MIAMI-DADE COUNTY

FY 2022-23
BUDGET SUBMISSION MANUAL

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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 types 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 2022-23 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 9, 2022**. Each department should confirm the completion of its FY 2022-23 budget submission, meaning information has been complied in BAT, CBAT, and RFRO, by **e-mail** to the Budget Director and your Office of Management and Budget (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 X of this manual.

Budgeting Tools

As in previous years, departments will be using the Budgeting Analysis Tool (BAT), Capital Budgeting Analysis Tool (CBAT) and the Resourcing for Results Online (RFRO) to input departmental information. BAT remains the 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 the new INFORMS (Integrated Financial Resource Management System). CBAT continues to be the tool utilized by departments to communicate and convey their capital project priorities, timelines, funding sources, expenditures, and associated operating budget impacts. The RFRO system 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. These three applications seamlessly interface with *INFORMS* and enables users with the ability to a more comprehensive analysis and reporting module.

OMB will be conducting BAT and CBAT training sessions in the systems for users in the month of December 2021. As we plan for BAT and CBAT training this year, we would like to give users the option to attend training in person or remotely. 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. To register for any of the classes, please contact your OMB Budget Analyst. A BAT resource 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.

Important:
   You will now be required to use your e-Key and your e-net password when logging into BAT/CBAT and to report an incident

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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.

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 2021-22 and FY 2022-23 department business plan and FY 2022-23 County budget development process.

NOVEMBER / December

- FY 2022-23 budget development process begins as budget submission manual is released
- BAT and CBAT budget development training begins
- Refinement of departmental FY 2021-22 and FY 2022-23 Business Plan
- Development of departmental FY 2022-23 operating and capital budgets

January / February

- Refinement of departmental FY 2022-23 operating and capital budgets, and business plans
- **February 9 - FY 2021-22 and FY 2022-23 Business Plans and FY 2022-23 Budget Submissions due**

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 2022-23 Proposed Budget and Multi-Year Capital Plan presented
- July 19* – BCC Committee of the Whole/Public Hearing/setting of tentative millage rates

August

- Notices of FY 2022-23 tentative tax rates mailed
- Town Hall meetings held throughout the County

September

- September 8* and 20* - Public Budget Hearings

October

- FY 2022-23 Adopted Budget and Multi-Year Capital Plan becomes effective; start of new fiscal year

*Subject to change once BCC calendar is released in December 2021

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 to accurately estimate 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 2022-23 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 2022-23 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 2022-23 as in FY 2021-22. When formulating the FY 2022-23 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 2022-23 as in FY 2021-22. 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 2022-23

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 2022-23 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 items that need to be checked such as:

- Does your budget account for all positions (filled and vacant) approved in the Adopted Budget? Does position count match your departmental functional table of organization and divisional staff charts
- Does your budget account for all employees in their current classification and include planned merits, reclassifications, longevity payments and other adjustments (as *deemed necessary*)?
- Does your budget account for the proper assignment of health and dental insurance for part-time positions and employees?
- Does your budget account for termination payouts (for those known individuals projected to leave the organization in the current year and upcoming fiscal year)?
  - Note: departments that receive a General Fund subsidy should calculate termination payouts for the upcoming year; however, since these payouts are reserved separately in the General Fund Wage Adjustment and Separation Reserve, then these payouts should not be included in the Department's budget for the upcoming year

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.

Personnel Charts for Budget Submission

There are **two** types of organizational charts required as part of your FY 2022-23 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 2022-23 proposed budget submission, the Staffing TO should contain the following information:

- Clearly defined divisional titles
- FY 2021-22 full-time, part-time and in-stationed adopted position counts for each division
- FY 2022-23 full-time, part-time and in-stationed proposed base position counts for each division
- Total overall departmental position count for the FY 2021-22 Adopted and the FY 2022-23 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 (Rentention Prog)	1
7	1129	Shelter Intake Clerks	7
90		Sub-Total	90
145		Total	145

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.

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 2022-23 Budget Process webpage.

Rates for Other Costs for FY 2022-23

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 2022-23 Budget Development Process page: FY 2022-23 Budget Development Process

Budget Development Process - Capital

In FY 2020-21, the Office of Management and Budget working with our IT developers created a new and improved "Capital Budget Analysis Tool" (CBAT) production system that would be able to interact with the County's INFORMS system. For the first time, the CBAT production system will be able to communicate with financial system.

As part of the development process, OMB listened to the needs of departments and tried to incorporate as much as possible in the new system. The end result, CBAT makes it easier for departments to plan, develop and manage their departmental capital programs. The CBAT system is a seamless innovative solution that will:

- automate the annual departmental capital budget loads into the INFORMS financial system;
- receive prior year actual expenditures into CBAT - allowing departments to plan their capital programs/projects more efficiently;
- provide instantaneous updates;
- provide additional reporting mechanisms to assist departments in their capital program development process

For the FY 2022-23 Proposed Budget and Multi-Year Capital Plan cycle, the Office of Management and Budget will provide 'Capital Budgeting' training that will be available to all CBAT users focusing on the following areas:

1. How to navigate CBAT
2. Using INFORMS
3. Developing Capital Budgets
4. Departmental Capital Book production

Information on dates and times available will be available on the BAT home page.

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 2022-23 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 programs
- 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 programs 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 programs are in line with your departmental Business Plan, County's Strategic Plan, the county's Sea Level Rise and Sustainable Buildings Program
- Communicate any questions and/or concerns with your OMB Budget Analyst

Prioritizing your capital programs
When prioritizing your capital programs, 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 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.

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 capital need is, you need to work with your departmental capital team in setting and aligning your capital priorities with your departmental business needs. These needs will either show as a funded or unfunded capital program and should align with your departmental business plan.

Countywide Infrastructure Investment Program (CIIP)
The Countywide Infrastructure Investment Program (CIIP) focused on the renovation and overall improvement of County facilities. Implemented in FY 2019-20, funding for the CIIP is identified through a number of revenue 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, a safer place to work and conduct business. For more information on the CIIP program, please contact your OMB Budget Analyst.

Developing an accurate assessment of your capital expenditure needs
After a program has been selected, it is essential that the department present an accurate assessment of the program's expenditure cash flow need. In many cases, these will be "high level" estimates of program expenditures 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 programs. Providing an accurate assessment is crucial for various reasons:

- It provides a planning mechanism in determining the timing of a program'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 program 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) program 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 be calculated strategically and not be overestimated. Anticipated expenditure levels should be projected realistically. Unrealistic expenditure projections could negatively impact countywide needs and resources.

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 program to be included in your FY 2022-23 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 program
- 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 program 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 2021-22 carryovers into FY 2022-23 as well as anticipated, FY 2022-23 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".

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 your OMB Budget Analyst.

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

When developing your FY 2022-23 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 capital programs 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 programs in the capital pipeline for planning purposes;
- If a department determines that a capital program has an operational impact, and/or additional personnel, it must be noted in the program section of CBAT as this information is stated in the FY 2022-23 Proposed Budget and Multi-Year Capital Plan under each capital program

Reviewing "Unfunded" departmental capital needs

"Unfunded" departmental capital needs are just as essential as "funded" departmental capital programs 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 program on your departmental wish list and as such those "unfunded" programs should be moved to your "unfunded" capital programs 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. When developing your departmental business plan, these unfunded capital needs should also be included.**

Requesting Funding from the General Government Improvement Fund (GGIF)

OMB will review each request and to the extent funding is available, your departmental OMB Budget Analyst will advise you of those capital programs approved for pay-as-you-go capital improvement funding in FY 2022-23.

If the capital program is not funded, you will be notified by your OMB Budget Analyst and the capital program will be moved to the "Unfunded" section of your capital submission.

As GGIF requests are prepared, be as specific as possible:

- Describe how the capital program 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 capital program to your department's Business Plan and the County's Strategic Plan

Local Mitigation Strategy

As part of the FY 2022-23 capital 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 capital programs list to the Office of Emergency Management, please make sure these programs are included in your departmental capital programs submission either in the "Funded" or "Unfunded" section of your capital narrative.

For those Departments that have never submitted an LMS capital program, please contact Steve Detwiler at the Office of Emergency Management at 305-468-5423 or email him at steved@miamidade.gov for more detailed information on how to get started.

Incorporating Resilience and Sustainability into Capital Projects
It is essential that resilience is incorporated in your department's capital planning. Your budgets must include the cost to comply with resilience requirements and objectives in all phases of planning, design, construction, and operation.

Why?

1. **Resilience and Sustainability are required:** The Board of County Commissioners and Mayor have established resilience objectives that departments are required to meet.
2. **Resilience and Sustainability save money:** If resilience and sustainability are not included in capital projects it will delay implementation and increase costs. Investments in resilient infrastructure in Miami-Dade County provide $5 in savings for every $1 spent. While it may appear that in some cases resilience and sustainability increase the initial purchase price the long-term benefits during operation, maintenance and deconstruction/decommissioning are always greater and should not be overlooked.

Who can help?
The Office of Resilience can help you understand requirements and the Office of Management and Budget can help identify funding to meet those requirements. Resilience Program Managers are listed below, and additional questions can be directed to the Chief Resilience Officer, Jim Murley (**james.murley@miamidade.gov**; 305-375-5593) as well as your department Resilience Liaison.

Sea Level Rise
In compliance with **Resolution No. R-451-14** and **Ordinance No. 14-79**, all County infrastructure projects must consider potential impacts of sea level rise in all project phases, including but not limited to project planning, design, and construction.

Use the **Flooding Vulnerability Viewer**, an online GIS tool, to view current and future flood risk at any location in Miami-Dade County. The County **Sea Level Rise Strategy** (2021) describes five approaches and numerous tools that can be used to adapt to sea level rise.

For additional questions related to compliance with the Sea Level Rise requirements, please contact Katie Hagemann (**Katherine.Hagemann@miamidade.gov**; 786-427-5210.

Department of Regulatory and Economic Resources (RER) Office of Resilience (OOR), Resilience Program Manager.

Climate Action Strategy

The County **Climate Action Strategy (**2021) sets a path to cut greenhouse gas emissions 50% community-wide by 2030 and reach zero emissions by 2050. It expands on goals adopted in the Comprehensive Development Master Plan (see below) and **Thrive305 Action Plan**.

Departments are expected to support implementation through investments in energy efficiency, solar energy, tree canopy, car-free transportation, waste reduction, electric vehicles, etc. Specific programs are outlined below.

For questions regarding the County's Climate Action Strategy, please contact Patricia Gomez, Ph.D. (**Patricia.Gomez@miamidade.gov**; 305-607-0130), Department of Regulatory and Economic Resources (RER) Office of Resilience (OOR), Resilience Program Manager.

The County's Sustainable Buildings Program

The Sustainable Buildings Program (SBP) was established in 2008 to provide consistent direction to County agencies and departments and call for the integration of materials and methods promoting environmental quality, economic vitality, and social benefit through best practices in the design, construction, and operation of the County's built environment. The Sustainable Buildings Program is overseen and administered by the Miami-Dade County Office of Resilience (OOR) within the Department of Regulatory and Economic Resources (RER).

Does your project need to comply with the Sustainable Buildings Program?

During Fiscal Year 2006-07, the Miami-Dade Board of County Commissioners (BCC) approved the Sustainable Buildings Program Ordinance (No. **O-07-65**), then incorporated into Section 5.02 of the Miami-Dade County Home Rule Amendment and Charter, and Chapter 9, Article III, Sections 9-71 thru 9-75 of the County Code. This legislation created the County's Sustainable Buildings Program (SBP) followed by BCC approval of Implementing Order No. IO-8-8 (**IO 8-8**) in 2007 to establish policies and procedures for the Sustainability Buildings Program (SBP).

Compliance with the Sustainable Buildings Program is required for any project that meets the following criteria:

1. <u>All new construction.</u>
     - o Construction of any new building or any addition to a building, shall be required to attain "Silver" or higher designation under the LEED for New Construction (LEED-NC) Rating System.

2. <u>Renovations to improve or repair the condition of an existing building/structure.</u>

- o Major renovation/remodel includes those projects in existing buildings where the cost of construction is equal to or exceeds 50% of the building's replacement cost. Such projects shall be required to attain "Certified" or higher designation under the LEED-NC Rating System.
  - o Non-major renovation/remodel projects in existing buildings where the cost of construction is less than 50% of the building's replacement cost, but greater than $1 million. Such projects shall attain "Certified" or higher designation under the appropriate LEED Rating System such as LEED for Existing Building, Commercial Interiors, Core and Shell, etc.

Please remember that if your capital project meets any of the conditions listed above, it must comply with the Sustainable Buildings Program and must pursue the appropriate certification. It is critical that language about these requirements is included in all solicitation and procurement documents, contracts, and proposals related to the project. This ensures that clear expectations are set to support the required integrated design and successful certification outcomes, as well as avoid extremely expensive change orders and similar

For questions regarding the County's Sustainable Buildings Program and complying with the program, please contact Patricia Gomez (**Patricia.Gomez@miamidade.gov**; 305-607-0130), Department of Regulatory and Economic Resources (RER) Office of Resilience (OOR), Resilience Program Manager.

Electric Vehicles (EVs) and Charging Equipment (EVSE or Chargers)

- For light fleet electric vehicle procurement and requirements, please contact the ISD Fleet Management Division Director **Pete Moolah** (MoolahP@miamidade.gov /786 - 449-2749)
- For questions regarding electric vehicle charging infrastructure UMSA off-street parking ordinance (**(Ordinance 19-17)**) EV-ready requirements for new facilities (including County facilities), contact RER Zoning Division, Gianni Lodi (Gianni.Lodi@miamidade.gov / (305) 375-2341)
- For questions / guidance regarding facility assessments for charging infrastructure, contact Susannah Troner (contact information below) with the Office of Resilience or Juan Silva with ISD facilities (JuanSilva3@miamidade.gov / 305-375-3465)
- Contact Susannah Troner (Susannah.Troner@miamidade.gov / 786-449-0749) with the Office of Resilience for the following:
  - o For general questions, guidance, and strategy questions related to electric vehicles or charging stations
  - o To report information on charging stations installed at County facilities, whether they are for public access or fleet access or both
  - o For electric vehicle charging equipment requirements pertaining to the Sustainable Buildings Program
  - o For assistance with greenhouse gas reductions forecasting related to fleet electrification efforts
  - o For assistance with solar charging questions
  - o Assistance with related procurement contract reviews

Additional Requirements

In addition to compliance with the Sustainable Buildings Program, Electric Vehicle Requirements, and the Sea Level Rise Resolution and Ordinance, County projects must review the following Board of County Commissioners (BCC) policies which may apply to their projects:

- **Envision for Infrastructure Projects (**Resolution R-617-17**):** the Envision Standard, administered by the Institute for Sustainable Infrastructure, shall be used for infrastructure projects. This includes the integration of Envision principles and guidance in the planning design, construction, and operation of County-funded infrastructure projects. Projects should also pursue Envision certification, targeting the "Silver" award as a minimum level of achievement.

- **Cool Roofs (**Resolution R-1103-10 **and** Resolution R-54-18**):** All County-owned or -operated facilities, including those subject to the SBP, as well as public and affordable housing projects, must comply with the "cool roof" requirement. For these qualifying projects, all new construction, roofing maintenance, and re-roofing work where the surface material is being replaced must utilize highly reflective and emissive materials that remain significantly cooler than traditional materials. "Cool roof" materials must meet the standards for solar reflectance and thermal emittance as determined by the Cool Roof Rating Council (CRRC-1) Product Rating Program, and shall be labeled and certified by the manufacturer. In addition, all solicitations for public and affordable housing projects with a contract value of over one million dollars must include a requirement for energy-efficiency reflective roofs or green roofs. These requirements must be based on LEED or similar certification standards for roofs and must be a part of any contract resulting from the solicitation.

- **Solar Hot Water and Solar Photovoltaic Feasibility Evaluation (**Resolution R-303-17**):** Existing County properties must be evaluated for the feasibility of using solar hot water and solar photovoltaic installations to generate electricity. This evaluation, at a minimum, must include a preliminary analysis of the following: the estimated cost of installation and maintenance; available area where solar photovoltaic and solar hot water systems could be placed; the amount of electricity and hot water that are being used by the County onsite; and the opportunity to net-meter the output. The study shall also identify different funding options and creative low-interest financing opportunities using the County's own property and rooftops.

- **Benchmarking Energy and Water Use and use of Energy Star Certified products when available (**Resolution R-228-09, Resolution R-918-12**, and** Resolution R-795-12**):** All County buildings and projects, once occupied/functional, must continuously benchmark and track whole-building energy and water consumption using EnergyCAP, the County's utility billing management system software platform. This data must also be transmitted, via EnergyCAP or manual upload, to the free federal benchmarking tool known as EnergyStar Portfolio Manager. Energy and water usage for individual units is not required to be reported. These systems help the County strategically manage electricity and water usage and bills, obtain energy and water use intensity values (and in some cases ENERGY STAR ratings), and help with other functions for County facilities. Finally, all product types qualified by and incorporated into an Energy Star certification category that are procured for a project shall have an EnergyStar certification
  - Whole building data can be obtained through a variety of methods, such as utility meters, sub-meters, and building management systems. In all cases, water and electricity meter

numbers, premise numbers, and all other building information required for benchmarking shall be entered into the County's ECAP utility billing management system. The Office of Resilience continues to work with Florida Power and Light (FPL) to obtain whole building data for multi-tenant/multi-family buildings in the County's Portfolio.

- **Water Submeters Required for New Multifamily Residential Developments (**Ordinance 08-14 **and** Section 8A-381(c) **of the Miami-Dade County Code):** Per County Ordinance and of the Code of Miami-Dade County, all permit applications for new multifamily residential developments require water efficient fixtures. In addition, Section 8A-381(c) requires a water submeter for each individual dwelling unit in a new multifamily residential development.

- **Electric Vehicle (EV) Charging Stations (**Ordinance 19-17**):** Outlines zoning requirements for both community and County projects in the Unincorporated Miami-Dade County Service Area (UMSA) that involve parking or parking facilities for both parking spaces with charging equipment for electric vehicles and EV-ready parking spaces. Please review the table included within the Ordinance which outlines requirements for EV-ready parking accommodations based on the total number of off-street parking spaces.
    - Per Resolution No. R-1101-15 and recommendations in the associated report titled "*Plan to Install Electric Vehicle Charging Stations to Serve the General Public*," new parking structures and surface lots shall have a 2% minimum number of parking spaces to be EV ready, meaning electrical capacity and other infrastructure (dedicated circuits, conduit, wire, electric panels) shall be in place to facilitate installation of charging stations when demand increases. This percentage may change over time as demand increases.

- **Life Cycle Cost Analysis (LCCA) (**County Administrative Order AO 11-3**):** Life Cycle Cost Analysis (LCCA) of specific equipment for the County Project is required. LCCA is an analysis that determines the most cost-effective option among different competing alternatives by including all direct and externalized costs associated with processes, materials, and goods (more than initial costs are considered) when estimating the actual total cost of an investment.
- **Green Procurement Preference Program (**Resolution 1053-09**):** Resulted in Miami-Dade County "Buy Green" Purchasing Policy and associated 11/2/2010 Memorandum to all Department Directors specifying the following green commodity priority categories:
    - Janitorial Services – shall require contractors to use Green Seal or EcoLogo certified products
    - Carpet – shall contain the highest level of recycled content practical
    - Computers and Electronic Equipment – shall have EnergyStar and EPEAT certifications as applicable
    - Pest Control – shall use an Integrated Pest Management process
    - Paint – shall be VOC and lead-free
    - Energy using systems and appliances - all product types that are incorporated into an Energy Star certification category shall have an EnergyStar certification.

Strategic Goals

County greenhouse gas mitigation and climate adaptation goals have been adopted by the Board of County Commissioners in the Comprehensive Development Master Plan (CDMP). All county investments should support the following goals.

Miami-Dade County CDMP greenhouse gas emissions reduction goals
Achieve 80% community-wide emissions reduction by 2050 from baseline year of 2008. (LU-10)
Reduce the consumption of gasoline in County operations by 30% and the consumption of diesel fuel in County operations by 70% from the baseline year of 2016 by 2028 and further move toward conversion of the County's fleet to electric vehicles. (LU-10K)
Reduce electricity usage for County facilities by 20% from the baseline year of 2009 by 2025. (LU-10K)
Incorporate green building practices into the design of County facilities and infrastructure (Sustainable Buildings Program). (LU-10K)
Have 30% of county-wide energy obtained from solar by 2030 with the ultimate goal of achieving zero emissions for county-wide energy sources. (LU-10H)
Achieve 30% tree cover. (CON-8M)
Miami-Dade County Facilities CDMP sea level rise goals
Implement strategies to reduce the impacts of climate change on the built environment and address the impacts of the built environment on the natural systems that provide protections against the impacts of climate change. (LU-13)
Identify and address public buildings and infrastructure vulnerable to sea level rise and other climate change related impacts. This includes public buildings, water and wastewater treatment plants, transmission lines and pump stations, stormwater systems, roads, rail, bridges, transit facilities and infrastructure, airport and seaport infrastructure, libraries, fire and police stations and facilities. Identify funding sources to address identified vulnerabilities with priority given to addressing vulnerabilities to critical facilities and infrastructure. (LU-13D)
The design, location, and development of infrastructure and buildings operated by or on behalf of Miami-Dade County shall include evaluation of sea level rise utilizing the Unified Sea Level Rise Projection. (Note: the Flooding Vulnerability Viewer can be used to do this) (LU-13E)

Information Technology (IT) Programs

Departments should be working year-round in tandem with the ITD Business Relationship Manager assigned to their respective departments. In order to make sure that departmental technology needs are properly identified. It is important that departments seeking approval and/or funding for IT projects, submit the "ITLC Program Worksheet" to their OMB Budget Analyst for consideration. Please note that software upgrades and/or updates are not considered as new IT initiatives.

Once again, departments are required to submit their "ITLC Program Worksheet" to their OMB Budget Analyst for review, as part of their FY 2022-23 budget submission. Each new departmental IT initiative being considered for approval and/or funding should have its own "ITLC Project Worksheet.". The "ITLC Program Worksheet" can be found on the OMB Budget Process webpage FY 2022-23 Budget Development Process or follow the link below.

ITLC FY2022-23 Business Case Form

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 funded FY 2022-23 departmental capital programs. The BPM calculation for your department is based on your total departmental capital budget expenditure for the fiscal year less PTP funding sources, federal and state grants, trust funds and various bond proceeds, where required. At the end of each fiscal year, your OMB Budget analyst will advise your department as to what their BPM allocation is and your department will be asked to provide the required capital chartfield to post your allocated BPM expenditures to.

☑ __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 13, 2021: BAT/CBAT Opens**
February 9, 2022: 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 overestimate and/or underestimate 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 difference from FY 2021-22 compared to FY 2022-23?

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

☐ Does the department have any IT needs in FY 2021-22 and/or FY 2022-23? If yes, did the department submit their ITLC worksheet?

☐ Did the department include fee adjustments (decreases/increases) as part of its FY 2022-23 budget submission?

☐ Did the department update its operating/capital unmet needs from FY 2022-23? If so, were they addressed with the budget submission?

Budget Development Process – Business Plan

As you know departmental business plans guide the annual budget process that supports the goals and objectives in the Miami-Dade County Strategic Plan. Prepared every year, the business plans have a two-year window. They summarize a department's purpose and mission, communicate its priority initiatives for the current and the next fiscal year, and list key issues which may impact the department's ability to achieve its desired outcomes. They are critical for informing the process as budget development begins for the upcoming fiscal year.

For the FY 2022-23 budget development process, in addition to aligning to the Miami-Dade County Strategic Plans, departments are required to incorporate relevant priorities and actions included in the Thrive305 Action Plan released on November 4. The Action Plan is organized around four overriding themes known as the Mayor's 4Es of Equity, Economy, Environment and Engagement. Please contact your business analyst in OMB for additional information on how to incorporate the 4Es into your business plan and your budget submission.

Mayor's 4Es		
	Equity	• Our residents and workforce are fully included in all aspects of life in the County regardless of who they are
	Economy	• A growing and inclusive economy that creates jobs and invests in local talent, while spurring innovation and investment for the jobs and assets of the future
	Environment	• A well-managed built and natural environment that is resilient to climate stressors
	Engagement	• A community that trusts government and has timely access to data and information in order to obtain services and influence decision making in the County

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 the Strategic Management System;

Scorecards 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. Since these objectives and measures will also be presented in the proposed and adopted budget publications, ***it is important that the scorecard and budget systems are consistent.*** 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. It is also important to include relevant measures and key actions from the Thrive305 Action Plan.

Detailed instructions and templates for preparing the departmental business plan can be accessed on the OMB Busines Planning Website. Signed business plans are due with your budget submission on February 9, 2022.

CONTACTS LIST

Communications		
Digital Communications	Jaime Shycko	305-375-2538
Digital Media Services	Shawn Hinchey	305-375-2431
Creative and Branding Services	Karla Echeverria	305-375-2857
Engagement and Client Services	Patricia Abril	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	305-375-1638
Life Insurance/Death Claims	Victor Martinez	305-375-2122
Group Life Insurance		
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	Janet White	305-375-2014
Payroll		

Recruitment, Testing, and Career Development (RTCD)		
Supervisory Leadership Development Program		
New Employee Orientation Program Expanded	Andrew Mullings	305-375-4059
Employee Development Classes		
Testing and Validation Services	Virginia Washington	305-375-1793

Information Technology Department (ITD)		
ITD Business Relationship Management	Mariaelena Salazar	305-596-8704
Department Assignments:	Maria Johnson	305-596-8128
Department Assignments		
	Oscar Gamito	305-596-8265
MOU Service Category Assignments:	Susanna Guzman-Arean	305-596-8960
Service Category Assignments	Lourdes Lopez	305-596-8214
	Rene Lopez	305-596-8988
	David Moore	305-596-8041
	Cristina Vespe	305-596-8510
Service Management	Kawal Kaimchan	305-596-8714
Enterprise Security	Lars Schmekel	305-596-8779
Strategic Performance (BRM and ePMO)	Maria Johnson	305-596-8128
Administrative Services	Melissa Belmonte	305-275-7825
Enterprise Application Services	Jorge Mederos	305-596-8862
Public Safety/Justice	Magaly Hernandez	305-596-8820
ERP	John Bruno	305-596-8312
County Services	Elio Perez	305-596-8237

CONTACTS LIST

Information Technology Department (ITD) cont'd		
Geospatial Technologies	Jose L. Lopez	305-596-8461
County Enterprie Systems	Jeremy Clark	305-596-8047
Applications and Architecture Services	Rosie Perez	305-596-8672
Enterprise Architecture	Sue Camner	305-596-8322
Transportation and Mobility Services	Rosie Perez	305-596-8672
Regulatory and Utility Services	German Gonzalez	786-552-8010
Platforms	Thomas Gross	305-596-8218
Field Services	Juan Aguirre	305-596-8141
Enterprise Data Center	Tyrone Garces	305-596-8867
Radio Communications Services	Martin Rose	305-596-8184

Internal Services Department (ISD)		
Business Supplies	Terrence Thompson	305-592-3752
Moving Crew		
Asset Management Fee		
Service Tickets/Work Orders/Capital	Marc LaFrance	305-375-4365
Monthly Parking	Yoel Del Rosario	305-375-4159
Daily Parking		
Facility After-Hours Charges	Ramon Duarte	305-375-3907
Rent Roll	Juan Silva/Ramon Duarte	305-375-3465
Trade Shop Renovation Services	Jorge Orol	786-469-2702
Electrical Energy	Michele Markovitz	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	David Campos	305-592-3016

Office of Management and Budget (OMB)		
Retirement and Group Health Rates	John Sarduy	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 2021-22 Published Edition

Table of Contents

How to Use This Manual

This 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 2020-21 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	<u>Descriptions</u> - semicolon with period at end <u>Bullets</u> - 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 2022-23

The FY 2021-22 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 2022-23 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 2022-23 Proposed Budget (**NOT** FY 2022-23 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 2020-21 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
- Homeownership Assistance Program $2,625
- Office of the Executive Director and Administration $1,088

Revenues by Source
(dollars in thousands)

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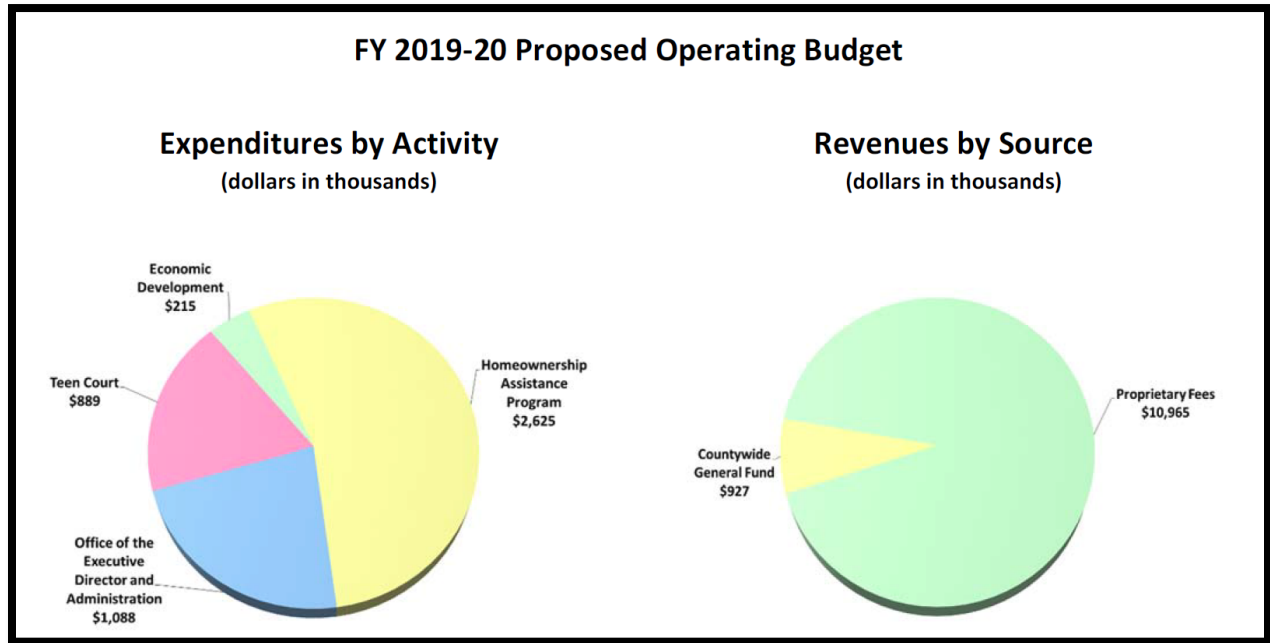
The information will be pulled directly from financial values in RFRO.

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
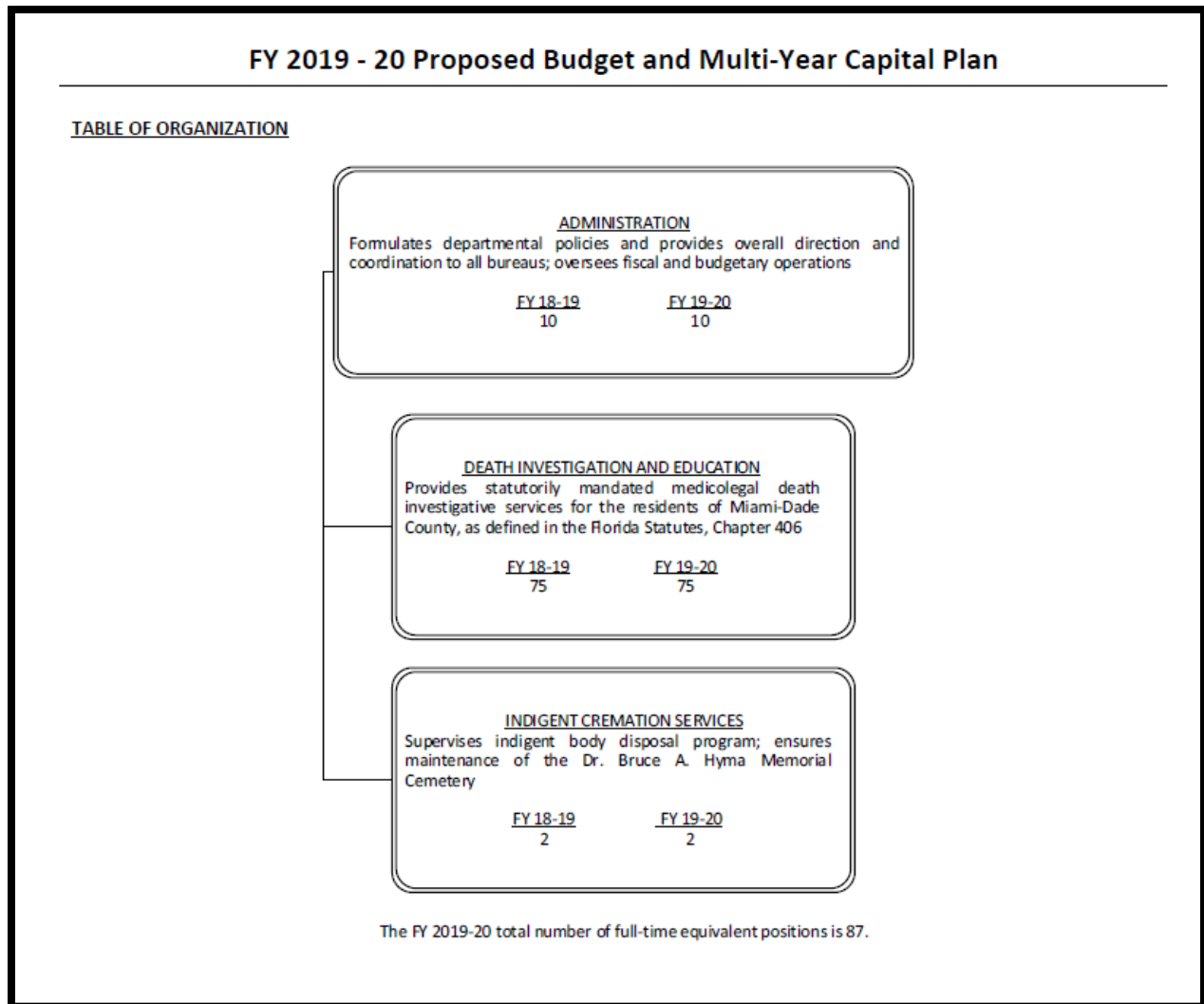
FY 18-19	FY 19-20
10	10

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
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					FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Budget	FY 18-19 Projection	FY 19-20 Target
Measures	SO	RD	Type	Good					
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 2020-21, ISD published five books [if the department has completed it]
- During FY 2020-21, ISD will publish five books [if the department hasn't completed it]
- During FY 2020-21, 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