FY 2020-21
BUDGET SUBMISSION MANUAL

MIAMI-DADE
COUNTY

Prepared by the Office of Management and Budget

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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. 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 developed through different processes and have different criteria for prioritizing and deciding spending needs, but they greatly affect one another. A carefully crafted budget is a powerful management tool that can help:

- Establish a sound fiscal framework for proper day-to-day monitoring
- Create accountability and ensure transparency of the planned use of public funds
- Assist in prioritizing programs and service levels based on funding availability
- Prepare for operational challenges in advance

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 2020-21 Budget Submission Manual explains how to develop your department's operating and capital budgets as well as the necessary assumptions to be used.

Budget Submission

All budget submissions are due on February 10, 2020. Each department should confirm the completion of its FY 2020-21 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, the functional and staffing tables of organization at the time of submission. Directions on expectations of functional and staffing tables of organization can be found on pages XXXXX of this manual.

Budgeting Tools

Departments will continue to use the Budgeting Analysis Tool (BAT), Capital Budgeting Analysis Tool (CBAT) and the Resourcing for Results Online (RFRO) 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. CBAT is the tool utilized by departments to communicate and convey their capital project priorities, timelines, funding sources, expenditures, and associated operating budget impacts. RFRO is a web-based system utilized 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.

OMB has scheduled BAT and CBAT training sessions for the identified departmental "new users." A BAT page is posted on OMB's departmental website, within the home page under More Topics, that will provide those using the BAT and CBAT systems 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 BAT Analysis Tool.

The Budget Development Calendar

The business plan and budget cycle occur 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 2019-20 and FY 2020-21 department business plan and FY 2020-21 County budget development process.

NOVEMBER / December

- FY 2020-21 budget development process begins as budget submission manual is released
- BAT and CBAT budget development training begins
- Refinement of departmental FY 2019-20 and FY 2020-21 Business Plan
- Development of departmental FY 2020-21 operating and capital budgets

January

- Refinement of departmental FY 2020-21 operating and capital budgets, and business plans

February

- February 10 - FY 2019-20 and FY 2020-21 Business Plans and FY 2020-21 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
- July 1 – Final tax roll released
- Mayor's FY 2020-21 Proposed Budget and Multi-Year Capital Plan presented
- July 16 – BCC Committee of the Whole/Public Hearing/setting of tentative millage rates

August

- Notices of FY 2020-21 tentative tax rates mailed
- Town Hall meetings held throughout the County

September

- September 3 and 17 - Public Budget Hearings

October

- FY 2020-21 Adopted Budget and Multi-Year Capital Plan becomes effective; start of new fiscal year

Budget Development Process - Operating

Preparing an operating budget 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. 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 existing or new facilities; or support other assets. **Good strategies are critical to making sound budgetary decisions; an open line of communication and dialogue with your assigned OMB Budget Analyst is key to meeting goals.**

Areas of Importance
Operating End-of-Year Projections
Calculating a department's end-of-year projection 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 2020-21 Proposed Budget and Multi-Year Capital Plan. It is important that the department's work with their assigned OMB analyst and provide as realistic an end-of-year projection as possible when formulating its FY 2020-21 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 to consider actual revenue and expenditure experience, not just your department's authorized operating budget. Your projections should be updated as changes occur throughout the fiscal year. Below are several good reasons why projections are important:
1. To help you identify problems early
2. To provide you with vital feedback on how you are doing and give you control to take corrective action, if necessary
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 current cash flow and actual spending patterns

When formulating your departmental projections, it 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 budget 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.

Operating Base Budget Preparation

A base budget is a budget that forecasts cost to provide the same level of service in FY 2020-21 as in FY 2019-20. When formulating the FY 2020-21 base budget, it is important for departments to focus not only on the operating side, but also the capital side as there may be projects that will impact your operations in the upcoming fiscal year. Departments **must** submit an operating budget that forecasts the costs needed to provide the same level of services in FY 2020-21 as in FY 2019-20.   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. Here are some key tips to assist in preparing a sound base budget:

- Focus on one division or service at a time
- Create a timeline with goals regarding the review and stick to them
- Communicate often with departmental staff that may be affected by the review
- Review your expenditure and revenue trends for the services you are providing (go back at least 3 years)
- Review performance information to analyze the effectiveness of current services, given current expenditure levels
- 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 budget submission
- If improvements will require additional funding, please contact your OMB Budget Analyst

Operating Enhancements/Reductions

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. Conversely, a budget reduction reflects any savings in the provision of services. The BAT and RFRO systems provide the means for departments to enter information needed when proposing either enhancements and/or reductions. Please keep in mind 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. In addition, when submitting a departmental operating enhancement or reduction 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. Service enhancements/reductions **will not be** incorporated into the department's FY 2020-21

Proposed Budget and Multi-Year Capital Plan until each have been reviewed and approved by the County Mayor.

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

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 2020-21 budget submission.**

Personnel Information

Personnel budgets vary from department to department. 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 departments do not neglect to 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?

In addition, as you work on your personnel costs, review two very important components: part-time and temporary staff.

- If you have part-time personnel that is working in excess of 60 hours bi-weekly (0.74 FTE), please consider converting that position to full-time status.
- Please 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. 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.
- Review all temporary positions for consideration as to whether they should be converted to permanent positions. Long-term temporary positions may be appropriate given certain circumstances, but in general these positions should be converted.

Important:
> **Be sure to work with your OMB Budget Analyst on any personnel issues you may have to ensure the FY 2020-21 Proposed Budget and Multi-Year Capital Plan is developed as accurately as possible.**

Personnel Charts for Budget Submission

There are **two** types of organizational charts required as part of your FY 2020-21 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

ADMINISTRATION

- 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 17-18	FY 18-19
10	10

DEATH INVESTIGATION AND EDUCATION

- Provides statutorily mandated medicolegal death investigative services for the residents of Miami-Dade County, combining the methods 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 17-18	FY 18-19
74	75

INDIGENT CREMATION SERVICES

- Supervises indigent body disposal program; ensures maintenance of the Dr. Bruce A. Hyma Memorial Cemetery; schedules and coordinates bureau activity with hospitals, funeral homes and crematoriums

FY 17-18	FY 18-19
2	2

The FY 2018-19 total number of full-time equivalent positions is 87

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 2020-21 proposed budget submission, the Staffing TO should contain the following information:

- Clearly defined divisional titles
- FY 2019-20 full-time, part-time and in-stationed adopted position counts for each division
- FY 2020-21 full-time, part-time and in-stationed proposed base position counts for each division
- Total overall departmental position count for the FY 2019-20 Adopted and the FY 2020-21 Proposed Budget

On the following page is an excerpt from the Animal Services Department staffing chart:

MIAMI-DADE COUNTY ANIMAL SERVICES DEPARTMENT
STAFFING CHART FY 17/18 - FY 18/19

DIRECTOR'S OFFICE

FY17/18	OCC CODE		FY18/19
1	1168	Director	1
1	8640	Sr. Assistant to the Director	1
2		Total	2

Finance & Compliance

FY17/18	OCC CODE		FY18/19
1	1171	Chief	1
		Support Services	
1	0810	Adm. Officer 2	1
1		Sub-Total	1
		Human Resources	
1	0416	Manager, HR	1
1		Sub-Total	1
		Budget, Finance & License	
1	1108	Manager	1
1	0316	Accountant 2	1
3	1140	Collection Spec 1	3
2	1141	Collection Spec 2	2
1	0310	Acct Clk	1
7	1130	Licensing Clerks	7
15		Sub-Total	15
		Compliance & Records Mgmt	
1	1164	Supervisor	1
2	1161	Citation Spec	2
2	1140	Collection Spec 1	2
5		Sub-Total	5
		Procurement	
1	1143	Proc Adm.	1
1	0270	Buyer	1
1	0315	Accountant 1	1
3		Sub-Total	3
26		Total	26

Operations & Enforcement

FY17/18	OCC CODE		FY18/19
1	1172	Chief	1
		Ops & Enforcement	
1	1107	Program Mgr	1
1	1151T	Animal Protection Coord	1
2		Sub-Total	2
		Code Enforcement	
1	1152	Enforcement Supr	1
6	1150	Investigators	6
3	1149	Disposal Tech	3
1	1132	Dispatch Clerks	1
16	1142	Animal Control Spc	16
27		Sub-Total	27
		Veterinary Services	
1	1165	Chief, Vet Svcs	1
7	1216	Veterinarians	7
1	1109T	Enrichment Specialist (c)	1
1	1131	Pharmacy Clerk	1
10		Sub-Total	10
		Veterinary Clinic	
1	1216	Veterinarians	1
29	1215	Veterinary Technicians (FT)	29
0.6	1215	Veterinary Technicians (PT)	0.6
1	1214	Vet Asst.	1
31.6		Sub-Total	31.6
71.6		Total	71.6

Outreach & Development

FY17/18	OCC CODE		FY18/19
1	1170	Chief	1
		Grants	
1	0831	Administrator	1
1		Sub-Total	1
		Facilities	
1	1166	Facilities Manager	1
2	0202	Inventory Clerk	2
1	6101	Maint. Mech	1
1	6001	Cust. Worker 1	1
5		Sub-Total	5
		Marketing/Media	
1	0831	SPA1/Mktg	1
1	0843	Social Media Spec	1
2		Sub-Total	2
9		Total	9

Division	FY 16/17	FY17/18
Directors	2	2
Finance & Compliance	23	26
Operations & Enforcement	72	72
Outreach & Development	8	9
Shelter Svcs & Live Release	145	145
TOTAL FTEs	249.6	253.6

Live Release & Program Services

FY17/18	OCC CODE		FY18/19
1	1170	Chief	1
		Shelter Svcs Support	
1	0810	Adm. Officer 2	1
1		Sub-Total	1
		Live Release Programs	
1	1106	Program Coord	1
17	1134	Adoption Clerks	17
3	1105	Outreach Spec	3
1	1105	Clerk 4 (Foster/Vol)	1
22		Sub-Total	22
		Shelter Services	
1	1137	Customer Svc Supr 1	1
13	1133	Customer Clerks	13
14		Sub-Total	14
		Offsite Adoption Ctr	
1	1137	Customer Svc Supr 1	1
4	1133	Customer Clerks	4
5		Sub-Total	5
		Program Svcs	
1	1107	Program Mgr	1
2	1104	Rescue Coord	2
1	1133	Customer Clerks	1
2	1102	Transport Specialists	2
6	1101	Transport Operators	6
12		Sub-Total	12
		Kennel Operations (b)	
1	1148	Animal Care Coord	1
2	1147	Animal Care Asst Coord	2
79	1146	Animal Care Spec	79
1	0043	Clerk 4 (Restention Prog)	1
7	1129	Shelter Intake Clerks	7
90		Sub-Total	90
145		Total	145

Span of Control

Once again, OMB is requesting each County department to participate in the Span of Control (SOC) calculation effort and include it as part of your department's budget submission. The SOC measures the number of individuals a supervisor oversees and provides departments county-wide with a tool to enable them to consistently calculate and report on their respective span of control. A link to the document will be included in the FY 2020-21 Budget Process webpage.

Rates for Other Costs for FY 2020-21

All rates impacting the operating and capital budgets will be included on the OMB Budget Process webpage for your reference. It is important to note that these rates are for reference only and you are responsible for contacting the provider department to confirm that you are properly budgeting your cost based on service needs. You can also find rates for the following departments: Communications, Finance, Information Technology, Internal Services and Regulatory and Economic Resources on the OMB FY 2020-21 Budget Development Process page: FY 2020-21 Budget Development Process

Important:

You will now be required to use your employee I.D. number and your e-net password when logging into BAT/CBAT to report an incident

OMB will be providing new user training for both BAT and CBAT over a two-week period. Classes for the two budget development systems are offered free of charge and are limited to employees involved in the development or monitoring of departmental budgets who are first-time users. To register for any of the classes listed below, please contact your OMB Budget Analyst for availability as space is limited.

- December 9 and 10: Two-day BAT training
- December 11, 12 and 13: One-day CBAT trainings
- December 16 and 17: Two-day BAT training

All trainings will be held at the Stephen P. Clark Center in the 17th Floor Training Room; the hours will be from 9 a.m. to 5 p.m.

BAT/CBAT Grams and Alerts

OMB will continue to utilize BAT/CBAT*grams* and BAT/CBAT*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.

Important:

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

Access to BAT, CBAT/PeopleSoft, 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.

Budget Development Process - Capital

Starting your Capital Budget Development Process
Capital budgets look at the current year as well as the future and support construction, facility renovations, vehicle purchases, long-term outlays for fixed assets, and various types of furniture, fixture and 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".

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 2020-21 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 in your department who develop your department's operating budget
- Identify "Unfunded" departmental capital needs and their estimated cost
- Ensure that **ALL** technology projects go through the IT Governance process
- Ensure that your Local Mitigation Strategy (LMS) projects have been uploaded, updated and correctly reflected in the appropriate systems
- Ensure that your departmental capital projects are in line with your departmental Business Plan and the County's Strategic Plan
- Communicate any questions and/or concerns with your OMB Budget Analyst

Prioritizing your capital projects
When prioritizing your capital projects, make sure that they are in alignment with the mission of your department, your departmental Business Plan and the County's Strategic Plan.

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.

In assessing your departmental capital needs, it is important that this discussion be inclusive, reach out to your departmental budget division, 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 agree with each other.

Countywide Infrastructure Investment Program (CIIP)

As part of the budget process for FY 2019-20 the Countywide Infrastructure Investment Program (CIIP) was developed. The implementation of this program allows for a renewed focus being placed on County facilities. Funding was identified through a number of sources to bring facilities up to code, repair and renovate the exteriors and interiors of County buildings, replace elevators and building management systems, renew parks and cultural centers, improve security throughout County facilities and perform many other needed repairs to make County buildings and other assets more efficient, safer place to work and conduct business. If you have any questions regarding the CIIP and the projects included in the program, please contact your OMB Budget Analyst.

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 various reasons:

- 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
- Allows the department to maximize its efforts in planning for the uses of its available funding sources
- Allows your operating division to plan for future operational impacts such as additional operating expenditures as well as increased personnel
- It provides the department with a mechanism in determining if a project is going over budget

As with prior year submissions, each department's Capital Improvement Plan should be consistent with your departmental Business Plan, Transportation Improvement Plan (TIP), current Building Better Communities General Obligation Bond (BBC-GOB) 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.

Important

Expenditures in the current fiscal year's capital budget should not be overestimated. Anticipated expenditure levels should be projected realistically.

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 2020-21 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 2019-20 carryovers into FY 2020-21 as well as anticipated, FY 2020-21 project expenditure levels, when discussing with your OMB Budget Analyst.

Important:

>**If there is no funding source identified for a project, use the General Government Improvement Fund (GGIF) as the funding source. Please refer to the section on "Requesting Funding from the General Government Improvement Fund".**

>**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 are unsure as to how your revenues should be reflected, contact either your OMB Budget Analyst or the OMB Capital Coordinator.**

>**If you know you are receiving a grant, it should be reflected in your capital project and advise your OMB Budget Analyst.**

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

When developing your FY 2020-21 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:
- To alert the operating budget division of completed projects that are coming online that may have an operational/personnel impact - allowing the department to plan accordingly;
- To work with your department's operating budget division on the possible operational impacts for those projects in the capital pipeline for planning purposes;
- If a department determines that a project has an operational impact, both monetarily as well as additional personnel, it must be noted in the project in the PeopleSoft application as this information is stated in the FY 2020-21 Proposed Budget and Multi-Year Capital Plan under each project

Reviewing "Unfunded" departmental capital needs
"Unfunded" departmental capital needs are just as essential as "funded" departmental capital projects and so it is important for departments to identify those "unfunded" needs and develop an appropriate cost estimate. There may not be enough money to fund every capital project on your departmental wish list and as such 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.

Tip:

    Identifying "Unfunded" capital needs 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.

Requesting Funding from the General Government Improvement Fund (GGIF)
OMB will review each request and to the extent funding is available, the OMB Capital Coordinator and/or your departmental OMB Budget Analyst will advise you of those projects approved for pay-as-you-go capital improvement funding in FY 2020-21.

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

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

Local Mitigation Strategy
As part of the FY 2020-21 budget submission process, Departments are required to submit their Local Mitigation Strategy (LMS) project listing as part of their annual budget submission package. This is to ensure that departments are updating their LMS projects on an annual basis.

The primary purpose of the LMS is to establish an on-going process that will make hazard mitigation part of the County's annual routine. The LMS is a process whereby the County assesses its vulnerabilities to all types of hazards (i.e. hurricanes, tornados, wildfires, thunderstorms, marine hazards, floods, man-made hazards, lightening, etc.) and identifies a comprehensive list of goals, objectives, plans, programs and/or projects in an effort to decrease or eliminate the effects of those vulnerabilities, and then prioritizes the implementation of those initiatives. Most importantly, the purpose of the LMS plan is to satisfy the minimum Federal Emergency Management Agency local mitigation plan standards of acceptability to remain eligible for Federal and State disaster and non-disaster mitigation funding opportunities. The County's LMS Plan must be in accordance with the Disaster Mitigation Act of 2000 and must be updated every five years to remain compliant. The County's LMS is updated on an annual basis and the annual update is provided to the State by Jan 31st of each year. The County's LMS documents are posted on the County's website http://www.miamidade.gov/fire/mitigation.asp.

When submitting your LMS projects, please make sure these projects, if funded, are included in your departmental capital projects listing as presented in the Proposed/Adopted budget books. If they are not funded, these projects should be included in your "Unfunded" departmental capital projects listing.

For those Departments that have **never submitted** an LMS project, please contact Cathie Perkins, Planning Bureau Manager in the Office of Emergency Management at 305-468-5429 or email her at perkins@miamidade.gov for more detailed information on how to get started.

Resiliency Category Definitions
In continuing with the County's efforts to reflect sustainability and resilience 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
Envision or Other Sustainable Infrastructure Certification	infrastructure that has undergone a certification process for sustainability (development, construction and maintenance)
Energy Efficiency or Conservation (Electricity)	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)
Water Efficiency or Conservation	activities and capital investments that contribute to increased water efficiency or water conservation
Fuel Efficiency or Conservation (Fuel)	activities or capital investments that contribute to increased and/or improved fuel efficiency (e.g. purchase of hybrid vehicles; GPS-based idling-tracking systems for service vehicles; electric vehicle charging stations, etc.)
Renewable Energy Feature/System	includes solar photovoltaic, wind, geothermal, solar-thermal, co-generation (waste recovery) and other renewable energy projects or systems tied to facilities
Innovative Water/Wastewater Feature and Approaches	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
Adapting to sea level rise and flooding risks	activities/capital investments that help us reduce or adapt to the impacts of sea level rise and flooding or help us better understand those risks

Resiliency Categories	Explanation
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
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
Conservation of Environmental Assets	conservation of environmental assets
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) Projects
Departments should be working year-round in tandem with their assigned ITD Business Relationship Manager to identify any departmental technological needs they may have. It is important that departments seeking approval and/or funding for IT projects, submit their "ITLC project worksheet" to their OMB Budget Analyst in order to be considered to move forward. Please note that software upgrades and/or updates are not considered as new IT projects.

Once again, departments are required to submit their "ITLC project worksheet" to their OMB Budget Analyst for review, as part of their FY 2020-21 budget submission. Each new departmental IT project being considered for approval and/or funding should have its own "ITLC project worksheet.". The "ITLC project worksheet" can be found on the OMB Budget Process webpage FY 2020-21 Budget Development Process

Business Participation Model (BPM)

Departments should continue to budget for the Business Participation Model (BPM). These BPM charges pay for services provided by the Small Business Development and Procurement Divisions of the Internal Services Department that are related to your departmental capital projects.

Budget Development Process – Business Plan

As part of the FY 2019-20 Budget Development process a refreshed and resilience-focused Strategic Plan was initiated. The flow of information regarding the budget and performance measures was re-organized as they were categorized not only by the elements of the County strategic plan, but also by the resilience dimensions promulgated by the Rockefeller 100 Resilient Cities initiative.

- Health and Wellbeing
- Economy and Society
- Infrastructure and Environment
- Leadership and Strategy

Departmental business plans guide the annual budget process that supports the goals and objectives listed in the Miami-Dade County Strategic Plan. A well-written business plan summarizes a department's purpose and mission, communicates its priority initiatives for the current and the next fiscal year, and lists key issues which may impact the department's ability to achieve its desired outcomes.

There are two parts to the Business Plan: the Business Plan *Narrative* and the Business Plan *Report*. The narrative provides a written overview of a department's core mission, issues it is facing, and initiatives it wants to pursue in the coming fiscal year. The narrative is prepared in Microsoft Word, and a template for departments is available on the OMB Business Planning Website. The Business Plan Report is generated from the department's scorecard in ActiveStrategy Enterprise (ASE).

Scorecards housed in ASE are used by departments to manage the implementation of their business plan. Key scorecard elements include the department's objectives and performance measures that demonstrate how well a department is doing. In addition, performance measure targets should reflect the levels required to achieve the outcomes linked to the Strategic Plan. Initiatives should be added to track progress in specific projects required to meet the targets of a department's most important measures.

Detailed instructions on the preparation of the departmental business plan are on the OMB Budget Process webpage: FY 2020-21 Budget Development Process

☑ __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:

__Key Dates:__   __December 3, 2019:__ __BAT/CBAT Opens__
                    __February 10, 2020:__ __Budget/Business Plans Due__

☐ 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? Is the measure linked to a resiliency dimension?

☐ Did the department submit updated Tables of Organization (functional and staffing chart)? Did the department update and submit the Span of Control?

☐ Did the department update the five-year vehicle replacement plan?

☐ Did the department complete all appropriate activities in the Resourcing for Results On-line (RFRO) system?

☐ If the department has applied or is anticipating receipt of grant funds, did it complete Activity I-6 in RFRO?

☐ Did the department submit any operating enhancements? Were these enhancements provided separately? Did the department provide projected performance impact as a result of the enhancement? Did the department justify its need for the enhancement?

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

☐ If reductions in existing services are necessary, which services would be eliminated first? Which services would be scaled back? Which service, if scaled back, would become unproductive? What efficiencies can generate savings within existing services? Is there a performance impact as a result?

☐ 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, staffing chart?

☐ Did the department over estimate and/or under estimate its revenues? Were there any changes to its revenues and why? Were they budgeted at 95 or 100 percent and why?

☐ Did the department submit a capital budget plan? If no, why not? Is the plan realistic Is there operating and/or personnel expenses associated with the project? Is it noted, in PeopleSoft? Does the plan's current spending pattern reflect what is budgeted and its true spending capacity? Did the department submit any new capital requests? Does the revenue source match its budgetary allotment? What is different from FY 2019-20 compared to FY 2020-21?

☐ Were Local Mitigation Strategy projects addressed as part of the capital budget submission?

☐ Does the department have any IT needs in FY 2019-20 and/or FY 2020-21? If yes, did the department submit their ITLC worksheet?

☐ Did the department include fee adjustments (decreases/increases) as part of its FY 2020-21 budget submission?

☐ Did the department update its operating/capital unmet needs from FY 2020-21? If so, were they addressed with the budget submission?

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)

Benefits and Employee Support Services Division   _Contact_

Retirement Services		
Employee Services (Benefits)		
Executive Benefits Program		
Deferred Compensation Retirement Optional Program		
Educational Workshops	Helena Denham-Carter	305-375-4592
Life Insurance/Death Claims	Dan Gonzales	305-375-5633
Group Life Insurance	Jerrad Carter	305-375-4516
Administration and Training Services		
Leave of Absence		

Payroll and Information Management (PIM)

Longevity Bonus Rates		
Sick Leave Reimbursement		
Social Security Rate	Joy Clodfelter	305-375-2583
MICA Medicare Rate	Lura Woodley	305-375-2017
Payroll		

Recruitment, Testing, and Career Development (RTCD)

Supervisory Leadership Development Program		
New Employee Orientation Program Expanded	Andrew Mullings	305-375-2473
Employee Development Classes		
Testing and Validation Services	Kerry Newness	305-375-2683

Information Technology Department (ITD)

ITD Business Relationship Management	Mariaelena Salazar	305-596-8704
Department Assignments:		
Department Assignments	Ana Chammas	305-596-8225
	Oscar Gamito	305-596-8265
MOU Service Category Assignments:	Susanna Guzman-Arean	305-596-8960
Service Category Assignments	Maria Johnson	305-596-8128
	Lourdes Lopez	305-596-8214
	Rene Lopez	305-596-8988
Service Management	Kawal Kaimchan	305-596-8714
Enterprise Security	Lars Schmekel	305-596-8779
ePMO	Rishi Arora	305-275-7650
Operational Support Services	Lylliam Arocho (HR)	305-596-8279
	Melissa Belmonte (Budget & Fin)	305-275-7825
	Julian Manduley (Procurement)	305-596-8610
Enterprise Application Services	Margaret Brisbane	305-596-8320
Public Safety/Justice	Magaly Hernandez	305-596-8820
ERP	Joe Conway	305-375-2535
County Services	Elio Perez	305-596-8237

CONTACTS LIST

Information Technology Department (ITD) cont'd		
Enterprise Solutions	Jose L. Lopez	305-596-8461
County Systems	Jeremy Clark	305-596-8047
Applications and Architecture Services	Carmen Suarez	305-596-8437
Enterprise Architecture	Sue Camner	305-596-8322
Transportation Services	Rosie Perez	305-596-8672
Shared Services (WASD and BRM Program)	Mariaelena Salazar	305-596-8704
Platforms		
Field Services	Juan Aguirre	305-596-8141
Enterprise Data Center	Jorge Mederos	305-596-8862
Radio Communications Services	Thomas Gross	305-596-8218

Internal Services Department (ISD)		
Business Supplies	Terrence Thompson	305-592-3752
Moving Crew		
Asset Management Fee		
Monthly Parking	Yoel Del Rosario	305-375-4159
Daily Parking		
Facility After-Hours Charges	Jose Diehs	305-375-3907
Rent Roll		
Electrical Energy	Daniel Coogan	305-375-1814
Elevator Maintenance Management and Services	Nicholas Ortiz	305-375-3912
Security Services	Allen Nelson	305-375-1011
Pest Management	Jude Plummer	305-375-3730
Electric Generator Support	Milton Hernandez	305-375-1818
Sign Language Interpreters	Heidi Johnson-Wright	305-375-2013
Graphics and Copy Service	Lissie Allen	305-592-3016

Office of Management and Budget (OMB)		
Retirement and Group Health Rates	John Sarudy	305-375-3887
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

FY 2020-21 Published Edition

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 2019-20 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 2020-21

The FY 2019-20 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 2020-21 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

Narratives 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 2020-21 Proposed Budget (**NOT** FY 2020-21 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 2019-20 Proposed Budget and Multi-Year Capital Plan and a few bulleted standards.
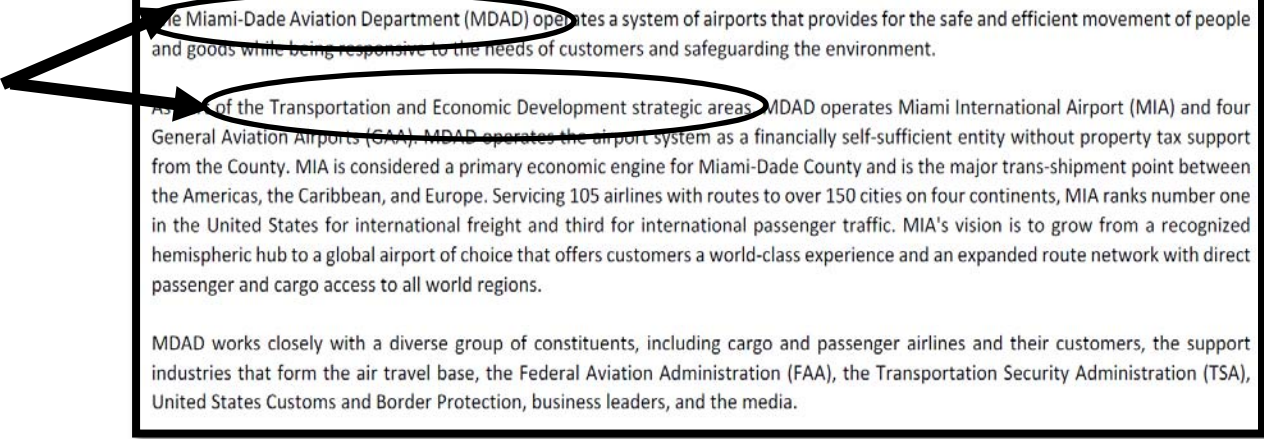
Department Name/Header Picture

FY 2019 - 20 Proposed Budget and Multi-Year Capital Plan

Office of the Mayor

- 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 efficient movement of people and goods while being responsive to the needs of customers and safeguarding the environment.

As part of the Transportation and Economic Development strategic areas, MDAD operates Miami International Airport (MIA) and four General Aviation Airports (GAA). MDAD operates the airport system as a financially self-sufficient entity without property tax support from the County. MIA is considered a primary economic engine for Miami-Dade County and is the major trans-shipment point between the Americas, the Caribbean, and Europe. Servicing 105 airlines with routes to over 150 cities on four continents, MIA ranks number one in the United States for international freight and third for international passenger traffic. MIA's vision is to grow from a recognized hemispheric hub to a global airport of choice that offers customers a world-class experience and an expanded route network with direct passenger and cargo access to all world regions.

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 (FAA), the Transportation Security Administration (TSA), 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 2019-20 Proposed Operating Budget

Expenditures by Activity
(dollars in thousands)

- Economic Development $215
- Teen Court $889
- Office of the Executive Director and Administration $1,088
- Homeownership Assistance Program $2,625

Revenues by Source
(dollars in thousands)

- Countywide General Fund $927
- Proprietary Fees $10,965
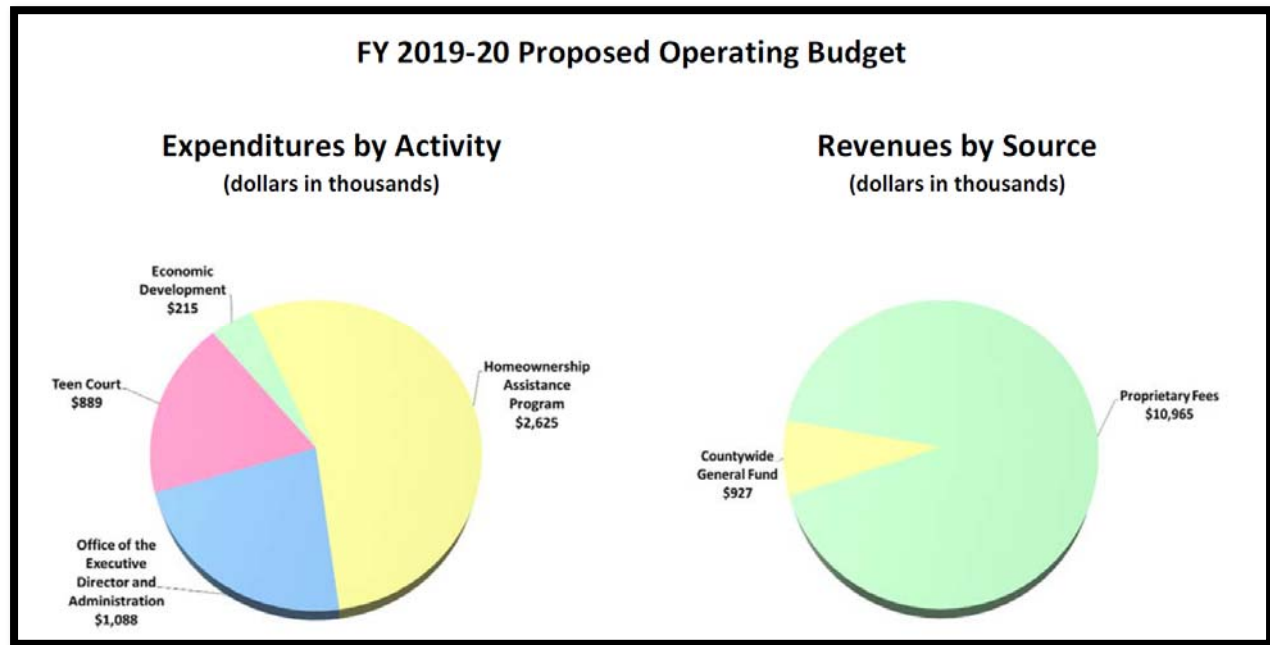
The information will be pulled directly from financial values in RFRO.

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 2019 - 20 Proposed Budget and Multi-Year Capital Plan

TABLE OF ORGANIZATION

ADMINISTRATION
Formulates departmental policies and provides overall direction and coordination to all bureaus; oversees fiscal and budgetary operations

FY 18-19   FY 19-20
10   10

DEATH INVESTIGATION AND EDUCATION
Provides statutorily mandated medicolegal death investigative services for the residents of Miami-Dade County, as defined in the Florida Statutes, Chapter 406

FY 18-19   FY 19-20
75   75

INDIGENT CREMATION SERVICES
Supervises indigent body disposal program; ensures maintenance of the Dr. Bruce A. Hyma Memorial Cemetery

FY 18-19   FY 19-20
2   2

The FY 2019-20 total number of full-time equivalent positions is 87.

- 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 (as shown below)

- 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

OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 16-17	Actual FY 17-18	Budget FY 18-19	Proposed FY 19-20
Revenue Summary				
Carryover	67,117	82,156	79,161	121,053
FDOT Revenues	4,000	17,000	17,000	17,000
Proprietary Fees	150,858	160,321	169,094	188,802
Total Revenues	221,975	259,477	265,255	326,855
Operating Expenditures Summary				
Salary	23,088	22,932	24,971	28,610
Fringe Benefits	8,545	8,451	10,812	12,687
Court Costs	10	23	17	38
Contractual Services	16,965	17,339	18,904	25,224
Other Operating	10,755	15,638	14,216	15,546
Charges for County Services	22,302	24,336	27,750	31,013
Grants to Outside Organizations	0	0	0	0
Capital	557	227	1,814	923
Total Operating Expenditures	82,222	88,946	98,484	114,041
Non-Operating Expenditures Summary				
Transfers	375	-16,408	500	600
Distribution of Funds In Trust	0	0	0	0
Debt Service	57,222	75,258	82,493	89,699
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	0	83,778	122,515
Total Non-Operating Expenditures	57,597	58,850	166,771	212,814

(dollars in thousands) Expenditure By Program	Total Funding Budget FY 18-19	Total Funding Proposed FY 19-20	Total Positions Budget FY 18-19	Total Positions Proposed FY 19-20
Strategic Area: Economic Development				
Office of the Port Director	2,569	1,395	14	5
Deputy Director's Office	1,684	2,166	16	18
Port Operations	25,223	35,313	92	168
Business Development	2,922	4,292	14	31
Capital Development	11,149	13,425	77	98
Finance	32,454	33,354	46	50
Safety and Security	22,483	24,096	86	91
Total Operating Expenditures	98,484	114,041	345	461

This information is pulled directly from values placed RFRO.

Selected Item Highlights and Details

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	Actual FY 16-17	Actual FY 17-18	Budget FY 18-19	Projection FY 18-19	Proposed FY 19-20
		(dollars in thousands)			
Advertising	445	311	447	447	354
Fuel	134	150	166	166	153
Overtime	1,537	1,617	1,725	1,800	1,765
Security Services	20,195	17,128	22,483	23,066	23,925
Temporary Employees	12	0	20	0	0
Travel and Registration	123	231	146	239	267
Utilities	4,890	4,882	5,113	4,400	4,700

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 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FUTURE	TOTAL
Revenue									
FDOT Funds	2,300	37,600	4,800	0	0	0	0	0	44,700
Federal Transportation Grant	0	7,000	0	0	0	0	0	0	7,000
Future Financing	15,400	522,440	393,200	289,500	208,600	123,400	102,100	0	1,654,640
Seaport Bonds/Loans	144,214	0	0	0	0	0	0	0	144,214
Tenant Financing	4,000	1,000	0	0	0	0	0	0	5,000
Total:	165,914	568,040	398,000	289,500	208,600	123,400	102,100	0	1,855,554
Expenditures									
Strategic Area: ED									
Cargo Facilities Improvements	40,811	56,500	49,500	24,300	12,300	1,900	0	0	185,311
Equipment Acquisition	4,400	40,000	0	0	0	0	0	0	44,400
Facility Improvements	0	6,500	6,400	5,900	1,200	0	0	0	20,000
New Passenger Facilities	5,600	93,000	192,500	79,900	56,000	73,000	0	0	500,000
Passenger Facilities Improvements	12,000	48,000	0	0	0	0	0	0	60,000
Port Facility Improvements	69,603	87,040	149,600	179,400	139,100	48,500	102,100	0	775,343
Terminal Improvements	33,500	237,000	0	0	0	0	0	0	270,500
Total:	165,914	568,040	398,000	289,500	208,600	123,400	102,100	0	1,855,554

This information will be updated directly from the CBAT system.

Capital Highlights and Operational Impacts

CAPITAL BUDGET HIGHLIGHTS AND OPERATIONAL IMPACTS

- The FY 2019-20 Proposed Budget and Multi-Year Capital Plan includes an investment of $1 billion for six new terminals over the next five years

- The Port's boutique Terminal J, which caters to small vessels' and luxury cruises, is undergoing a $4.1 million upgrade which is projected to be completed in FY 2019-20

- New cruise Terminal B will open in February 2020 and will accommodate Norwegian Cruise Line vessels carrying up to 5,000 passengers (total project cost $251.8 million, $218.3 million in FY 2019-20); the project is estimated to have an operating impact in FY 2019-20 of $400,000 and includes four FTEs

- In FY 2019-20, the Department will continue to repair and upgrade both cargo and cruise bulkheads, expected to add at least 30 years of life to the Port (total project cost $60.311 million; $33.3 million in FY 2019-20); the Department does not anticipate any operational impact resulting from this project

- As a result of building new Terminal B, the old terminals B and C will be refurbished and recast as new Terminal C (total project cost $18.7 million)

- In anticipation of the Port's receiving larger ships, the Department will add up to four new post-panamax gantry cranes which will bring the total number of cranes at the Port to 17; the additional cranes will allow the Port to handle more than one million TEUs annually (total project cost $44.4 million; $40 million in FY 2019-20); it is anticipated that this project will have an annual operating impact of $500,000 per crane, for a total operating impact of $2 million beginning in FY 2019-20

- The new cruise terminal H for Virgin Voyages will break ground in the fall of 2019 and is slated for completion by November 2021 (total project cost $180 million, $65 million in FY 2019-20)

- The FY 2019-20 Proposed Budget and Multi-Year Capital Plan includes the purchase of 15 vehicles ($396,000); over the next five years, the Department has budgeted $2.168 million to replace 80 vehicles as part of its fleet replacement plan; the County's fleet replacement plan is included under Non-Departmental project #2000000511

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 – Support Staff – Sgt-At-Arms Services
- County Attorney's Office – Legal Services

Proposed Fee Adjustments for Services

PROPOSED FEE ADJUSTMENTS FOR SERVICES

Fee Adjustments	Current Fee FY 18-19	Proposed Fee FY 19-20	Dollar Impact FY 19-20
• Water use per ton	$2.95	$3.04	$115,000
• Various Passenger Dockage and Wharfage rates	Various	Various	$2,527,000
• Various Cargo Dockage and Wharfage rates	Various	Various	$704,000
• Various Crane charges	Various	Various	$501,000
• Various Terminal Rental charges	Various	Various	$600,000

- 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: DEPUTY DIRECTOR'S OFFICE

The Office of the Deputy Port Director is responsible for day-to-day operations, including grant administration and planning functions.

- Provides management direction and administration of all departmental operations and personnel
- Guides organizational development and performance excellence initiatives
- Coordinates federal, state, and local legislative affairs
- Coordinates internal and external communication including public information programs and outreach

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 33).

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

Strategic Planning Priorities and Unit Measures

Key Department Measures, Strategic Objectives, and Resiliency Drivers									
Measures	SO	RD	Type	Good	FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Budget	FY 18-19 Projection	FY 19-20 Target
Cruise passengers (in thousands)*	ED1-5	ES-3	OC	↑	5,340	5,592	6,500	6,790	7,142
Number of TEUs (Twenty Foot Equivalent) (in thousands)*	ED1-5	ES-3	OC	↑	1,024	1,084	1,080	1,094	1,121

*FY 2017-18 Actuals have been revised to reflect more up to date information

- 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

Debt portfolio fees collected (in thousands)	GG4-1	ES-3	OC	↑	$4,067	$6,777	$6,441	$6,441	$6,782

Total revenue collected on all delinquent debts, inclusive of fees (Countywide; in thousands)	GG4-1	ES-3	OC	↑	$13,093	$22,123	$20,869	$21,215	$22,129

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

Division and Resiliency Highlights and Budget Enhancements or Reductions

> ● The FY 2019-20 Proposed Budget includes funding for a total of twenty-three (23) early voting sites, open for 8 hours per day for fourteen (14) early voting days for the 2020 Presidential Preference and the 2020 Primary Election; this schedule is consistent with previous types of elections held in 2016

- 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 2019-20 Proposed Budget includes $2.1 million for direct audit services provided for County departments such as Aviation, Water and Sewer, Seaport, Solid Waste Management, Transportation and Public Works, Office of the Citizens' Independent Transportation Trust, and others

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

- During FY 2019-20, ISD published five books [if the department has completed it]
- During FY 2019-20, ISD will publish five books [if the department hasn't completed it]
- During FY 2019-20, 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

bike path

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