by ISD.

Note- Staff time is based on the hourly rate of the project manager, times a 2.6 multiplier to cover operating and administrative expenses. Fifty percent of any real estate commissions paid to a licensed real estate broker for any transaction will be kept by ISD and deducted from the amount owed to ISD from the Department.

ISD Service Tickets/Work Orders/Capital Projects

County departments must use the ISD Work Order and Service Ticket system through the following ISD Divisions:

- Design and Construction Services Division (DCS) for space planning, office designs or relocations, furniture acquisition, architectural, design services and engineering building renovation, graphics and signage improvements, and new construction work.
- Facilities and Utilities Management Division (FUMD) for repairs, preventive maintenance requests, renovation and construction repair work to be performed at ISD facilities and other County facilities.

Departments are encouraged to determine their needs or request assistance from ISD with estimating costs for projects that will be initiated during the next fiscal year. All initial Service Requests may be made online through the Intranet at http://intra.miamidade.gov and click on ISD Work-Order/Service Ticket link, or http://intra3.miamidade.gov/isd/dcswoonline.

Billing for all work occurs on a monthly basis.

Service Tickets (subobject: 26028) - up to $20,000

Departments can open service tickets used for work such as interior remodeling, repairs, and preventive maintenance on systems such as plumbing, electric, air conditioning, carpentry,

painting, signage requests, furniture acquisition, and office redesign. A Service Ticket is also opened when a department requests a preliminary estimate to be developed for a larger project or when minor damage occurs as a result of a Tropical Storm or Hurricane. Charges are billed to the requestor's index code on a monthly basis.

Work Orders (subobject 26040)

A work order is initiated when it is determined that the scope of work being requested is for major repairs or renovations of plumbing, roof replacement, air conditioning, and office relocations or redesigns are expected to cost more than $20,000. Projects are normally larger in scope and budget, and may require OMB approval. Departments are expected to secure adequate funding before work begins. Charges are billed to the requestor's index code on a monthly basis.

Capital Projects

Capital projects are designated by the User Agency, OMB, and the OMB Capital Coordinator. Design Construction and Services Division's project management staff provides construction administration and charges are billed to the specific user agency's index codes on a monthly basis.

Energy Performance Contracting

The County's Energy Performance Contracting Program provides departments with qualifying projects a cost-effective means by which to implement large-scale energy efficiency upgrades and/or improvements to their operations, e.g. lighting, heating and air conditioning, energy control systems, renewable energy systems, and other related or similar projects. Projects are competed amongst pre-qualified energy services companies in the program's vendor pool, and performed in a manner similar to design-build projects governed by Florida Statutes. Rather than using traditional funding sources such as bond financing or other capital allocations, financing typically takes the form of lease-purchase agreements paid out of the operating budget from the savings created in electricity, water and other operating expenses. (In fact, energy performance contracts contain guarantees that the lease-purchase payments must be less than the savings produced by the project.) The program is administered by and receives engineering oversight from ISD Design and Construction Services Division. An administrative fee of no more than 1% has been applied to implemented projects. Any new projects entering the program will be assessed an estimated project management fee to oversee the projects implementation and billed the actual project management hours worked on the project at the standard $95.00 per hour rate. Contact Ray Abrahante, EPC Program Manager, at RABRA@miamidade.gov or 305-375-5242 for more information.

ISD Business Supplies and Miscellaneous Services

Mail Services (subobject 26051)

U.S. mail will be charged on a monthly basis as a journal entry to FAMIS. Non-FAMIS departments will receive invoices for charges. Requested non-scheduled deliveries will be charged for actual personnel and vehicle operation costs of service.

Rate: U.S. Mail - $0.49 per normal First Class piece, assess monthly*

*This rate may be adjusted during the fiscal year should the U.S. Postal Service approve different rates.

Graphics and Copy Service (subobject 26050)

All presswork, typesetting, and graphic design services are individually priced based on actual job costs.

Rates: Graphic design projects are individually priced
Quick Copy Charges - $0.032 per impression (black and white)
Greater than 5,000 impressions - $0.029 per impression (black and white)
Ad hoc, custom, and/or unique print projects are individually priced prior to print production as rates vary.

Business Supplies (subobject 47011)

Stability in general merchandise pricing is expected to continue.

Rates: Departments are advised to budget consistent with current spending levels

Moving Crew

Service includes a two-man crew, equipment, and supervision necessary to perform most moving needs.

Rates: $110.00 per hour

Asset Management Fee

Departments are assessed an asset management fee based on the number of assets assigned to each department at the time the annual inventory process is initiated.

Rate: $3.00 per asset in Fixed Assets System

Auction Services

ISD provides auction services of disposition of surplus assets on behalf of County departments and various municipalities. Twenty percent of the final sale price of auctioned items is retained by ISD for management and oversight of our auctions. Eighty percent of the final sale price is returned to the originating department or municipality upon completion of the auction.

Monthly Parking (subobject 31320)

All County vehicles that park in County facilities will be charged a monthly fee.

Rate: $45.00 per County vehicle per month. Departments may use the following formula for budgeting expenditures: Number of County vehicles x $45.00 x 12 months

Monthly parking rates for non-County vehicles and additional parking-related information may be found at www.miamidade.gov/facilities/parking-facilities.asp

Daily Parking

Daily parking includes County vehicles and/or downtown business visits with personal vehicles.

Parking validation will be available to customers in the form of eNet validation and validation stickers depending on which parking facility the customer uses. Departments will be able to purchase eNet validation credits or stickers by having an authorized representative provide a purchase request via memo, with the index code or check to the ISD Parking Manager.

Rate: $7.00 per validation (sold in increments of 100)

eNet Validation System
In FY 2015-16, ISD Parking Operations will be implementing a new eNet Validation System that will provide County departments the ability to establish usage accounts. Usage accounts will give departments the ability to monitor and validate parking online. The System can be used for the following automated locations:

- Overtown Village Garage
- Garage # 5 (Hickman)
- West Lot Garage
- Cultural Center Garage

Details of the new eNet Validation System will be available at online at the following link once the system is implemented: http://www.miamidade.gov/facilities/about-parking.asp

Tip:

Failure to properly process the eNet web based validation will require payment of the full ticket parking rate at the payment station

Validation Stickers
Departments may purchase parking validation stickers for the following non-automated parking locations:

Civic Center Jury Lot
Kristi House Lot
140 West Flagler Garage

Stickers should be attached to the parking ticket and given to cashier.

Tip:

Failure to submit a validation sticker to the cashier when payment is due will require payment of the full parking ticket rate

Facility After-Hours Charges

Departments that anticipate using ISD-managed buildings outside of normal operating hours should budget to cover the additional utilities, security, janitorial, and building labor expenses associated with making the building available during such periods. For courts and other facilities, additional charges may be applied for additional security needs.

Rates: Varies according to building

After Hour Charges by Facility	
Building	**After-Hour Charge (per hour)**
Caleb Center	$60.00
Children's Courthouse	$60.00
Coordinated Victims Assistance Center	$55.00
Coral Gables Courthouse	$60.00
Courthouse Center	$60.00
Dade County Courthouse	$60.00
E.R. Graham Building	$60.00
Elections/311 Building	$60.00
Hialeah Branch Courthouse	$60.00
Hickman Building	$60.00
Integrated Command Facility	$60.00
Miami Annex Building	$55.00
Mental Health Diversion Facility	$60.00
Miami-Dade Flagler Building	$70.00
North Dade Justice Center	$60.00
Overtown Transit Village – North & South	$65.00
Public Defender Building	$60.00
Richard E. Gerstein Building	$70.00
South Dade Government Center	$60.00
South Dade Justice Center	$60.00
Stephen P. Clark Center (Floors 1 -17)	$145.00
Stephen P. Clark Center (Floors 18-29)	$160.00
West Dade Permitting & Inspection Center	$60.00
West Lot Garage Facility	$60.00

Rent Roll

The rent roll for county departments is based on the square footage allocation within a facility.

Rates: Varies according to department usage of space; updated list will be provided by ISD and OMB in a separate document

Additional or Miscellaneous Services

These are services requested by tenants that are not included in customary building management services, such as additional cleaning, additional security, moving of items within the building, labor for special event setups, and other miscellaneous requests.

County Labor Rates: Regular hours at $50.00 and $75.00 per hour on overtime.
Other Outside Contracted Services: Will bill at the contractor's rate plus 10% fee.

Electrical Energy

Each department can retrieve its electrical cost projections for the fiscal year through the EnergyCAP interface at http://ecapprd.miamidade.gov/energycap/. Contact Dan Coogan at 305-375-1814 or dcoogan@miamidade.gov for access to the system, or to review FPL rate change projections. Departments will need to adjust both budgeted and projected costs based on planned expansions and contractions to their electrical usage. The table below reflects charges to each department for the management of the EnergyCAP system, an automated billing and account management system for utilities, and is based on the number of FPL accounts per department and associated costs such as personnel, software, vendor support, and IT costs.

Department	Total
Animal Services	486
Aviation	28,355
Community Action and Human Services	6,014
Corrections and Rehabilitation	3,286
Cultural Affairs	915
Fire Rescue	3,063
General Govt Offices	200
Information Technology	286
Internal Services	10,919
Library	3,118
Parks, Recreation and Open Spaces	50,387
Miami-Dade Police	1,717
Public Housing and Community Development	73,700
Regulatory and Economic Resources	115
State Attorney	831
Seaport	6,917
Solid Waste Management	1,431
Department of Transportation and Public Works	25,071
Vizcaya	515
Water and Sewer	40,845

Note: ISD is currently working with other departments and Water & Sewer to add water consumption to the EnergyCAP program as well as Natural Gas. This will provide departments with an overall view of their utilities cost and consumption from one interface. These additions will require the purchase of licenses for the added devices and use as well as increased software costs. As departments agree to join this enhanced program they will be charged for their licenses and prorated software costs. Depending on when departments get added they may be charged in addition to the amounts shown on the table below on a per license basis.

Elevator Maintenance Management and Services

The Office of Elevator Safety (OES) will render services to include writing and managing maintenance contracts for elevators, escalators, moving walks, and conveyors, and related equipment. Funding for the management of the maintenance contracts is provided by departments in direct proportion with their pro-rata use of the countywide elevator maintenance contract with the ISD, Procurement Management Services Division and will be charged as follows:

DEPARTMENT	FY 2017-18 BUDGETED COST
Aviation	$ 102,864
Community Action and Human Services	$ 89
Corrections and Rehabilitation	$ 22,468
Cultural Affairs	$ 333
Fire Rescue	$ 567
Public Housing and Community Development	$ 9,783
Internal Services	$ 64,627
Library	$ 251
Transportation and Public Works	$ 109,140
Parks, Recreation and Open Spaces	$ 2,504
Miami-Dade Police	$ 973
Seaport	$ 18,652
Solid Waste Management	$ 214
Vizcaya Museum	$ 72
Water and Sewer	$ 5,339

OES provides compliance inspections, consultations, and equipment testing.

Rates: Total expense for each department will vary, depending on the total number of units, age, degree of usage, and condition of unit.

Personnel Description	Hourly Rate
Elevator Inspector, standard rate:	$ 95.00
Elevator Inspector, standard overtime rate:	140.00
Elevator Inspector, holiday overtime rate:	175.00
Elevator Section Support Staff:	95.00
Deputy Chief Elevator Inspector:	105.00
Manager, Office of Elevator Safety:	115.00

Elevator Regulatory Fees, Permit Fees, Inspection Fees and other costs:

For departments that own and operate elevators, escalators, moving walks and other regulated equipment, there are other associated fees which may apply for the inspection, permitting and certifying of equipment. Please refer to the Office of Elevator Safety Website for the published fee schedule, applicable to all owners, both public and private, at:
http://www.miamidade.gov/internalservices/elevators.asp

Security Services

Security services include calls for maintenance repairs on security systems, security alarm systems, installation of security systems, security alarm monitoring, elevator entrapment monitoring, security surveys and consultations, investigations and administration of the security guard contracts.

Rates: Varies according to service

Security Service Charges	
Service	**Charge**
Administration of service calls for maintenance and repair on alarms, closed circuit television, and other security equipment systems installations.	Charges are based on current security contract rates with 20 percent added for administration of services
Project Management for services above if requested by customer	$95.00 per hour
Installation of new security system and equipment	Call for estimate
Security Alarm System Monitoring – non-key response: ISD notifies facility contact person and/or police upon alarm activation	$38.00 per month for each numbered account
Security Alarm System Monitoring – key response: ISD dispatches a Security Supervisor to the alarm and notifies facility contact person and/or police upon alarm activation (Standard connection via phone line).	$150.00 per month for each numbered account
Radio Security Alarm System Monitoring – key response: same staffing response as above; however, this service includes a radio transmitter installed at the location to provide back-up communication.	$120.00 per month for each numbered account
Note: Departments requiring service must provide a set of keys or access card to ISD.	False Alarm fees apply: • $1^{st} – 5^{th}$: $50.00 • 5th: Technician Inspection • 6th $75.00 • 7th $100.00 • 8th $150.00 • 9th $200.00 • 10th and above: $250.00 each
Facility security systems monitoring, e.g. cameras, panic buttons, access cards, etc.	Call for estimates on specific sites
Administration of security guard contracts and on-site supervision.	Eight percent added to invoices Six percent added to Aviation Department invoices. Charges apply to all security guard services as listed below
Vehicle (patrol car or motorized cart) for security officer. *Note: charges based on current vendor contracts, and are subject to change.*	Charges are based on current security contract rates. Call for estimates on specific sites.

Security Guards, armed or unarmed with radios and uniforms/blazers
    Level 1:   Watchman-type guard, unarmed
    Level 2:   Intermediate guard, armed or unarmed
    Level 3:   Specially trained, armed security guard
    Screener: Trained operator of electronic screening equipment
Field Supervisors (site checks and emergency responses)
	Charges are based on current security contract rates. Call for estimates on specific sites

Additional Services, i.e. security surveys, investigations, consultations, surveillance planning, forensic analysis of video recordings	$95.00 per hour regular time $142.50 per hour for over time
Elevator Telephone Monitoring Services, ISD notifies the facility contact person, the elevator service contractor and fire rescue upon receiving the request for assistance	$25.00 per month, per elevator

Pest Management (subobject: 22340)

The Integrated Pest Management Program has replaced conventional pest control measures that use potentially toxic chemicals with environmentally safe procedures. Funding for the program is provided by departments in direct proportion with their pro-rata use of the countywide pest control contract with the ISD, Procurement Management Services Division.

Rates: Varies among departments utilizing service

DEPARTMENT	FY 2017-18 BUDGETED COST
Aviation	$ 41,654
Community Action and Human Services	$ 2,499
Corrections and Rehabilitation	$ 8,331
Consumer Service	$ 1,666
Fire Rescue	$ 4,999
Internal Services	$ 16,162
Library	$ 4,525
Parks, Recreation and Open Spaces	$ 7,063
Miami-Dade Police	$ 1,883
Seaport	$ 1,666
Solid Waste Management	$ 3,947
Regulatory and Economic Resources	$ 104
Department of Transportation and Public Works	$ 69,610
Vizcaya Museum	$ 120
Water and Sewer	$ 4,999

Backup or Emergency Generator Support

On-site electric power generators provide auxiliary prime and back-up power to County-owned facilities. Scheduled preventive maintenance is provided in accordance with a Service Level Agreement (SLA) for each unit, for a fixed monthly fee. Agreements are available on a weekly, bi-weekly, or monthly basis. Emergency and other unscheduled repairs are charged based on time and materials to include the cost of parts, supplies, vendor cost and other materials to cover administrative, procurement, and delivery costs.

Generators serviced by the ISD/FUMD Generator Section are billed based on the service level requested by each department. The standard plan provides for monthly generator PM service, the Gold Plan provides bi-weekly PM service, and the Platinum Plan provides for weekly generator PM service. The table below reflects service level agreements established by department. Equipment added by individual departments during the fiscal year will be billed at the prevailing rate and will add to the total noted in the table below.

Department	Weekly	Bi-Weekly	Monthly	Total
Corrections and Rehabilitation	15	0	0	$120,707
Information Technology	4	0	16	$61,901
Community Action and Human Services	0	4	0	$16,094
Library	0	1	0	$4,024
Transportation and Public Works	4	5	0	$52,306
Administrative Office of the Courts	0	1	0	$4,024
Miami-Dade Police	1	0	14	$34,045
Parks, Recreation and Open Spaces	0	0	10	$18,570
Solid Waste Management	0	17	0	$64,377
Public Housing and Community Development	0	25	0	$100,589

Rates: Not covered in SLA
ISD service technician (Regular time): $ 75/hour
ISD service technician (Overtime): $ 112.50/hour
Outside contractors (Regular time): $ Invoice amount plus 10%
Outside contractors (Overtime): $ Invoice amount plus 10%

Important:

ISD is not responsible for refueling generator tanks. This responsibility rests with the owner/operator managing the facility.

Sign Language Interpreters (subobject 11502)

Under certain circumstances, public meetings and County-sponsored events may be required to have sign language interpreters present. Refer to County Procedure No. 579 (ADA Effective Communication) and consult with your departmental ADA Coordinator in order to make this determination.

Rates: **Varies depending on hours/day of service**

Rates per Hour (with a 2 hour minimum) for a National Certified Sign Language Interpreter	
General 8:00 a.m. – 5:00 p.m. (excluding weekends and national holidays)	$63.00
Evening 5:01 p.m. – 12:00 p.m.	$69.00
Night 12:01 a.m. – 7:59 a.m.	$80.00
Emergency Service	$80.00
Weekend (Friday 12:00 p.m. – Monday 7:59 a.m.)	$87.50
National Holidays (24 hours midnight to midnight)	$87.50

Appendix E – Regulatory and Economic Resources – Planning Assumptions

Consumer Price Index (CPI)
The table below contains CPI growth rates for budgeting contractual agreements and cost estimates based on inflation

Inflation Data Source: Florida Economic Estimating Conference, National Economy, July 11, 2016.

YEAR	ANNUAL RATE OF CHANGE IN CPI
2000-01	3.4%
2001-02	1.8%
2002-03	2.2%
2003-04	2.2%
2004-05	3.0%
2005-06	3.8%
2006-07	2.6%
2007-08	3.7%
2008-09	1.4%
2009-10	1.0%
2010-11	2.0%
2011-12	2.9%
2012-13	1.7%
2013-14	1.6%
2014-15	0.7%
2015-16	0.7%
2016-17*	1.8%
2017-18*	2.4%
2018-19*	2.4%
2019-20*	2.5%
2020-21*	2.6%
2021-22*	2.6%
2022-23*	2.5%
2023-24*	2.5%
2024-25*	2.4%
2025-26*	2.3%

Notes: * Indicates forecast amount

Appendix F – Transportation and Public Works Rates

Countywide Professional Services Agreements Management Fee (subobject: 26260)

The Department of Transportation and Public Works (DTPW) manages three Professional Services Agreement (PSA) contracts: The Soils Foundations and Geotechnical Testing Services agreement (E15-PWWM-08), the Materials Testing/Consulting and Training Services agreement (E15-PWWM-09), and the General Land and Engineering Surveying Services agreement (E15-PWWM-07).   These service agreements are utilized by most County Departments that undertake capital projects or testing services on existing facilities or new developments.

Rates: DTPW charges a two (2) percent fee based on the services being requested.

Appendix G – Communications Rates

Communications (COM)

Advertising (various subobjects)

The subobject codes below should be used by departments to more clearly define the type of advertising budgeted or expended. This will help facilitate the tracking and reporting of countywide advertising activities. Departments need to use the subobject codes listed below for budgeting and recording advertising expenditures.

Advertising Subobject Codes		
Subobject	Name	Description
31401	Newspaper Advertising – Legal Public Notices	Notices that are required by local, state or federal law to be published in newspapers
31402	Newspaper Advertising - Promotional	Discretionary / general publicity notices not required by local, state or federal law to be published in newspapers
31403	Newspaper Advertising – Employment Only	All recruitment advertising in newspapers
31404	Online Advertising – Promotional	Discretionary / general publicity notices not required by local, state or federal law to be published in newspapers and are advertised on external websites; search engine optimization
31405	Online Advertising - Employment	All recruitment advertising on external websites
31406	Magazine Advertising	Promotional ads and notices published in magazines
31407	Outdoor Advertising	Outdoor advertising, e.g., billboards; transit vehicles; facility; light pole banners
31408	Radio Advertising	Broadcast or satellite radio advertising
31409	Television Advertising	Broadcast, cable, satellite television advertising
31412	Community Periodical Advertising (CPP)	Only for newspapers participating in the CPP program
31420	Sponsorship/Marketing and Promotional Items	County branded items for marketing or event participation – not print or other media

Note:

Per the Mayor's memorandum dated August 1, 2014, regarding his Communications, Customer Service and Outreach Strategy, Communications (COM) and the Mayor's Office continue to work collaboratively with Departments towards achieving a unified County message, better access to government information and reliable County services through the various channels administered by COM.

To this end, all media advertising negotiation and placement for County departments is to be coordinated through COM. Any media buys, with the exception of employment ads (subobjects 31403 and 31405), that your department is planning should be approved and placed by COM.

Advertising (Continued)

In addition, Ordinance No. 12-25 which enacted Sections 2-2011 through 2-2023 of the County Code, requires that departments expend a portion of their advertising budget through the Community Periodical Advertising Program (CPP). Based on prior expenditures, the following departments are required to budget the amounts below for advertising through this program for FY 2017-18 under Subobject code 31412. As with all other countywide advertising, CPP advertisements should be coordinated through the Communications Department.

DEPARTMENT	FY 2017-18
Animal Services Department	$ 30,000
Miami-Dade Aviation Department	$ 30,000
CITT	$ 45,000
Cultural Affairs	$ 15,000
Elections	$ 30,000
Finance (Tax Collector)	$ 15,000
Internal Services Department	$ 15,000
Parks, Recreation and Open Spaces	$ 30,000
Miami-Dade Police Department	$ 15,000
Regulatory and Economic Resources	$ 30,000
Seaport	$ 30,000
Solid Waste Management	$ 15,000
Transportation and Public Works	$ 45,000
Water and Sewer Department	$ 30,000

Communications Department Funding Model Charges (26260)
Funding model charges for all services provided by the Communications Department for FY 2017-18 are currently under development and will be provided to departments by OMB as an addendum.

Other Communication Services (Various subobjects)

The services and corresponding charges listed below will apply when the request to the Communications Department exceeds the base service level covered by the funding model.

AREA	SERVICE DESCRIPTION	COST*
INTEGRATED COMMUNICATIONS SERVICES	Web Publishing, Content, Surveys, Social Media consulting, etc.	$95.00 per hour
DIGITAL MEDIA SERVICES	Non-televised meeting in Chambers	Up to 4 Hrs. = $600 Up to 8 Hrs. = $1,500
	Televised meeting in Chambers	Up to 4 Hrs. = $3,000 Up to 8 Hrs. = $6,000
	High Definition Remote Production or feature video	$3,000 per finished minute
	Production of High Definition Commercial	Starting at $7,500
	HD Revisions	Starting at $1,000
	Radio Commercial	30 Seconds = $300 60 Seconds = $500
	Professional Voice Over Services	Starting at $250
	VO Revisions	Starting at $250
	Windows Media Conversion	<30 mins. = $100 >30 mins. = $200
	Duplication Services	$20.00 per DVD
	Photography	$75 per hour
	Other DMS/MDTV Services	$90 per hour
	Overtime DMS/MDTV Services	$135 per hour
CREATIVE AND BRANDING SERVICES	Graphic Design**	$85 per hour
	Translations	$.35 per word
	Interpretations	$120 per hour in Spanish $110 per hour in Haitian-Creole $135 per hour for Emergencies Services
ENGAGEMENT AND CLIENT SERVICES	Market Research/Analysis and Media Buy	$85 per hour
REVERSE 311	Automated call outs using a client database	$80 per hour of set-up

 * Additional fees for "rush" projects may apply

 **Additional costs for materials may apply

CONTACTS LIST

Communications

Integrated Communications	Jaime Shycko	305-375-2538
Digital Media Services	Shawn Hinchey	305-375-2431
Creative and Branding Services	Frank Guemes	305-375-2340
Engagement and Client Services	Ruth Kimbrough-Bent	305-375-1378
Reverse 311	R. Adam Mullins	305-375-5982

Human Resources (HR)

	Contact	
Retirement Services	Daniel Gonzales	305-375-5633
Executive Benefits Program		305-375-4288
Deferred Compensation Retirement Option Program		
Educational Workshops		
Employee Services (Benefits)		
Life Insurance/Death Claims	Merrie Gonzalez	305-375-4288
Group Life Insurance		
Administration and Training Services		
Bulletins, Newsletters, Benefits Communications	Sara Vallaza	305-375-4288
Health and Wellness	Desiree Adderley	305-375-4288
Longevity Bonus Rates	Joy Clodfelter	305-375-2583
Sick Leave Reimbursement		
Social Security Rate		
MICA Medicare Rate		
Payroll		
Supervisory Leadership Development Program	Andrew Mullings	305-375-2473
New Employee Orientation Program Expanded		
Employee Development Classes		
Testing and Validation Services	Dena Kelly	305-375-5783

Information Technology Department (ITD)

Enterprise Applications and Solutions:	*Contact*	
Application Services, A-Form	Magaly Hernandez	305-596-8820
Enterprise GIS	Karen Grassi	305-596-8582
GIS Solutions/Integration	Patty Madrid	305-596-8993
Enterprise Content Management (ECM)	Chris Crowley	305-275-7990
Enterprise Asset Management System (EAMS)	Odilia Hernandez	305-596-8210
Enterprise Resource Planning Applications (ERP) Contact	Henry Flores	305-596-8926
Payroll / HR Applications	Osvaldo Navarrete	305-275-7845

CONTACTS LIST

Enterprise Applications and Solutions:	Contact	
e-Commerce and Social Services Applications	Maritza McClaskey	305-275-7744
Business Intelligence (BI)	Lourdes De La Nuez	305-471-1849

Enterprise Computing and Network Infrastructure	Contact	
Engineering and Design Services	Juan Aguirre	305-596-8941
Internet Proxy Logs Reporting	Gary Gray	305-275-7659

Data Center Services	Contact	
RDPCC Data Center Co-Location / Hosting	Juan Garcia	305-596-8419
Backup and Off-Site Vaulting Services Disk/SAN and NAS Intel/AMD Server Provisioning/ Mgmt Private Cloud Provisioning Services	Gary Lee	305-275-7858
Midrange Hardware and Hosting	Peter Oelkers	305-596-8498
Mainframe Online Report Archiving & Viewing	Tyrone Garces	305-596-8867
3270 Emulation with PersonalCommunicator or HostOnDemand	Tyrone Garces	305-596-8867
Mainframe Printing to Network Attached "Remote" Printers	Tyrone Garces	305-596-8867
Citrix Virtual Desktop/Applications	Rene Lopez	305-596-8411

Computer and Telecommunications Services	Contact	
Field Services SLA contact Provisioning of PC Desktops	Juan Aguirre	305-596-8141
Video Conferencing Services	Erick Gomez	305-596-8404
Cable Television with Digital Content	Juan Aguirre	305-596-8141
Interactive Voice Response (IVR) Engineering	Juan Aguirre	305-596-8141
Interactive Voice Response (IVR) Applications	Jorge Mederos	305-596-8862

CONTACTS LIST

Computer and Telecommunications Services	*Contact*	
Landline, Cellular, Blackberry, Aircards, Satellite Phone Services - New and Repair	Maria Garcia	305-596-8346
Data Circuit and Port Rates	Erick Gomez	305-596-8404
High Speed Wireless Services	Martha Oliva	305-596-8521
Telecommunications Billing	Yinka Majekodunmi	305-596-8041

Public Safety Radio Communication Services	*Contact*	
Radio Division Contact	Thomas Gross	305-596-8218
Mobile/Portable Radio Repairs	David Martin	305-596-8055
New Radios, Training, Interoperability, Radio Infrastructure	Cindy Cast	305-596-8607
Radio Rebanding Charges	Anita Gibboney (OMB)	305-375-5414

Shared Services	*Contact*	
Shared Services Division Contact	Mariaelena Salazar	305-596-8704
ITD Relationship Management, MOU contact	Oscar Gamito	305-596-8265
	Sarah Lin	305-275-7660
	Ana Chammas	305-596-8225
	Michael Collins	305-596-8214

Enterprise Middleware, Database and Web Services		*Contact*
Enterprise Architecture Division Contact	Carmen Suarez	305-596-8437
Enterprise Middleware and Web Services	Jorge Mederos	305-596-8862
Database Administration	Sue Camner	305-596-8322

Pass-Through License Rates and SSL Certificates		*Contact*
Oracle, SQL, Exceed, and TOAD License Costs	Sue Camner	305-596-8322
Autodesk Licenses	Karen Grassi	305-596-8582
Microsoft License Costs	Jorge Mederos	305-596-8862
Enterprise Secure Socket Layer (SSL) Certificates	Alice Alvarez	305-596-8325

CONTACTS LIST

Internal Services Department (ISD)

		Contact
Business Supplies Moving Crew Asset Management Fee	Terrence Thompson	305-592-3752
Monthly Parking Daily Parking	Bill Dickenson III	305-375-4159
Facility After-Hours Charges Rent Roll	Jose Diehs	305-375-3907
Electrical Energy	Daniel Coogan	305-375-1814
Elevator Maintenance Management and Services	Michael Chavez	305-375-3912
Security Services	Daniel Payne	305-375-1011
Pest Management	Jude Plummer	305-375-3730
Electric Generator Support	Milton Hernandez	305-375-1818
Sign Language Interpreters	Heidi Johnson-Wright	305-375-2012
Graphics and Copy Service	Lissie Allen	305-592-3016

Office of Management and Budget (OMB)

	Contact	
Retirement and Group Health Rates	Barbara Galvez	305-375-2814
Unemployment Insurance	Budget Analyst	305-375-5143

Department of Transporation and Public Works (DTPW)

Countywide Professional Services Agreements	Luis Lacau	305-375-5774

Regulatory and Economic Resources (RER)

Population Planning Assumptions	Manny Armada	305-375-2845

MIAMI-DADE COUNTY
Office of Management and Budget

The Budget Style Guide

Table of Contents

How to Use This Manual

T his manual includes guidelines regarding how to develop department narratives for the Proposed Budget. Consistency among departmental narratives is important in order to create one 'voice' for the overall document.

Note

OMB narrative 'style' varies by section (see overview below). When in doubt, use this manual or the FY 2016-17 Adopted Budget Book as references. If you have any concerns regarding these guidelines, please discuss them with the OMB proofreaders.

Grammar and Punctuation Mark Cheat Sheet		
Narrative Section	**Style-type**	**Punctuation Marks**
Department Summary	- Proper English	All
Expenditures/Revenues by Source	- None	None
Table of Organization	- Bullet Style - Start with Verb - Present Tense	Semicolon and comma
Financial Summary	- RFRO Style	None
Capital Budget Summary	- CIIS Budget Module Style	None
Line Item Highlights	- Header Style (see page 11)	Hyphen
Proposed Fee Adjustment	- Name of Fee - unit	Hyphen and comma
Division	- Proper English - Bullet Style in present tense	Descriptions - semicolon with period at end Bullets - commas, semicolon, no periods
Strategic Plan Outcomes / Measures	- Start with Verb - Present Tense	None
Budget Priorities	- Start with Verb - Present Tense	all, but no periods
Additional Comments and Highlights	- Proper English	all, but no periods
Unmet Needs	- Start with Verb	Commas only

Continuation into FY 2017-18

The FY 2016-17 Adopted Budget included expenditure categories both on the operating and non-operating components of the operating budget as listed below:

Operating Expenditures:
- Salaries
- Salaries (OT)
- Fringes
- Fringes (OT)
- Court Costs
- Contractual Services
- Other Operating (includes inter-departmental transfers)
- Charges for County Services
- Grants to Outside Organizations
- Capital

Non-Operating Expenditures:
- Transfers
- Distribution of Funds in Trust
- Debt Service
- Depreciation, Amortization, and Depletion
- Reserve
- Intra-Departmental Transfers

Capital Highlights Section

When inputting information in this section for the FY 2017-18 Proposed Budget and Multi-Year Capital Plan it is important to properly capture operational impacts the completion of a capital project will have on the proposed budget and multi-year capital plan, therefore we are asking departments to closely examine and properly describe these impacts.

Department Narratives

N arratives will be compiled using the Budgeting Analysis Tool (BAT) system, and a summary of the departmental capital budgets from the Capital Budgeting Analysis Tool (CBAT). Analysts and departments will work together to enter information directly into the system. The BAT system does not have spell check capability. Therefore, it is recommended that information be typed in Word and spell checked prior to copying and pasting into the system.

I. Commonly Used Words Standards

1) County (with a capital C) abbreviates 'Miami-Dade County Government'

2) FY 2017-18 Proposed Budget (**NOT** FY 2017-18 Budget!!)

3) Miami-Dade County or county (with a lowercase c) refers to the physical region

4) Board of County Commissioners (BCC), and then 'BCC' thereafter

5) Office of the Mayor, County Attorney's Office, Board of County Commissioners. Do not use the 'Mayor,' etc. unless you are referring to the specific job title

6) Community-based Organizations as a title; community-based organizations in the text

7) Fiscal years should be written as FY XXXX-YY (except in Table of Organizations where we use FY XX-YY)

8) Ensure that any acronyms noted in the narrative have their full description previously noted in the same section (i.e. Community Block Development Grant (CDBG)

II. How to refer to Other Departments

If you mention another County department in your narrative, first refer to the other department by using its full and proper name, with the preferred abbreviated version in parenthesis. Use the abbreviated version thereafter.

a. Example: Miami-Dade Police Department (MDPD)

b. EXCEPTION: if you are listing a number of County departments, you do not need to write out each department's full and proper name. For example: 'RER will receive reimbursements from the following County departments: Aviation, Police, Fire Rescue…'

III.   Numbers: Using Digits or Spelling Out?

Numbers less than two digits should be written as words. Numbers that are more than two digits, or numbers in a sentence with several numbers and one of which is more than two digits, should be written numerically (i.e. one, two three…nine, 10, 11, etc.)

IV.   Other Important Standards

1) A, B, C, and D

2) A; B; C; and D

3) Place a comma or period *before* beginning or ending quotation marks. Place a colon or semicolon after ending quotation marks

    a. Example: "I think Blake is a big jerk," muttered Priscilla.

4) Seasons are not capitalized unless part of a proper name

5) A Good English grammar website: http://englishplus.com/grammar/contents.htm

Narrative Section Standards
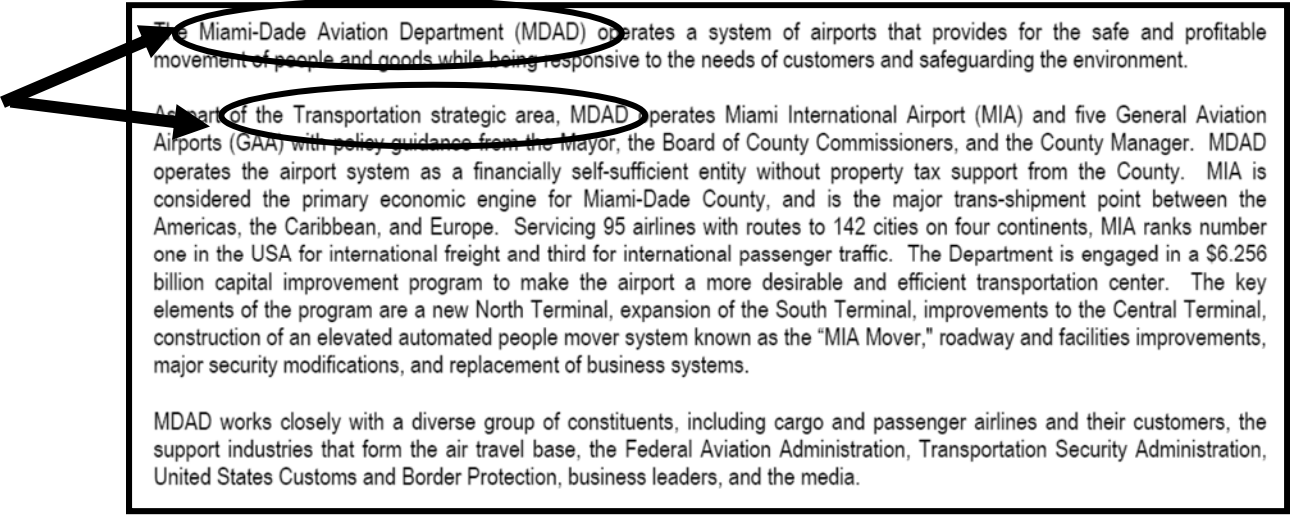
Each narrative consists of several separate sections in order for department information to be organized and understood easier by the reader. Each section is listed below, followed by an example excerpted from the FY 2016-17 Proposed Budget and Multi-Year Capital Plan, and a few bulleted standards.

Department Name/Header Picture

<div style="border:1px solid black; padding:1em; text-align:center;">

FY 2016 - 17 Proposed Budget and Multi-Year Capital Plan

Office of the Mayor

</div>

- The department name will be included on each narrative as it is listed in RFRO. If a narrative does not exist for a particular department, inform your OMB Budget analyst.

- **Note:** Department header pictures have been removed.

Departmental Summary

> The Miami-Dade Aviation Department (MDAD) operates a system of airports that provides for the safe and profitable movement of people and goods while being responsive to the needs of customers and safeguarding the environment.
>
> As part of the Transportation strategic area, MDAD operates Miami International Airport (MIA) and five General Aviation Airports (GAA) with policy guidance from the Mayor, the Board of County Commissioners, and the County Manager. MDAD operates the airport system as a financially self-sufficient entity without property tax support from the County. MIA is considered the primary economic engine for Miami-Dade County, and is the major trans-shipment point between the Americas, the Caribbean, and Europe. Servicing 95 airlines with routes to 142 cities on four continents, MIA ranks number one in the USA for international freight and third for international passenger traffic. The Department is engaged in a $6.256 billion capital improvement program to make the airport a more desirable and efficient transportation center. The key elements of the program are a new North Terminal, expansion of the South Terminal, improvements to the Central Terminal, construction of an elevated automated people mover system known as the "MIA Mover," roadway and facilities improvements, major security modifications, and replacement of business systems.
>
> MDAD works closely with a diverse group of constituents, including cargo and passenger airlines and their customers, the support industries that form the air travel base, the Federal Aviation Administration, Transportation Security Administration, United States Customs and Border Protection, business leaders, and the media.

- Use normal prose grammar. The tone of this section should be 'just the facts', not flowery, and definitely not aggrandizing.

- The first paragraph should explain why the department exists in a very high-level summary.

- The department should be identified by its full and proper name in the first sentence, with the acronym or other abbreviated version in parenthesis. Thereafter, when referring to the department, use the abbreviated version or the word 'Department' (uppercase).
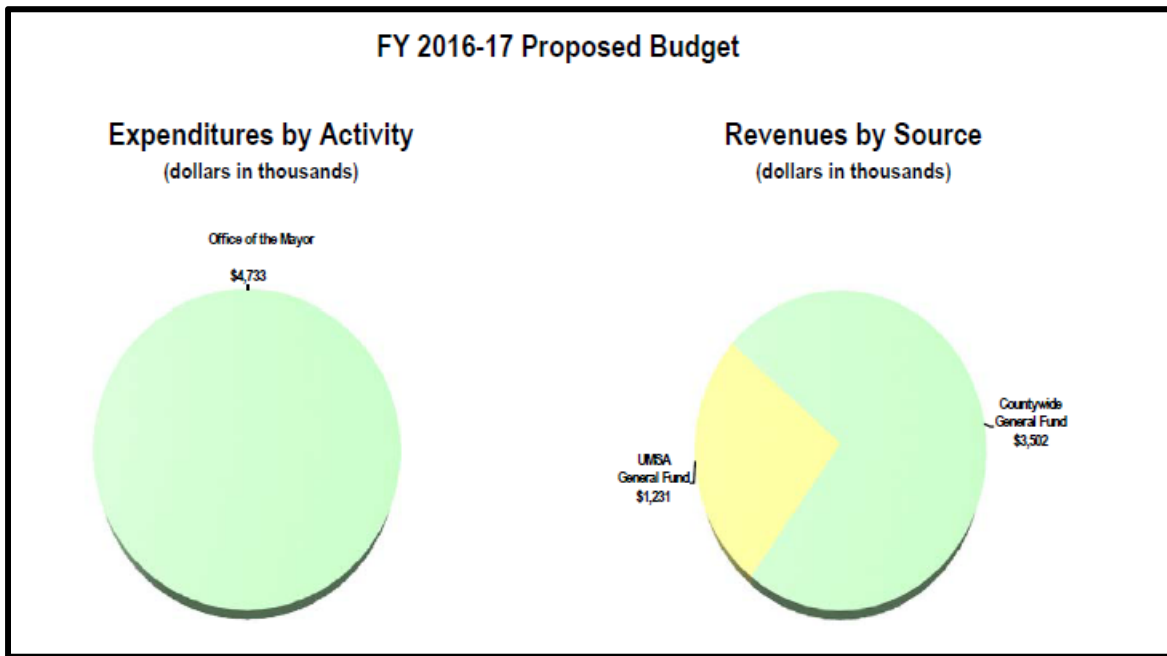
  Examples: the Elections Department (Elections); the Miami-Dade Police Department (MDPD)

- The second paragraph should explain the different functions of the department and list the strategic area(s) with which the department is associated

  Example: "As part of the Public Safety strategic area, MDPD…"

- The third paragraph should explain the partners and stakeholders interested in the functions of the departments.

Proposed Budget Charts

FY 2016-17 Proposed Budget

Expenditures by Activity
(dollars in thousands)

Office of the Mayor
$4,733

Revenues by Source
(dollars in thousands)

Countywide General Fund
$3,502

UMSA General Fund
$1,231

The information will be pulled directly from financial values in RFRO.

Comments (as shown above) are not needed in this section.

Note: If your department requires a comment, contact your OMB Budget Analyst.

Table of Organization (T.O.)

FY 2016 - 17 Proposed Budget and Multi-Year Capital Plan

TABLE OF ORGANIZATION

OFFICE OF THE CHIEF MEDICAL EXAMINER

- Formulates departmental policies and provides overall direction and coordination to all bureaus; schedules appointments, court appearances, depositions, and speaking engagements; oversees fiscal and budgetary operations, purchasing, records management, accounts payable/receivable, inventory control, grants, human resources and information technology

FY 15-16	FY 16-17
10	10

DEATH INVESTIGATION AND EDUCATION

- Provides statutorily mandated medicolegal death investigative services for the residents of Miami-Dade County, combining the efforts of legal and law enforcement investigations with those of medicine and science to ascertain the facts surrounding deaths, particularly the cause and manner of death, as defined in the Florida Statutes, Chapter 406; bureaus included are Pathology, Toxicology, Forensic Imaging, Investigations, Morgue, and Evidence Recovery

FY 15-16	FY 16-17
71	72

INDIGENT CREMATION SERVICES

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

FY 15-16	FY 16-17
2	2

The FY 2016-17 total number of full-time equivalent positions is 84

- Table of Organization bullets usually start with a verb in the singular present tense.
- Position counts in each division should match position counts in Financial Summary (see page 85).
- Fiscal years use the "FY XX-YY" format in the Table of Organization
- Comments (as shown above) are not needed in this section.

Note: If your department requires a comment, contact your OMB Budget Analyst.

Financial Summary

FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 13-14	Actual FY 14-15	Budget FY 15-16	Proposed FY 16-17
Revenue Summary				
General Fund Countywide	9,025	9,620	10,990	11,494
Carryover	355	4	0	0
Cremation Approval Fees	516	523	428	428
Forensic Imaging	13	13	8	10
Other Revenues	201	177	148	150
Special Service Fees	86	88	48	50
Toxicology Testing	88	74	76	73
Total Revenues	10,284	10,499	11,698	12,205
Operating Expenditures Summary				
Salary	6,088	6,082	6,800	6,980
Fringe Benefits	1,993	2,249	2,557	2,916
Court Costs	0	0	0	0
Contractual Services	355	292	445	452
Other Operating	1,207	1,015	1,445	1,519
Charges for County Services	105	165	225	245
Grants to Outside Organizations	0	0	0	0
Capital	193	692	226	93
Total Operating Expenditures	9,941	10,495	11,698	12,205
Non-Operating Expenditures Summary				
Transfers	0	0	0	0
Distribution of Funds In Trust	0	0	0	0
Debt Service	0	0	0	0
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	0	0	0
Total Non-Operating Expenditures	0	0	0	0

(dollars in thousands) Expenditure By Program	Total Funding Budget FY 15-16	Proposed FY 16-17	Total Positions Budget FY 15-16	Proposed FY 16-17
Strategic Area: Public Safety				
Administration	2,127	2,239	10	10
Death Investigation and Education	9,188	9,544	71	72
Indigent Cremation Services	383	422	2	2
Total Operating Expenditures	11,698	12,205	83	84

This information is pulled directly from values placed RFRO.

Selected Item Highlights and Details

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 13-14	Actual FY 14-15	Budget FY 15-16	Projection FY 15-16	Proposed FY 16-17
Advertising	1	0	1	1	1
Fuel	22	15	27	20	20
Overtime	86	69	110	110	110
Rent	0	0	0	0	0
Security Services	0	0	0	0	0
Temporary Employees	1	35	48	0	48
Travel and Registration	18	23	62	61	62
Utilities	161	89	186	158	182

Line Item Standards

Information will be generated directly from the RFRO system. If a department expends money on any of the following, they should be identified in this section, using the following titles EXACTLY AS WRITTEN BELOW:

> Advertising, Fuel, Overtime, Rent, Security Services, Temporary Services, Travel and Registration, and Utilities

Capital Budget Summary

CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FUTURE	TOTAL
Revenue									
BBC GOB Financing	857	2,240	1,273	0	0	0	0	0	4,370
BBC GOB Series 2011A	16	0	0	0	0	0	0	0	16
BBC GOB Series 2014A	404	0	0	0	0	0	0	0	404
Departmental Trust Funds	500	1,200	0	0	0	0	0	0	1,700
BBC GOB Series 2005A	205	0	0	0	0	0	0	0	205
BBC GOB Series 2008B	229	0	0	0	0	0	0	0	229
Capital Outlay Reserve	3,783	0	2,343	87	0	0	0	0	6,213
Police Impact Fees	6,521	2,434	0	0	0	0	0	0	8,955
BBC GOB Series 2013A	21	0	0	0	0	0	0	0	21
Federal Department of Justice Grant	553	564	436	0	0	0	0	0	1,553
Vendor Financing	0	3,977	0	0	0	0	0	0	3,977
IT Funding Model	3,283	0	1,652	1,533	0	0	0	0	6,468
Total:	16,372	10,415	5,704	1,620	0	0	0	0	34,111
Expenditures									
Strategic Area: PS									
Departmental Information Technology Projects	2,874	6,119	1,448	1,533	0	0	0	0	11,974
Equipment Acquisition	689	3,619	436	0	0	0	0	0	4,744
Facility Expansion	1,974	4,700	2,177	0	0	0	0	0	8,851
Facility Improvements	1,878	1,657	166	87	0	0	0	0	3,788
Improvements to County Processes	824	450	410	0	0	0	0	0	1,684
New Police Facilities	47	1,300	1,273	0	0	0	0	0	2,620
Security Improvements	100	350	0	0	0	0	0	0	450
Total:	8,386	18,195	5,910	1,620	0	0	0	0	34,111

This information will be updated directly from the CBAT system.

Capital Highlights and Operational Impacts

This is updated directly in RFRO.

Transfers and Reimbursement Standards

For transfers and reimbursements, use the following titles EXACTLY AS WRITTEN BELOW:

- Department Name (no acronym, no Miami-Dade in name) – Reason for transfer or reimbursement. Use title case throughout.
  - **Example:** Police Department – Security Services
- Board of County Commissioners – Office of Commission Auditor
- Board of County Commissioners – Office of Intergovernmental Affairs
  - for legislative affairs
- County Attorney's Office – Legal Services

Proposed Fee Adjustments for Services

PROPOSED FEE ADJUSTMENTS FOR SERVICES

Fee Adjustments	Current Fee FY 15-16	Proposed Fee FY 16-17	Dollar Impact FY 16-17
• Various Passenger Dockage and Wharfage rates	Various	Various	$2,012,000
• Various Cargo Dockage and Wharfage rates	Various	Various	$746,000
• Various Crane charges	Various	Various	$312,000
• Various Terminal Rental charges	Various	Various	$464,000
• Water usage per ton	$2.73	$2.98	$263,000
• Various Miscellaneous Charges	Various	Various	$25,000

- This information is if your department is planning to increase fees.

- When time is used, there is no space when writing to disambiguate the hour of the day.

    Example: 11 p.m. to 6 a.m.

Unit Descriptions

DIVISION: ADMINISTRATIVE SERVICES DIVISION

The Administrative Services Division, which includes the Director's Office, formulates departmental policy, provides overall direction for Department operations, serves as Building Official for Miami-Dade County and enforces the Florida Building Code (FBC) and other regulations applicable to the construction and maintenance of buildings.

- Ensures the financial viability of the Department through sound financial management policies
- Prepares and monitors the departmental budget
- Provides financial and management analysis and reviews
- Complies with financial laws and generally accepted accounting principles
- Collects and distributes permit fees for all departments in the permit process
- Maintains the safe and efficient operation of County vehicles assigned to inspection staff
- Procures goods and services for the Department
- Issues boiler certificates and recertification of 40-year old buildings

Each narrative includes sections for major functional units. This section begins with a description of the unit's role in the department and a list of its functions.

- The first sentence describes the unit and includes similar information which was included in Table of Organization (see page 84).

- The unit description ends with a period and the bullets do not include any punctuation marks.

Strategic Planning Priorities and Unit Measures

Strategic Objectives - Measures

- ED3-1: Attract and increase foreign direct investments and international trade from targeted countries

Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Projection	Target
Increase maritime revenue to the Port	Number of TEUs (Twenty Foot Equivalent) (in thousands)	OC	↑	876	1,008	1,008	1,030	1,060
Increase maritime revenue to the Port	Cruise passengers (in thousands)*	OC	↑	4,772	4,917	4,900	4,900	5,300

*The FY 2014-15 Actual has been updated to reflect end of year adjustments.

- This section, when applicable, includes tables detailing the Strategic Plan Outcomes supported by each unit

- Comments (as shown above) are not needed in this section.

    Note: If your department requires a comment, contact your OMB Budget Analyst.

- Measures are in present tense and do not include any periods

- Measures should include description of unit measure if numerical value is greater than one (1) million

Examples

Measures			FY 13-14 Actual	FY 14-15 Actual	FY 15-16 Budget	FY 15-16 Projection	FY 16-17 Target
Subrogation collections (in thousands)*	OP	↔	$1,849	$2,922	$1,900	$1,900	$1,900
Debt portfolio fees collected (in thousands)	OC	↑	$3,027	$3,737	$3,639	$3,639	$4,031

- Do not use "Number of" in your measure; simply write the measure without it

Division Highlights and Budget Enhancements or Reductions

❧ 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

- Statements should be notable programs or initiatives which support the achievement of a Strategic Plan Outcome

- Statements start with a verb and have no periods

- The FY 2016-17 Proposed Budget includes $2.3 million for direct services that includes fees from County departments such as Aviation, Water and Sewer, Port Miami, Solid Waste Management, Transportation and Public Works, Office of Citizens' Independent Transportation Trust, and others
- The FY 2016-17 Proposed Budget includes the addition of a Clerk 4 position ($61,000)

Additional Comments and Highlights are either written with verbs in the past tense or future tense, depending:

- During FY 2016-17, ISD published five books [if the department has completed it]
- During FY 2016-17, ISD will publish five books [if the department hasn't completed it]
- During FY 2016-17, ISD will publish seven books

Comments which are "Reductions" will be shown in italics

Other Word Standards

I f in doubt regarding how to write a particular word or phrase, please see the guide below. If a word below is not capitalized, but it is used at the beginning of a sentence or in a proper name – capitalize it if it makes sense.

311 Answer Center

3-1-1 (telephone number)

A

Adopt-a-Tree
afterschool
a.m. (ex.: 9a.m. - no space between number and a.m.)
areawide
at-risk

B

bikepath
bike trail
buck slips
busway
building code

C

community-based organization
countywide
Countywide General Fund

D

department-wide

E

e-mail

F

farmworker
Florida Building Code
full-time
for-hire

G

General Fund

H

home buyer
homeownership

I

in-house
in-line (when meaning 'on target')
infill
Internet

L

landfill
long-range
long-term

M

Metrobus
Metromover
Metrorail
MHz (megahertz)
mid-year

N

non-certified
non-departmental
not applicable or N/A

O

on-board
ongoing
online (when speaking of technology)
on time
Opa-Locka
organization-wide

P

part-time
pass-through
p.m. (ex. 9p.m.; no space between number and pm)

R

right-of-way/rights-of-way

S

square feet (for nouns when more than one)
square foot (for adjectives and nouns when only one)
system-wide

T

tot lot
Tri-rail
Truth in Millage

W

wastewater
web portal