

OFFICIAL FILE COPY
CLERK OF THE BOARD
OF COUNTY COMMISSIONERS
MIAMI-DADE COUNTY, FLORIDA

Approved _____ Mayor
Veto _____
Override _____

Agenda Item D
As Amended 9-18-08

ORDINANCE NO. 08-107

ORDINANCE APPROVING, ADOPTING AND RATIFYING THE UNINCORPORATED MUNICIPAL SERVICE AREA BUDGET FOR MIAMI-DADE COUNTY, FLORIDA, FOR THE FISCAL YEAR COMMENCING OCTOBER 1, 2008, AND ENDING SEPTEMBER 30, 2009; PROVIDING A SHORT TITLE; INCORPORATING THE 2008-09 PROPOSED BUDGET AS AMENDED; APPROPRIATING ALL BUDGETED EXPENDITURES; AUTHORIZING THE INVESTMENT OF COUNTY FUNDS IN TIME WARRANTS OF MIAMI-DADE COUNTY; AUTHORIZING TRANSFER OF FUNDS AS CASH ADVANCES PENDING RECEIPT OF TAXES; AUTHORIZING DEPOSIT OF INTEREST EARNED TO THE GENERAL FUND RATIFYING AND APPROVING IMPLEMENTING ORDERS AND OTHER ACTIONS OF THE BOARD WHICH SET CHARGES; AUTHORIZING FEES CONSISTENT WITH APPROPRIATIONS AND PROVIDING FOR THEIR AMENDMENT; RECOGNIZING AND CONTINUING THE UNINCORPORATED MUNICIPAL SERVICE AREA; AUTHORIZING THE COUNTY MANAGER TO EXECUTE CERTAIN FUNDING AGREEMENTS; AMENDING ARTICLE LXXIA OF THE CODE OF MIAMI-DADE COUNTY, FLORIDA, CHANGING THE DEPARTMENT NAME FROM "TEAM METRO" TO THE "OFFICE OF NEIGHBORHOOD COMPLIANCE"; REPEALING PRIOR ORDINANCES AND RESOLUTIONS IN CONFLICT; PROVIDING SEVERABILITY; AND PROVIDING AN EFFECTIVE DATE

BE IT ORDAINED, BY THE BOARD OF COUNTY COMMISSIONERS OF MIAMI-DADE COUNTY, FLORIDA:

Section 1. This ordinance shall be known and may be cited as the "2008-09 Miami-Dade County Unincorporated Municipal Service Area Budget Ordinance".

Section 2. Pursuant to Section 5.03(B) of the Home Rule Charter, the County Manager has recommended a proposed budget for Miami-Dade County, Florida, for the fiscal year commencing October 1, 2008. Said budget document as submitted to the Board of County Commissioners ("Board") is incorporated herein by reference and is amended to include all of the applicable changes contained in the September 18, 2008, memorandum from the County



Manager, entitled Information for Second Budget Hearing – FY 2008-09 Proposed Budget. The numerical changes in appropriations and expenditures resulting from the foregoing are incorporated in the attachment hereto.

Section 3. The Unincorporated Municipal Service Area proposed budget, including the five-year financial plan contained therein, is hereby approved, adopted and ratified, and the budgeted revenues and expenditures therein are hereby appropriated. Department expenditure allocations established by the County Manager as revised and summarized in the attached budget are adopted as limitations of all expenditures, except as hereinafter provided; and appropriations have been hereby provided for outstanding indebtedness for the payment of vouchers that have been incurred in the current or prior year, but are not expected to be paid until the commencement of the new fiscal year. Receipts from sources not anticipated in the attached budget may be appropriated and expended by ordinance duly enacted by the Board in accordance with Section 129.06(2)(d), Florida Statutes, and Section 1.02(A) of the Miami-Dade County Home Rule Charter. Adjustments within the same fund to departmental appropriations made in the attached budget may be approved from time to time by motion duly adopted by the Board in accordance with Section 129.06(2), Florida Statutes and Ordinance No. 07-45. The Director of the Office of Strategic Business Management is authorized to approve adjustments to expenditure code allocations within the limit of the departmental or other appropriations made in the attached budget. All adjustments herein are approved and ratified.

Section 4. Pursuant to the authority of Chapter 8015, Special Acts of Florida, 1919, which authorizes the Board of County Commissioners of Miami-Dade County, Florida, to borrow money and to issue time warrants, and pursuant to the authority of Section 129.02(5), Florida Statutes, which permits funds of the County to be invested in securities of the federal government and of the local governments in Florida, or both, the Finance Director is hereby authorized to invest these monies in the time warrants of Miami-Dade County, Florida.

Section 5. As provided in Section 5.03(C) of the Home Rule Charter, the Board hereby authorizes the transfer of any portion of the earnings or balance of the several funds, other than sinking funds, for obligations not yet retired, to the general funds of the County provided that such transfer be deemed a cash advance to meet operating and other expenses approved by the Board, and that all such advances shall be reimbursed before the end of the fiscal year upon receipt of adequate tax or other appropriate revenues. Provided, however, that this section in no way limits or restricts the power of the Board to transfer any unencumbered appropriation balance, or any portion thereof, from one department, fund or agency to another as provided by law pursuant to Section 5.03(C) of the Home Rule Charter.

Section 6. The Finance Director, pursuant to Section 5.03(C) of the Home Rule Charter, is hereby authorized to deposit to the accounts of the General Fund any interest on deposits earned or accrued to the benefit of any trust funds, revolving accounts, working capital reserves or other funds held in trust by Miami-Dade County, unless specifically prohibited from doing so by trust or other agreements.

Section 7. All Implementing Orders and other actions of the Board setting fees and charges as well as all fees and charges consistent with appropriations adopted herein, are hereby ratified, confirmed and approved; and may be amended by subsequent Board action during the fiscal year.

Section 8. The Unincorporated Municipal Service Area is hereby recognized and continued. All funds budgeted for this area are provided by general taxes and other revenue related to this area.

Section 9. All references to "Team Metro" in the Code of Miami-Dade County, including Article LXXIA of the Code of Miami-Dade County, are hereby amended to change the department's name referenced therein from "Team Metro" to the "Office of Neighborhood Compliance".

Section 10. The County Manager is hereby authorized to execute County Attorney-approved agreements for funding allocations for Community-based Organizations approved in this ordinance as a result of a Request for Proposal or other formal selection process or individual allocations approved by the Board.

Section 11. Notwithstanding any other provision of the County Code, resolution or Implementing Order to the contrary, non-profit entities awarded grants of County monies from the Elected Officials Discretionary Reserve, Commission Office Funds, or County Services Reserve shall not be required to complete affidavits of compliance with the various policies or requirements applicable to entities contracting or transacting business with the County.

Section 12. All ordinances and parts of ordinances and all resolutions in conflict herewith are hereby repealed.

Section 13. If any section, subsection, sentence, clause or provision of this ordinance is held invalid, the remainder of this ordinance shall not be affected by such invalidity.

Section 14. The provisions of this ordinance shall become effective ten (10) days after the date of enactment unless vetoed by the Mayor, and if vetoed, shall become effective only upon override by this Board. In the event all or any portions of this ordinance are vetoed, the remaining portions, if any, shall become effective ten (10) days after the date of enactment and the portions vetoed shall become effective only upon override by this Board.

Section 15. This ordinance does not contain a sunset provision.

PASSED AND ADOPTED: September 18, 2008

Approved by County Attorney as
to form and legal sufficiency. *JAC*

**UNINCORPORATED MUNICIPAL SERVICE AREA
GENERAL FUND REVENUE**

NET*
2008-09
BUDGET

TAXES

General Property Tax (Tax Roll: \$76,880,588,023)	\$146,680,000
Utility Tax	65,273,000
Communications Services Tax	48,355,000
Franchise Tax	<u>51,799,000</u>
Subtotal	<u>\$312,107,000</u>

OCCUPATIONAL LICENSES

Business Taxes	<u>\$1,950,000</u>
Subtotal	<u>\$1,950,000</u>

INTERGOVERNMENTAL REVENUES

State Sales Tax	\$66,188,000
State Revenue Sharing	46,395,000
Alcoholic Beverage Licenses	<u>264,000</u>
Subtotal	<u>\$112,847,000</u>

CHARGES FOR SERVICES

Sheriff and Police Fees	<u>\$1,181,000</u>
Subtotal	<u>\$1,181,000</u>

**UNINCORPORATED MUNICIPAL SERVICE AREA
GENERAL FUND REVENUE (cont'd)**

		<u>NET*</u> <u>2008-09</u> <u>BUDGET</u>
<u>INTEREST INCOME</u>		
Interest		<u>\$3,060,000</u>
	Subtotal	<u>\$3,060,000</u>
 <u>OTHER</u>		
Administrative Reimbursements		\$14,414,000
Miscellaneous		<u>479,000</u>
	Subtotal	<u>\$14,893,000</u>
 <u>CASH CARRYOVER</u>		
Cash Carryover		<u>\$35,665,000</u>
	Subtotal	<u>\$35,665,000</u>
	Total	<u>\$481,703,000</u>

*All anticipated receipts have been adjusted as necessary in accordance with Chapter 129.01(2)(b) of the Florida Statutes.

**UNINCORPORATED MUNICIPAL SERVICE AREA
EXPENDITURES**

	2008-09 <u>Budget</u>
County Executive Office	\$2,735,000
Board of County Commissioners (BCC)	6,012,000
County Attorney	6,240,000
Miami-Dade Police	342,427,000
Non-departmental – Public Safety	400,000
Cultural Affairs	2,104,000
Park and Recreation	25,971,000
Non-departmental - Recreation and Culture	160,000
Office of Neighborhood Compliance	5,878,000
Planning and Zoning	3,128,000
Public Works	8,773,000
Non-departmental – Neighborhood and Unincorporated Area Municipal Services	541,000
Non-departmental - Economic Development	1,116,000
Agenda Coordination	343,000
Americans with Disabilities Act Coordination	147,000
Audit and Management Services	1,696,000
Enterprise Technology Services	12,114,000
Fair Employment Practices	377,000
General Services Administration	14,948,000
Government Information Center	5,076,000
Grants Coordination	185,000
Human Resources	3,438,000
Strategic Business Management	1,732,000
Non-departmental - Enabling Strategies	<u>36,162,000</u>
 Total	 <u>\$481,703,000</u>

Memorandum



Date: September 18, 2008

To: Honorable Chairman Bruno A. Barriero
and Members, Board of County Commissioners

From: George M. Burgess
County Manager 

Subject: Information for Second Budget Hearing – FY 2008-09 Proposed Budget

This document provides recommended amendments to the FY 2008-09 Budget Ordinances for your consideration at the second budget hearing on September 18, 2008. The Budget Director and I have met with each Commissioner since the first budget hearing to discuss any concerns you might have and to discuss your priority projects and services. Also, we have taken into consideration the comments and concerns raised at the September 12 Special Budget Committee meeting. This report serves to outline the adjustments recommended as a result of those meetings.

Budget Adjustments

The recommended operating budget adjustments total \$26.470 million and are summarized in the table below and detailed in the following paragraphs. Adjustments are being made to proprietary revenues, contributions to the Countywide Emergency Contingency Reserve and the Service Enhancement Reserve in each taxing jurisdiction, and to ad valorem revenues due to millage rate reductions in each of our four taxing jurisdictions.

Revenue Budget Recommendations

(Dollars in Thousands)

	CW	UMSA	Fire		Total
			Rescue/ Library	Proprietary/ Other	
Revenue Adjustments					
Countywide General Fund - Ad-Valorem Revenue	(8,258)	0	0	0	(8,258)
Unincorporated Municipal Service Area - Ad-Valorem Revenue	0	(2,432)	0	0	(2,432)
Fire Rescue District - Ad-Valorem Revenue	0	0	(3,049)	0	(3,049)
Library District - Ad-Valorem Revenue	0	0	(424)	0	(424)
Elections - Voter Education Grant	0	0	0	100	100
Medical Examiner - Additional Grant Funding	0	0	0	95	95
Transit - Operating Revenue/Surtax Draw	0	0	0	40,438	40,438
Total Revenue Adjustments	(\$8,258)	(\$2,432)	(\$3,473)	\$40,633	\$26,470

Expenditure Budget Recommendations

(Dollars in Thousands)

<u>Expenditure Adjustments</u>	<u>CW</u>	<u>UMSA</u>	Fire	<u>Proprietary/</u>	<u>Total</u>
			<u>Rescue/</u>	<u>Library</u>	
Fire Rescue - Service Enhancement Reserve Ad-Valorem Adjustment	0	0	(3,049)	0	(3,049)
Fire Rescue - County Services Moved back to District	(7,918)	0	7,918	0	0
Non-Departmental - UMSA Service Enhancement Reserve Ad-Valorem Adjustment	0	(2,432)	0	0	(2,432)
Library District - Service Enhancement Reserve Ad-Valorem Adjustment	0	0	(424)	0	(424)
Fire Rescue - Service Enhancement Reserve Reduction for Operations	0	0	(8,758)	0	(8,758)
Non-Departmental - CW/UMSA Serv. Enhancement Reserve Reduction for Operations	(220)	(6,954)	0	0	(7,174)
Non-Departmental - Tax Increment Financing/CRA	(340)	0	0	0	(340)
Non-Departmental - Transfer to Emergency Contingency Reserve	(8,072)	0	0	0	(8,072)
Fire Rescue - In-Kind Services Reserve	0	0	40	0	40
Commission on Ethics and Public Trust - Investigator and Community Outreach	187	0	0	0	187
Community Action Agency - Neighborhood Service Centers	290	0	0	0	290
Elections - Voter Education Grant	0	0	0	100	100
Fire Rescue - Additional Fire Boats	0	0	800	0	800
Government Information Center - Operating Expenses Including Radio Adds	576	246	0	0	822
Human Services - Domestic Violence Treatment Program	400	0	0	0	400
Judicial Administration - Operating Expenses for Miami-Beach Courthouse	137	0	0	0	137
Medical Examiner - Equipment Purchase	0	0	0	95	95
Non-Departmental - American Society of Public Administrators	50	0	0	0	50
Non-Departmental - Beacon Council Marketing Program	70	0	0	0	70
Non-Departmental - Capital Outlay Reserve for Administrative Office of the Court	126	0	0	0	126
Non-Departmental - Capital Outlay Reserve for Agricultural Cattle Show	300	0	0	0	300
Non-Departmental - Capital Outlay Reserve for Clerk of the Court	269	0	0	0	269
Non-Departmental - Capital Outlay Reserve for Gwen Cherry Park Improvements	0	160	0	0	160
Non-Departmental - Capital Outlay Reserve for Lot Clearing	0	400	0	0	400
Non-Departmental - Capital Outlay Reserve for QNIP VI Debt Service	0	1,600	0	0	1,600
Non-Departmental - Capital Outlay Reserve for Super Bowl Roadway Improvements	450	0	0	0	450
Non-Departmental - Community Periodicals Program	430	185	0	0	615
Non-Departmental - Elections Reserve	1,000	0	0	0	1,000
Non-Departmental - Florida International University Labor Center	65	0	0	0	65
Non-Departmental - In-Kind Services Reserve	995	265	0	0	1,260
Non-Departmental - Miami River Commission Scavenger Vessel	100	0	0	0	100
Non-Departmental - Print Media, World Wide Web, and Radio Communications	350	150	0	0	500
Non-Departmental - Sports Commission Operations and Miami Football Classic	300	0	0	0	300
Non-Departmental - Travel Industry Association Pow Wow	750	0	0	0	750
Park and Recreation - 27th Avenue Boxing Gym	97	0	0	0	97
Park and Recreation - Beach Maintenance	543	0	0	0	543
Park and Recreation - Program Scholarships	0	200	0	0	200
Park and Recreation - Replace Learn to Swim and Elderly Program Fee Adjustments	0	2,187	0	0	2,187
Park and Recreation - Roving Crew Grounds Maintenance	0	616	0	0	616
Planning and Zoning - CW Healthcare Planning and Community Council Support	357	141	0	0	498
Public Works - Mowing, Litter, and Landscape Clearing Cycles	450	140	0	0	590
Team Metro - Code Compliance Outreach	0	664	0	0	664
Transit - Non-Operating Debt Service	0	0	0	(2,611)	(2,611)
Transit - Operating Expenses	0	0	0	43,049	43,049
Total Expenditure Adjustments	(\$8,258)	(\$2,432)	(\$3,473)	\$40,633	\$26,470

Millage Rates

At your first budget hearing, the Board of County Commissioners (BCC) tentatively adopted the millage rates advertised on the TRIM notices. These rates generated revenue in excess of the Proposed Budget and this revenue was allocated to a Service Enhancement Reserve in each taxing jurisdiction. The millage rates adopted by the Board represent a ceiling for purposes of the Board's deliberation at the second budget hearing.

Based on Commissioner Martinez's memorandum of September 17, 2008, the Unincorporated Municipal Service Area (UMSA), Fire and Rescue District, and Library System millage rates have been reduced to the maximum millage rates, as defined by State law, and the corresponding revenue have been reduced from each jurisdiction's Service Enhancement Reserve, as detailed in the table below.

Jurisdiction	Advertised Millage Rate	Maximum Millage Rate	Reduction to Service Enhancement Reserve
UMSA	2.0416	2.0083	(\$2,432,000)
Fire	2.2067	2.1851	(\$3,049,000)
Library	0.3842	0.3822	(\$424,000)

The Proposed Budget included a shift of funding for certain activities provided by the Miami-Dade Fire Rescue Department (MDFR) on a countywide basis. One of these activities, communications, was shifted pursuant to Section 1.01A (4) of the Miami-Dade County Charter which directs that the BCC has the power to provide communications for police and fire protection. Police communications has historically been funded from the Countywide General Fund. The communication system in place has been designed and resourced to provide full service countywide. Other activities that were shifted, including the Motorcycle Emergency Response Team (MERT), hazardous materials team (HAZMAT), fire boats, dive operations, antivenin unit, and fire apprentice program are also provided countywide. At this time, however, because the countywide provision of these services is not required by charter or other legislation, it is recommended that the funding for these services be shifted back to the Fire Rescue District. The countywide millage rate is recommended to be reduced by the amount corresponding to this revenue shift (and adjusted for tax increment payments of \$340,000) from the advertised rate of 4.8733 to 4.8379 mills (\$8.258 million). The services to be shifted to the district will be funded by the Service Enhancement Reserve (\$7.918 million).

Millage Summary

Taxing Authority	Adopted FY 2007-08 Millage Rates	Millages Adjusted for July 1st Certified Roll	Millage Rates at TRIM	Revised Recommended Millage Rates
Countywide	4.5796	4.8733	4.8733	4.8379
Countywide Debt	0.2850	0.2850	0.2850	0.2850
UMSA	2.0416	1.9109	2.0416	2.0083
Fire	2.2067	2.0293	2.2067	2.1851
Fire Debt	0.0420	0.0420	0.0420	0.0420
Library	0.3842	0.3573	0.3842	0.3822
Total	9.5391	9.4978	9.8328	9.7405

Quality Neighborhood Improvement Program Series 2009 (QNIP VI)

As noted at the first budget hearing, several Commissioners expressed a desire and support for continuing the successful QNIP program as a means to provide needed neighborhood infrastructure improvements targeting, local parks as well as local drainage, sidewalks, resurfacing and other related local infrastructure projects in UMSA. It is recommended that this program be sized at \$30 million, similar to QNIP V in 2007, and be funded with \$8 million of unallocated interest earnings from prior QNIP

programs, previously recommended in the FY 2008-09 Proposed Budget for QNIP debt service or principal reduction and a debt issuance for the remaining \$22 million. The required annual debt service payment is estimated to be \$1.6 million. The Office of Capital Improvements will continue to manage the program allocations and will work with each Commission district and the implementing departments to closeout remaining QNIP programs and to implement the new QNIP VI. The table below provides the recommended Commission district allocations for QNIP VI. All QNIP ordinance schedules will be updated in the final budget ordinance to reflect the historical use of proceeds, interest and the recommendations contained herein.

FY 2008-09 Proposed QNIP 6 Recommendation

Funding is allocated based on a 50% UMSA Population and 50% UMSA Geographic Area weighting

	UMSA Population*		UMSA Square Miles**		Total	
District 1	5.24%	\$786,302	4.38%	\$656,501	4.81%	\$1,442,803
District 2	10.56%	\$1,584,453	9.08%	\$1,361,684	9.82%	\$2,946,137
District 3	2.72%	\$407,761	0.83%	\$124,570	1.77%	\$532,332
District 4	3.20%	\$479,649	2.65%	\$398,053	2.93%	\$877,702
District 5	0.06%	\$8,730	0.29%	\$43,671	0.17%	\$52,402
District 6	4.99%	\$748,142	5.55%	\$831,901	5.27%	\$1,580,043
District 7	5.02%	\$752,813	6.63%	\$994,416	5.82%	\$1,747,229
District 8	9.89%	\$1,484,121	16.80%	\$2,520,046	13.35%	\$4,004,167
District 9	14.63%	\$2,195,222	16.94%	\$2,541,523	15.79%	\$4,736,746
District 10	17.81%	\$2,670,872	11.74%	\$1,760,452	14.77%	\$4,431,324
District 11	17.67%	\$2,650,098	13.23%	\$1,983,820	15.45%	\$4,633,918
District 12	3.97%	\$595,681	8.59%	\$1,288,660	6.28%	\$1,884,341
District 13	4.24%	\$636,154	3.30%	\$494,702	3.77%	\$1,130,856
Total		\$15,000,000		\$15,000,000		\$30,000,000

* inside the UDB, based on 2000 Census data, updated for incorporations

** inside the UDB, updated for incorporations

Community Action Agency (CAA) and Department of Human Services (DHS)

The FY 2008-09 Proposed Budget included the closure of the Naranja Neighborhood Center and the closure of the Caleb Neighborhood Center. Subsequent to the release of the Proposed Budget, DHS relocated the Child Development Services (CDS) Eligibility Determination units currently operating from West Kendall and the South Dade Government Center to the Naranja Neighborhood Center. Upon careful review, and in recognition of the importance of providing neighborhood-based services, we now feel the Naranja Neighborhood Center site can accommodate all of these services – a neighborhood services center, elderly program, and CDS eligibility functions – at that location by adding one position to CAA and the respective operational cost from the countywide general fund (\$110,000). It is also recommended that the Caleb Neighborhood Center be restored (\$180,000 in countywide general fund and three positions). As we implement the remaining service realignments included in the Proposed Budget, we anticipate there may be other necessary adjustments that require a future budget amendment. It is also recommended at this time to restore funding (\$400,000 from the countywide general fund) and four positions in DHS to provide clinical treatment to offenders and victims of domestic violence and intra-family child abuse victims at current year levels.

Super Bowl XLIII

As indicated in Resolution 565-05, the Board agreed to support the South Florida Super Bowl Host Committee's bid to host the Super Bowl XLIII in 2010. The FY 2008-09 Proposed Budget includes \$750,000 as part of the first installment of a total allocation of \$1.5 million. When Super Bowl XLI was played in Miami-Dade County in 2007, considerable landscaping and other aesthetic improvements were made in the areas located in the immediate area of the Super Bowl activities. In preparation for the upcoming event, it is recommended that \$450,000 be allocated from the countywide general fund in the

Capital Outlay Reserve to continue these improvements along major roadways in Districts 2 and 3 between the Airport and the tourist-related locations near Downtown Miami and the stadium in Miami Gardens.

Sports Commission

The FY 2008-09 Proposed Budget recommended \$250,000 for the Miami-Dade Sports Commission. The Commission successfully promoted youth, amateur, and professional sporting events in Miami-Dade County which have generated almost \$150 million in economic benefits for the community since 2004. Based on this success and the need for our region to remain competitive with other venues, it is recommended that the Miami-Dade Sports Commission receive an additional \$250,000 from the countywide general fund for a total allocation of \$500,000 in FY 2008-09 for operational support. It is also recommended that \$50,000 be allocated through the Sports Commission to support the Miami Football Classic scheduled for September 2009.

Fire Rescue

Concerns have been raised by some Board members regarding coverage of our waterways by the Miami-Dade Fire Rescue Department. At the present time the Department operates two Metalcraft fireboats, of which only one is fully staffed (Fireboat 1). Fireboat 2 is currently used for training and as a spare boat. In addition to the two fireboats, a 28' Whitewater (Marine 2) vessel fitted with a pump, and a 24' Boston Whaler vessel are docked at the Port of Miami. I am recommending that Fireboat 2 be properly staffed and redeployed to Haulover Beach Marina (\$675,000, 18 positions), and Marine 2 be redeployed to Black Point Marina (\$125,000 which includes training and operational costs). Staffing for Marine 2 will be from existing Station 55 personnel. This is partial year funding in order to allow for the appropriate lead time to train and deploy personnel. It is recommended that funding for these enhancements be allocated from the Service Enhancement Reserve in the Fire Rescue District.

Community and Public Outreach

As part of the Proposed Budget, I recommended that community and public outreach be delivered in a different way than in the past. The ways that we communicate have changed a great deal in the past 15 years when the concept of Team Metro was first developed. Rapidly evolving technology has enabled the implementation of the County web portal and the 311 Answer Center and we have not yet fully tapped the potential of either of these communication vehicles. As these functions develop, however, we must not forget the importance of more traditional forms of communication, including print media, radio programming, and face-to-face interactions. We are still refining our strategies to deliver outreach services and recommend the following adjustments at this time.

Outreach Office – Government Information Center (GIC)

As a result of concerns raised by the Commission at the first budget hearing, it is recommended that the Northeast office remain operational, which will provide for a total of five outreach offices countywide. Also, one of the outreach offices, previously designated as the Caleb Center, will be instead at the MLK facility, currently known as Northside, in order to provide greater ease of access to the office for residents traveling by Metrobus or Metrorail. In order to meet the operational needs of the additional facility, two additional Outreach Specialists will be restored in the GIC. Additional general fund support of (\$120,000 countywide, \$52,000 UMMA) is required for salaries, fringes and other operational expenses related to the addition of an outreach office. To provide a County government presence in the northwest part of the county, a District 13 Resource Center will be established. Any required renovation costs will be funded by Capital Outlay Reserve and personnel and operating costs will be absorbed by the District 13 office budget.

Code Compliance Outreach

The proposed re-alignment of Team Metro functions included the elimination of code enforcement community outreach. Due to concerns raised by the Board and some outside organizations, it is

recommended that partial funding be restored for community outreach regarding code enforcement issues (\$664,000 UMSA General Fund, seven Outreach Specialist and one Outreach Supervisor positions). As part of their job assignments, these positions will meet with community groups such as housing associations and civic organizations, and will attend meetings such as the Miami-Dade Police Department's citizen advisory committees in order to address code compliance concerns. These positions will manage code-related cases that arise from these meetings and help educate the community-at-large regarding code compliance and enforcement issues.

Radio Outreach, Community Periodicals Program, and the Internet

As a result of concerns raised by the Commission at the first budget hearing related to radio-related community outreach, it is recommended that the allocation for FM Radio Outreach in the GIC budget be increased by \$75,000, for a total of \$150,000 (\$53,000 countywide and \$22,000 UMSA), which is in the current year funding level. This is combined with another \$150,000 already included in the general government budget.

Section 2-2021(a) of the Community Periodical Program (CPP) Ordinance stipulates that the County will expend no less than one third of its discretionary print advertising budget through the CPP or expend a specific amount on the program as established in the budget ordinance. In FY 2007-08, discretionary advertising expenditure is projected to be \$553,000, based on year-to-date activity. The FY 2008-09 Proposed Budget included funding of \$270,000 for the CPP. In response to concerns raised by the Board regarding improved outreach and communications to our residents, it is recommended that \$615,000 of general fund support (\$430,000 countywide and \$185,000 UMSA) be dedicated specifically to the CPP, which is the current year level of funding from the general fund.

Because of the importance of providing a clear and consistent message regarding county services, I recommend an additional \$500,000 be allocated for radio, print, and web-based communications. We will bring to the BCC a plan for allocating this funding by the end of October.

311 Answer Center- GIC

In order to address concerns raised at the first budget hearing related to overall reductions in outreach activities, it is recommended that the 311 Answer Center service hours that were reduced as part of the FY 2008-09 Proposed Budget be restored. As a result, 311 services hours will remain the same as the current year level, (weekdays from 6am to 10pm and on weekends from 8am to 8pm). Additional funding of \$575,000 and 11 positions (\$403,000 countywide and \$172,000 UMSA) is required to restore these service hours.

Public Works

The FY 2008-09 Proposed Budget recommends the consolidation of lot clearing activities previously performed by the Solid Waste Department and Team Metro into Public Works and funded at a level of \$812,000 from the Capital Outlay Reserve. It is recommended that this amount be increased by \$400,000 to a total of \$1.212 million for the inclusion of junk and trash removal (\$250,000) on residential and commercial lots as a result of enforcement actions after the property owner fails to comply with cumulative citations. Funding for three positions is required in the Public Works Department (\$150,000) to conduct inspections and oversee lot clearing activities on County owned lots and to provide monitoring of enforcement lot clearing activities, including inspection of junk and trash weight disposed at trash and recycling centers.

The FY 2008-09 Proposed Budget also recommends a reduction of 18 litter cycles, six landscape cycles, and four mowing cycles to a reduced level of 15 litter, 15 landscape cycles and 10 mowing cycles. After discussions with several Board members, I recommended that the mowing cycles be increased by two (\$140,000) for a total of 12 cycles per year to ensure this function is performed once a month. Funding will be provided by an increased transfer from Unincorporated Municipal Service Area (UMSA) general

fund. It is also recommended that five additional landscape and five additional litter cycles on arterial roads be restored (\$450,000), funded from the countywide general fund. Finally, it is recommended that the resurfacing and curb and gutter installation along NW 95th street east of I-95 commence in FY 2008-09 and multi-year funding (\$850,000) be provided from capital improvement local option gas tax and other road construction funds.

Park and Recreation **Grounds Maintenance**

At the first budget hearing, many of you expressed concerns regarding the proposed reductions to park maintenance. It is recommended that additional UMMA general fund support (\$616,000), including 14 additional positions, be provided to restore the Department's roving crew grounds maintenance to the current year level. Among other things, the restored funding and positions will allow the Department to restore its mowing cycles to FY 2007-08 levels at community parks (to 26 from 21 times a year), mini-parks (to 12 from 11 times a year), at neighborhood parks (to 18 from 14 times a year), and greenways (to 12 from 10 times a year).

27th Avenue Boxing Gym

It is recommended that the 27th Avenue Gym Boxing Center, originally eliminated in the Proposed Budget, be restored (\$97,000, one position) from the countywide general fund. This gym provides the adults and youth in the surrounding community not only a place for fitness activities, but also opportunities in the amateur boxing competitive arena.

Beach Maintenance

At the first budget hearing concerns were expressed regarding the County's maintenance of its 15-mile stretch of ocean beaches. South Florida is known worldwide for attracting visitors and locals to its beaches, which is a critical component to our tourism industry. A great deal of misleading information has been disseminated of late regarding the quality of the County's beach maintenance efforts. Although the Park and Recreation Department has always done a very good job under extremely difficult circumstances, I am recommending that \$543,000 in countywide general fund support and six additional full-time positions and one part-time position be added to enhance beach maintenance efforts. The additional funding will fund one additional beach maintenance crew and one litter crew (\$293,000), purchase an additional sand sifter and tractor (\$180,000), and fund other associated costs (\$70,000). This recommended enhancement will increase the frequency of the sand sifting where needed along our beaches, and supplement litter pick-up and dunes grounds keeping and maintenance. Because the coastal cities, including Miami Beach, benefit not only from the tourism industry, but also directly benefit from concessions on the beach, I also recommend that they enhance their enforcement efforts and that we all work together to address the service needs.

Fee Adjustments

Based upon a number of concerns raised by the Board at the first budget hearing, staff continued to analyze the impact of certain fees established for programs provided at our neighborhood parks. It is recommended that the fees proposed for learn to swim programs and seniors programs be eliminated and the fees recommended for sports development programs be reduced to \$10 from \$20 per week, and the required funding be provided from the UMMA general fund to replace the reduced revenues (\$2.187 million). It is also recommended that an additional \$200,000 be added in UMMA general fund support to the department's FY 2008-09 Proposed Budget as an enhancement for park program scholarships.

Park Improvements and Events

It is recommended that funding for tennis courts at Gwen Cherry Park (\$160,000 UMMA general fund), be allocated in the Capital Outlay Reserve. It is also recommended that \$300,000 of countywide general fund support be allocated for support of the Agriculture and Cattle Show. The first such event was held in May 2008 and attracted more than 20,000 participants. Stalls and other amenities required for the

Tropical Park Equestrian Center are funded from the Building Better Communities Bond funding for Tropical Park.

Beacon Council and Greater Miami Convention and Visitors Bureau

In FY 2000-01, the BCC approved an allocation of \$6 million for the Beacon Council's Miami-Dade Marketing Initiative (MDMI) to market Miami-Dade County as a premier business destination to business owners, commercial real estate brokers and developers, and site selectors nationally and internationally. The unspent balance from the \$6 million has been carried forward each year and as of year-end FY 2006-07, \$965,448 remained. It is anticipated that the Beacon Council will expend the entire balance by the end of the current fiscal year. It is recommended that the current agreement be amended to allow the Beacon Council to draw down the remaining funds.

At the September 2, 2008 BCC meeting, the Beacon Council unveiled a new marketing initiative in partnership with American Airlines, the Greater Miami Convention and Visitors Bureau (GMCVB), the Seaport, and the Aviation Department, to continue to aggressively market Miami-Dade County in light of the recent economic downturn. To assist in this important endeavor, I am recommending that the Local Business Tax Receipts held in escrow in the Office of Community and Economic Development, estimated at \$330,000, be provided to the Beacon Council to support this initiative, along with \$50,000 of Seaport promotional funds, \$50,000 of Airport funds, and \$70,000 of countywide general fund support for a total of \$500,000 for FY 2008-09. It is recommended that an agreement be executed in support of this effort.

Additionally, the Proposed Budget included a transfer of \$200,000 from the Beacon Council to the newly created Office of Economic Development Coordination (OEDC) to support economic development activities. The GMCVB has offered \$75,000 toward support of this office, allowing for a reduction in Beacon Council support to \$125,000.

General Government

It is anticipated that voter turnout for the 2008 Presidential Election will be high. Many voters will be utilizing the new optical scan voting system for the first time during this election. In an effort to ensure a smooth election process, which may require certain operational adjustments to early voting and other efforts leading up to the Election Day, it is recommended that an Elections Reserve be created (\$1 million) to address additional expenses. In addition, as part of the information provided for the first budget hearing, the State grant funding for voter education should have reflected \$220,000 instead of the \$120,000 presented in the information provided for the first budget hearing. The additional \$100,000 in revenue will be allocated to voter education as required by the grant.

Eleventh Judicial Circuit

Prior to FY 2006-07, the Eleventh Judicial Circuit operated a branch court in the City of Miami Beach. When renovations were necessary in the City of Miami Beach facility, those services were temporarily relocated. While the City of Miami Beach has now completed the renovation of the space, the space is not yet ready to house court operations. The County will need to install the security, furnishings, and communications infrastructure required to support court operations. It is estimated that the Administrative Office of the Courts will need \$126,000 and the Clerk of the Court \$269,000, which will be allocated in the Capital Outlay Reserve for this purpose. Additionally, the Administrative Office of the Courts will require \$137,000 of countywide general fund support to cover the increased operating expenses associated with this facility.

Travel Industry Association – International Pow Wow Conference

Miami-Dade County was chosen by the Travel Industry Association (TIA) as the host community for the 2009 International Pow Wow Conference taking place in May 2009. This is a premier international marketplace event where more than 1,500 international and domestic travel agency buyers and sellers

conduct business negotiations. It is recommended that \$750,000 be provided from the countywide general fund to the TIA for direct support of the event. This contract will be monitored and administered by the Department of Cultural Affairs.

American Society for Public Administrators (ASPA)

The Board, through Resolution 690-04, supported the South Florida Chapter of ASPA application to host the 2009 ASPA National Conference. The South Florida Chapter has been chosen to host the 2009 event. As a result, it is recommended that \$50,000 be allocated from the countywide general fund to assist the host committee with expenses associated with the conference.

Legislative Support

Funding for the Florida Association of Counties (FAC) and the Miami-Dade Delegation Office was not included in the Proposed Budget. In order to support the delegation and to encourage support for County priorities in Tallahassee, it is recommended that funding for both be provided (\$107,000 and \$95,000, respectively) to be paid out of the non-departmental allocation for dues and memberships. Delegation support will be provided by an additional position (Miami-Dade Delegation Liaison) in the Office of Intergovernmental Affairs.

Florida International University (FIU) Labor Center

The FIU Labor Center will be assisting the County to address policy matters related to the responsible wages and living wage ordinance and as a result, it is recommended that \$65,000 be allocated to support the information and research performed by FIU on behalf of the County.

Miami River

It is recommended that \$100,000 be allocated from the countywide general fund to the Miami River Commission to support the annual costs of a scavenger boat for litter and debris removal on the Miami River. This allocation will be made to the Miami River Commission and will be contingent upon matching support from the City of Miami and/or the Miami River Commission.

Transit

The FY 2008-09 Proposed Budget recommended a reduction of 4.5 million bus revenue miles to 28.1 million from the current line-up of 32.6 million. This reduction is the result of an operational gap of \$45 million due to increases in fuel (\$16 million), implementation of the Infrastructure Replacement Program (IRP) (\$7 million), right-sizing bus operator overtime and attrition (\$4 million), maintaining repayment of the loan for existing services (\$8.018 million), maintaining services for which grant funding is no longer available (\$4 million), and budgeting a repayment (\$6.29 million) towards the Department's cumulative operational deficit of \$71 million.

Although on September 2, 2008, the Board approved increasing the Miami-Dade Transit (MDT) fares, fees, and rates by fifty cents, which generates additional revenues of \$20.850 million, based on a two-tier system, in FY 2008-09, bus revenue miles will still have to be reduced to bring expenditures in line with available revenue and close the remaining operational gap detailed above.

As a result, it is recommended that bus revenue miles in FY 2008-09 be reduced by 2.1 million to 30.5 million at the June 2009 line-up change. To properly implement this plan, MDT would need at least three months prior to June 2009 to review different models, to get BCC approval, and to hold public hearings. Making this adjustment during the last quarter of the fiscal year will allow for better ridership information from the new farebox collection system and we will also benefit from the natural personnel attrition that occurs throughout the year. As a result of eliminating 2.1 million revenue miles, it is anticipated that 414 positions will still have to be eliminated by the end of FY 2008-09 instead of the proposed 719 that would have been required at the 4.5 million mile reduction. The 414 positions are comprised of approximately 209 positions in Metrobus operations and 205 vacant positions in other MDT operational functions,

including administration, engineering, and para-transit. In Metrobus operations, the 209 positions are currently filled but will be gradually reduced through attrition.

The 2.1 million revenue mile reduction will have to be made on pre-existing revenue miles that were in place prior to passage of the People's Transportation Plan (PTP) and include headway adjustments to 33 routes and the elimination of six routes. Approximately 45,300 boardings per weekday (approximately 23,000 riders) will be affected by having increased wait times and/or transfers and approximately 1,300 riders will not have a transportation option. On a daily basis, MDT has approximately 275,000 boardings.

MDT will require a net increase in expenditure authority of \$40.438 million to \$463.762 million from a FY 2008-09 proposed amount of \$423.324 million. The \$40.438 million expenditure adjustment is required to provide funding for 32.6 million revenue miles through the end of June 2009 and then to 30.5 million revenue miles for the remainder of the fiscal year.

A corresponding revenue adjustment is required to fund the net increase of \$40.438 million. Due to a technical adjustment of reduced surtax debt service expenditures, a corresponding reduction of \$2.611 million in surtax revenue transfer will also be programmed. The fifty cent fare increase will provide \$20.850 million, leaving a revenue-expenditure gap of \$22.199 million after adjusting for the reduction of surtax debt service revenues. It is recommended that this remaining gap be funded by increasing the current year draw on the loan for existing services from the proposed amount of \$18.455 million to \$40.654 million. This draw would push MDT's borrowing to the maximum authorized amount of \$150 million. It is anticipated that additional borrowing to support existing services would not be required in FY 2009-10 due to the full year effect of reducing 2.1 million revenue miles, further efficiencies to include increased fare collection through the new farebox system, and lastly by modifications to the MOE.

Due to the constraints of a non-unified system as stated earlier, route eliminations in a two-tier transit system will be necessary to achieve the 2.1 million revenue mile reductions. During the next few months we will be discussing the unification of the transit system. One benefit would be making the 2.1 million revenue mile reduction on the system as a whole, which gives MDT the flexibility to make reductions on lower ridership surtax bus routes while maintaining the same level of funding. If the system is unified, MDT would be making headway adjustments to 39 routes impacting 41,000 boardings (20,500) riders per day and no route eliminations would be required, thereby ensuring that the transit riders currently using the system will still have access to public transportation. Additionally, farebox revenue would increase due to better ridership ratios per revenue mile. This would generate an additional \$1.150 million, which would allow funding for unanticipated expenses associated with maintenance and would smooth out any required layoff of filled positions, though some are expected.

The FY 2008-09 Proposed Budget includes the reduction of 44 Metrorail positions along with going to four car trains during off peak hours. Due to the expected implementation of the Miami Intermodal Center (MIC) - Earlington Heights corridor being in FY 2011-12, these positions would have to be restored and additional funds would have to be allocated to train the new personnel in FY 2009-10. It would be short-sighted to eliminate these positions at this point in time. Therefore, these 44 positions will be retained to offset overtime requirements and to right-size resource requirements to properly maintain our current Metrorail system.

MDT's 2008 surtax bond debt service payments programmed in the FY 2008-09 Proposed Budget will require a technical adjustment to \$14.242 million (a decrease of \$2.611 million from \$16.853 million). This technical adjustment is due to the 2008 surtax bond issuance being finalized after the release of the FY 2008-09 Proposed Budget.

Public Health Trust

As reported in the memorandum of Information for First Budget Hearing, the Public Health Trust (PHT) Board and staff worked during the summer to refine the PHT's budget and to continue to develop a financial stability plan in order to eliminate the budget gap that existed when the Proposed Budget was submitted last June. Approximately \$82 million of that gap was related to reductions in federal and state funding, reduced sales surtax collections, a formula-based reduction in the maintenance-of-effort payment from the County due to the reduced property tax roll and other revenue reductions as a result of the economic slowdown and the elimination of the capital contribution from the County, which has contributed \$130 million in such contributions since FY 2004-05, including \$45 million in FY 2007-08.

As described in the attached report from Marvin O'Quinn, President of the PHT, sent to you on September 12, 2008, the PHT has closed the budget gap of \$205 million through a mixture of financial sustainability and improvement initiatives and revenues related to Medicaid underpayments and funds from delays in payments for eligible care. Mr. O'Quinn points out in his report that the plan to balance the budget is ambitious and that the PHT may face changes in the federal and state budgets that could reduce anticipated revenues. At the request of the PHT Board, the PHT staff is preparing alternative adjustments that might be necessary in the event of shortfall during the year.

Historically, the Mayor and the County Commission have recognized the important role that the PHT plays in providing healthcare to the community and its significance as a safety net provider of health services to the community. My staff, the staff from the Office of Strategic Business Management, and I will continue to work with Mr. O'Quinn and his staff during what is expected to be a very challenging year for all of us. It is recommended that the Board approve the budget adjustments from the PHT as summarized in the attached report (see Attachment A).

Water and Sewer

The City of Hialeah has requested an extension of the phase-out of the transmission credit to five years from three years and a recalculation in rate to recover estimated costs. Amendments to the implementing order consistent with this adjustment are attached (attachment I to agenda item F).

Medical Examiner

It is recommended that one forensic investigator position and one forensic technician position be restored (\$137,000) to maintain the extended operating hours provided in the current year budget. The positions will be funded through part-time employee and other personnel expense reductions. In addition, the Department was recently awarded a grant from the United States Department of Justice Paul Coverdell Forensic Science Improvement Grants Program in the amount of \$95,000. The Department will purchase a new Caliper Life Sciences Rapid Trace Solid Phase Extraction (SPE) Workstation with this grant funding in order to improve the quality and timeliness of forensic toxicology services and to reduce caseload backlog.

Finance

The FY 2008-09 Proposed Budget includes two accountant positions funded out of housing surtax proceeds in the Finance Department that were inadvertently not included in the department's position count. These positions will be reflected as part of the Finance Table of Organization.

Planning and Zoning

As part of the Proposed Budget, the responsibility for the administration and support of the Community Councils was transferred to the Planning and Zoning (P&Z) Department. The Proposed Budget did not, however, include the transfer of any positions to assist with this effort. It is recommended that funding for two positions and administrative expenses be added to the P&Z budget (\$141,000, UMSA general fund). It is also recommended that the three positions supporting countywide healthcare planning efforts eliminated in the Proposed Budget be restored (\$357,000, countywide general fund).

Commission on Ethics and Public Trust

The FY 2008-09 Proposed Budget included the reduction of an investigator and a community outreach position (\$187,000). Based on concerns raised by the Board, additional countywide general fund support will be provided to reinstate these positions.

Vizcaya Museum and Gardens

Subsequent to the first budget hearing, Vizcaya was awarded a Federal Emergency Management Agency Hazard Mitigation grant in the amount of \$1.403 million to be matched with \$461,593 of local funding programmed in the Building Better Communities General Obligation Bond Program. It is recommended that this grant funding to be accepted by the Vizcaya Museum and Gardens Trust and be included in the FY 2008-09 Capital Budget and Multi-Year Capital Plan. This grant funding will be used to replace the glass canopy within the facility with impact resistant glass and aluminum.

Community-based Organizations (CBOs) and In-kind Services Reserve

The Information for First Budget Hearing report advised that pursuant to R-420-08, the interim evaluation process conducted during the summer, for continuation funding for FY 2008-09 for CBOs would be provided as part of this memorandum. I anticipate the results of the evaluation process will be reported to you by the end of next week. The report will list each CBO and provide a description of the scope of each contract, the contract value, and the performance review grade for each organization. The report will also be sorted to show the organizations originally awarded funding through a competitive process, as well as those who were not. All CBOs were notified of their initial rankings and provided with information that may be incorporated into a corrective action plan, if necessary. Because reduced funding levels over the past few years have impacted the administrative capacity of many of these organizations, it is recommended that full funding be appropriated for all CBOs, but that funding be released based on the grade obtained (A represents 100 percent of renewal funding, B represents 85 percent, C represents 70 percent, D represents 60 percent, and F represents zero funding) until the organization has had an opportunity to correct contract issues within the first 6 months through adherence to a corrective action plan. Once the corrective actions have been resolved, the CBO Advisory Board will review each contract and determine if funding should be restored at the 100 percent level for FY 2008-09. This recommendation is predicated on the fact that CBOs have had a difficult time meeting contract obligations and understanding that a comprehensive competitive process and outcome-based evaluation will be implemented for FY 2009-10. An update of RFP process and corrective action plan results will be provided at an upcoming Economic Development and Human Services Committee meeting. Funds recaptured as a result of an agency's failure to resolve corrective actions will be held in reserve and used for the FY 2009-10 allocations.

Attachment B lists the allocations to CBOs recommended as a result of the funding provided by the Departments of Solid Waste, Water and Sewer, and Environmental Resources Management for environmental activities. Attachment C lists CBO allocations for recreational and cultural activities.

Due to concerns expressed by the Board during the first budget hearing, it is recommended that the countywide, district specific, and fire rescue district in-kind services reserves be restored at the same level of funding as in FY 2007-08 (\$1.260 million for countywide and district specific activities and \$40,000 for fire rescue activities).

Position Adjustments

In some instances, the above recommendations will adjust the number of positions in the FY 2008-09 Proposed Budget. The adjustments included in this memorandum increase the total number of recommended positions by 388 to 29,372. This is 943 positions less than authorized in FY 2007-08, of which 716 are vacant. The recommendations being advanced to you require staffing adjustments in

departments as summarized below. Attachment D includes the Tables of Organization associated with the personnel changes recommended below.

<u>Department</u>	<u>FY 2008-09 Proposed Budget</u>	<u>Recommended Adjustments</u>	<u>Revised FY 2008-09 Proposal</u>	<u>Purpose</u>
Board of County Commissioners	202	1	203	Add one position to OIA for legislative support
Commission on Ethics and Public Trust	14	2	16	Reinstate two positions for outreach support
Community Action Agency	641	4	645	Reinstate four positions for neighborhood services
Finance	339	2	341	Correct scrivener's error - add two positions
Fire Rescue	2,568	18	2,586	Add 18 positions for fire boat operations
Government Information Center	223	13	236	Reinstate two positions for outreach and 11 positions for 311
Human Services	705	4	709	Reinstate four positions for domestic violence services
Medical Examiner	76	2	78	Reinstate two positions to extend hours
Office of Neighborhood Compliance	130	8	138	Reinstate eight positions for code enforcement outreach
Park and Recreation	1,275	21	1,296	Reinstate 14 grounds and 6 beach maintenance positions, and one boxing gym
Planning and Zoning	155	5	160	Reinstate three positions for county healthcare planning and add two positions for community council support
Public Works	940	3	943	Add three positions for lot clearing
Transit	2,996	305	3,301	Reinstate 305 positions
Other County Departments	18,720	-	18,720	
Total	28,984	388	29,372	

Four by ten work week

At the request of Commissioner Sosa, staff has been analyzing the potential implementation of four by ten work weeks for certain county employees. Attached is the memorandum sent to the BCC on September 17 outlining a pilot program to be implemented in January (Attachment E).

Attachments

cmo25008



September 12, 2008

Honorable Carlos Alvarez, Mayor
Honorable Bruno A. Barreiro, Chairman
And Members, Board of County Commissioners
Stephen P. Clark Center
111 NW 1st Street - Suite 2910
Miami, Fla 33128-1994

Dear Mayor Alvarez, Chairman Barreiro, and County Commissioners:

I am pleased to transmit to you a summary of the recommended budget for the Public Health Trust (PHT) for FY 2008-09.

In June, when the County Manager submitted his Proposed Resource Allocation and Multi-Year Capital Plan, the PHT was facing a budget gap of approximately \$205 million with estimated revenues of \$1.828 billion and estimated expenditures of \$2.033 billion. As indicated in the Resource Allocation Plan, the PHT Board and staff worked during the summer to refine the budget figures and to continue to develop a Financial Stability Plan (FSP) consisting of Financial Sustainability and Improvement Initiatives. As of the end of August, the gap had been reduced to approximately \$55 million (revenues of \$1.915 billion and expenditures of \$1.970 billion). In addition, the budget needed to include \$10 million to adjust for balance sheet items, such as revenue bond principal payments, that do not appear on the profit and loss budget presented to the PHT Board. There was, therefore, a net gap of \$65 million. The budget was presented to the PHT Fiscal Affairs Committee on August 12 and to the PHT Board on August 25. At the August 25th meeting, the PHT Board delegated to the Executive Committee the authority to recommend the budget to the County Commission following a meeting on September 9. The extra time allowed staff to continue to refine the budget and eliminate the gap.

Subsequent to the August 25 board meeting, \$14.6 million in additional Financial Sustainability and Improvement Initiatives were quantified and added to the budget. (Including the initiatives identified as of the end of August, the FSP initiatives total \$155.582 million). Additionally, during the year, staff reviewed the Medicaid billing formulas to determine whether the cost reports were realized fully in the payments to the PHT. After the PHT Board meeting of August 25, approximately \$28 million in one-time underpayments were identified to be included in the budget. In addition, delays by the state in recognizing and paying for eligible care has resulted in approximately \$8 million

in one-time revenues and \$15 million in recurring revenues. Together, those revenue sources total \$51 million and closed the remaining gap. The PHT budget totals \$1.968 billion. The attached spreadsheet reflects the recommendation of the Executive Committee and the adjustments that are recommended to be included in the County's Budget Ordinance for adoption on September 18.

Although the budget is balanced with \$36 million of one-time funds, it is not a long-term solution to the structural funding gap between revenues and expenditures at the PHT. In addition, funds must be found to address the basic infrastructure and strategic capital needs of the PHT facilities to maintain quality of care for all patients and to attract insured and privately funded patients. The pay-as-you-go capital budget (\$63 million) limits the capital program to priority projects. (Priority projects are those already underway, those that are related to health, safety, and legal mandates, and those that provide facilities and equipment that will increase net revenues and have a positive return on investment. An Ad Hoc Committee of the PHT Board has been reviewing the PHT's cash position and capital plan. The Ad Hoc Committee will develop recommendations on specific capital projects and expenditure levels and will continue its oversight throughout the year). Unfunded capital needs for FY 2008-09 total \$150 million including \$70 million for critically needed infrastructure projects such as replacement of emergency generators, new cooling towers, and renovation of elevators. Overall, the PHT has identified approximately \$1 billion in major capital projects needed over the next decade. It is our intention to provide, to the PHT Board and then the BCC, a plan that quantifies the challenges we face and that provides options for addressing the unfunded capital projects.

BASE BUDGET INITIATIVES AND FINANCIAL STABILITY PLAN

In developing the base budget for the PHT, staff began with a line item review within each of more than 1,100 individual charge centers. The base budget includes adjustments for volume growth and inflation for medical supplies, medically-related professional services, utilities, etc. It includes profits from the Division of Managed Care (Jackson Health Plan and related programs), profits from the operation of the Jackson North Medical Center, and an improved bottom line for the Jackson South Community Hospital, which should show continued improvement as its new facilities come on line. At the same time, the base budget has had to absorb the loss of approximately \$20 million from the FY 2007-08 level of funding for the Disproportionate Share and Low Income Pool (DSH/LIP, whose purpose is to offset costs of indigent care), a reduction of \$17 million from the current year budgeted level for the Local Option Sales Surtax, and a reduction of \$200,000 in the Maintenance of Effort payment from the County. In addition, while the County provided \$45 million to the PHT in the current fiscal year as a capital contribution that was delayed from FY 2006-07, no further allocation is included in the FY 2008-09 budget. Overall, those reductions contributed approximately \$82 million to the budget gap. The Corrections Health Services (CHS) Program is budgeted at \$24.8 million to cover inflation and to improve the level of care by increasing the

number of registered nurses and enhancing dental care and chronic disease management in the County's correctional facilities. The in-facility CHS budget does not include the costs for out-patient and in-patient care for inmates at JHS facilities, which costs are included in the budgets for those facilities. The base budget also includes an increase of \$4.9 million (to a total of \$34.9 million) in the contribution to the County for the state mandated local share of Medicaid costs.

The PHT developed a Financial Stability Plan (FSP) to close the gap and balance the budget. That plan included recurring revenue increases and cost savings, as well as some one-time items. Several basic goals were identified in developing the FSP; among them were:

- There would be no rationing of care.
- Quality of care would be maintained.
- Layoffs would be avoided.
- All service and support areas would be examined to find efficiencies and increase net revenues.
- Year-end operating working cash would be maintained in accordance with PHT Board policy.

To achieve the savings necessary, we involved staff at all levels of the PHT and incorporated our Six Sigma Initiatives Programs. We continued and expanded the Strategic Business Plan initiatives that began last fiscal year. In addition, we sought outside help from recognized experts in hospital operations.

The results of the FSP can be described most easily by grouping the initiatives into three categories (Revenue Cycle and System Integration, Margin Growth, and Operational Improvements). The following table summarizes the results of the FSP.

	Revenue Cycle and System Integration	Margin Growth	Operational Improvement	TOTAL
Revenue Improvements	\$25,225,000	\$33,853,000	\$23,009,000	\$ 82,087,000
Expenditure Changes	(\$ 147,000)	\$ 2,876,000	(\$76,224,000)	(\$ 73,495,000)
Total Improvement	\$25,372,000	\$30,977,000	\$99,233,000	\$155,582,000

Revenue Cycle and System Integration initiatives include better documentation and improved capturing of charges for services which are expected to occur as enhanced information technology and operating procedures are implemented, more favorable managed care contracting, and implementation of strategic pricing initiatives.

Margin Growth includes the effects of the Strategic Business Plan that identifies areas of excellence that can attract more paying patients. Initiatives included in this area are growth in the international program to attract patients from throughout the world, especially from South America and the Caribbean Basin; the Certified Stroke Center; Interventional Radiology; Cardiology; Rehabilitation; Transplant Program, and Mental Health. Also included in this area are programs specific to Jackson North, Jackson South, and the Division of Managed Care. Changes to the Division of Managed Care include reductions in estimated revenue and expenses resulting from changes in the timing and structure of insurance programs under development; net profit for the Division is \$10 million.

Operational Improvement includes various adjustments to the way business is done while maintaining the quality of patient care and the availability of resources to the community. Among the initiatives in this area are administrative reorganizations and consolidations, increased use of technology to reduce operational costs, adjustments to the residency program, reductions to allocations to community based organizations, value analysis and changes in purchasing procedures to reduce costs, reducing the vehicle fleet, reducing office supply costs, reorganizing ambulatory pharmacy operations, redesigning operating room and emergency room procedures and facilities to reduce costs and increase throughput, improving productivity by adjusting staffing (including overtime and temporary personnel hours) based on department specific historical best practices, and reducing Primary Care Center losses through a Tri-Party Primary Care Coalition including Federally Qualified Health Centers and the Department of Health.

In order to avoid layoffs, the FSP addresses first reductions in the use of temporary agency personnel, overtime use, and reassignments. It is expected that normal attrition will provide additional vacancies to absorb staff that may be affected by changes in operating procedures. In addition, the PHT is considering other labor management initiatives it will address with its unions.

It must be recognized that the FSP is a very ambitious program. While the PHT Board and management team are committed to achieving the revenue increases and cost savings, not all of them may be achieved within the anticipated timeframe. In addition, the PHT is facing the possibility of federal and state budget cuts that will almost certainly impact our bottom line.

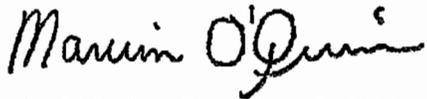
Since 2003, available cash, which includes the funded depreciation balance, has varied between thirty and 45 days. It is estimated that 31 days of available cash will be available on September 30, 2008; staff is working to increase that total to 35 days. Prudent stewardship of the PHT requires that for operational purposes, for financial stability, and for a reserve for emergencies, a cash reserve must be maintained. Therefore, the use of available cash to make up any budget shortfall is not recommended.

The PHT Board has requested staff to prepare a list of alternative savings initiatives to address the possibility of shortfalls during FY 2008-09. In developing such alternatives, we are aware of the need to minimize the impact on the core mission of the PHT. We also recognize that service level reductions to programs that the County is mandated to operate or fund produces no benefit to the County as a whole. **Therefore we will first try to identify further revenue enhancements and efficiencies that will not affect service levels.** If those initiatives are not sufficient, it is likely that other alternative initiatives would be implemented that could affect service levels, staffing levels, or the mission of the PHT.

In closing, the PHT Board and staff is committed to continue to work with the County Commission and the County staff to provide the highest level of healthcare within the resources provided. Since the inception of the Public Health Trust, the Jackson Health System in conjunction with the University of Miami Miller School of Medicine has grown into one of the outstanding medical centers in the Country. All of us need to be mindful of the increasing costs of medical care, the limitations being placed on service providers by the federal and state governments, and the need to develop policies and goals that will continue the high quality of care that the community has come to expect from the Jackson Health System.

As always, thank you for your support. Please do not hesitate to contact me if you have additional questions or comments.

Sincerely,



Marvin O'Quinn, President & CEO
Public Health Trust

cc. Mr. Ernesto A. de la Fè, Chairperson
And Members, Public Health Trust
Mr. George Burgess, County Manager

Attachment:

PUBLIC HEALTH TRUST FY 2008-09 BUDGET

	Budget Ordinance As Approved at First Reading	Recommendation of PHT Executive Committee	Difference
OPERATING BUDGET INCLUDING FUNDED DEPRECIATION			
REVENUES:			
Countywide General Fund: Jackson Memorial Hospital Maintenance of Effort	\$ 177,870,000	\$ 177,870,000	\$ -
County Health Care Surtax (Fund 510, Subfund 510)	178,128,000	178,128,000	-
Net Patient Service Revenue	1,159,052,000	1,312,558,000	153,506,000
Other Operating Revenue including JMH Health Plan/Managed Care	285,396,000	267,539,000	(17,857,000)
Other Non-operating Revenue	28,547,000	32,367,000	3,820,000
TOTAL*	\$ 1,828,993,000	\$ 1,968,462,000	\$ 139,469,000
EXPENDITURES:			
Inmate Medical Services	\$ 24,776,000	\$ 24,776,000	\$ -
Transfer to Air Rescue for Helicopter Operation (Fund 011)	900,000	900,000	-
Other Operating and Non-Operating Expenditures including JMH Health Plan/Managed Care	1,738,915,000	1,876,818,000	137,903,000
Depreciation	56,999,000	55,400,000	(1,599,000)
Reserves for accrued expenses and carryover	7,403,000	10,568,000	3,165,000
TOTAL	\$ 1,828,993,000	\$ 1,968,462,000	\$ 139,469,000
Notes:			
The PHT provides for inmate medical services in compliance with all applicable laws and requirements.			
The above budget includes \$34.9 million reimbursement to the County for the PHT's share of the County's State Mandated Medicaid Liability.			
*Total Revenues include adjustments for uncollectible accounts, contractual allowances, and the 95% adjustment required per State law.			

**ENVIRONMENTAL ENHANCEMENT AND EDUCATION
CBO GRANT ALLOCATIONS FY FY 2008-2009**

Attachment B

NAME OF ORGANIZATION	AMOUNT OF FUNDS REQUESTED	TOTAL PTS.	RANK	RECOMMENDED FUNDING	Project Description
Friends of the Everglades	\$ 65,000.00	550	1	\$ 50,646	Friends of the Everglades Environmental education outreach program
Youth Environmental Programs, Inc.	\$ 65,000.00	516	2	\$ 47,515	Officer Snook Water Pollution Program
Dream in Green	\$ 65,000.00	514	3	\$ 47,331	Green schools challenge
The Education Fund	\$ 65,000.00	499	4	\$ 45,950	The Three R's: Restoring and Respecting Our Resources
Fairchild Tropical Botanic Garden	\$ 65,000.00	497	5	\$ 45,765	The Fairchild Challenge for middle and high schools
Marjory Stoneman Douglas Biscayne Nature Center	\$ 65,000.00	497	5	\$ 45,765	Environmental education awareness partnership for Miami-Dade minority inner city residents and visitors
Thimmakka's Resources for Environmental Education	\$ 65,000.00	490	7	\$ 45,121	Greening Restaurants
Citizens for a Better South Florida	\$ 65,000.00	489	8	\$ 45,029	Neighbors replanting neighborhoods and community science workshop
Sweet Vine, Inc.	\$ 65,000.00	485	9	\$ 44,660	Environmental education program: Everglades conservation and restoration, healthy home practices
Shake a Leg	\$ 65,000.00	474	10	\$ 43,648	Island restoration: Enhancement, education and outreach program
Operation Green Leaves	\$ 65,000.00	457	11	\$ 42,082	The Eco-Alert environmental project: A hands on interactive environmental education program
Haitian Neighborhood Center Sant La	\$ 20,500.00	456	12	\$ 13,243	Onè Respè Pou Anviwonman-an: A series of 12 educational Creole language TV programs
Miami Children's Museum	\$ 65,000.00	440	13	\$ 40,517	Miami Children's Museum Green Team outreach and field trip program
Fantasy Theatre Factory	\$ 65,000.00	425	14	\$ 31,729	Fantasy Theatre Factory's environmental education outreach project
ReThink and ReUse Center, Inc.	\$ 63,300.00	421	15	\$ -	Rethink and Reuse Miami collects, stores & redistributes business donated clean reusable materials for children
CA of Greater Miami	\$ 65,000.00	411	16	\$ -	YMCA environmental sciences initiative
Miami River Commission/Miami River Fund	\$ 45,000.00	410	17	\$ -	Miami River pollution prevention/environmental education riverboat tours, volunteer river clean ups
Earth Learning, Inc.	\$ 65,000.00	409	18	\$ -	Growing GREEN, Miami-Dade!
The Earthman Project	\$ 65,000.00	403	19	\$ -	2008-09 Projects Green Lodging program outreach/Busmetro Rail/PSA campaign
FANM Ayisyen Nan Miami	\$ 65,000.00	402	20	\$ -	FANM Environmental friendly education and awareness
Tremendous Miami, Inc.	\$ 47,000.00	378	21	\$ -	Environmental enhancement & education public forums discussing the benefits of urban reforestation
Museum of Science, Inc.	\$ 65,000.00	375	22	\$ -	"The reclamation project": A reforestation project
Read 2 Succeed, Inc.	\$ 65,000.00	373	23	\$ -	Community resource and conservation partnership
The Vizcayans	\$ 65,000.00	345	24	\$ -	The Vizcayans' rockland hammock restoration, education & interpretation initiative
Mz. Goose, Inc.	\$ 30,000.00	314	25	\$ -	Medicinal garden at the Bethel House Museum
Hands on Miami	\$ 65,000.00	309	26	\$ -	Project Green Hands
The Beacon Council	\$ 65,000.00	302	27	\$ -	Green Industry Incentive Program
Common Ground for Conservation	\$ 65,000.00	Late proposal			On-The-Ground Bus: Original mobile science laboratory facility and an environmental media center
Total Amount Requested	\$1,700,800.00		Total	\$ 589,000	
Total Amount Available	\$589,000.00				

FY 2008-09

**PARK PROGRAMMING CATEGORY
SELECTION COMMITTEE FINAL
AUGUST 21, 2008**

NAME OF ORGANIZATION	PROJECT DESCRIPTION	REC \$ AWD
Art Works for Us, Inc.	Dance program support for disabled	\$7,500
Center for Independent Living of South Florida, Inc.	Recreational program support for disabled	\$7,500
Special Olympics Florida, Inc.	Sports program support for disabled	\$7,500
Sunrise Community, Inc.	Pogram support for disabled	\$7,490
Optimist Club of Suniland, Inc.	Sports programming support	\$6,435
Bunche Park Sports & Community Club, Inc.	Sports programming support	\$6,000
Coral Estates Soccer Club, Inc.	Sports programming support	\$6,000
Palmetto Raiders Youth Development Club.	Sports programming support	\$6,000
Communities In School of Miami, Inc.	Arts enrichment program	\$6,000
Optimist Club of Ives Estates	Sports programming support	\$4,000
The Village South, Inc.	Sports programming support	\$4,000
South Florida Baseball Dreamers Corp.	Sports programming support	\$3,575
Marjory Stoneman Douglas Biscayne Nature Center, Inc.	Environmental education program	\$4,000
Richmond Perrine Optimist Club, Inc. of Miami	Sports programming support	\$4,000
The Deering Estate Foundation, Inc.	Educational, interpretive display	\$4,000
Black Door Dance Ensemble	Dance workshop	\$3,475
Mahogany Youth Camp	Fishing program	\$3,475
	RECOMMENDED TOTAL	\$90,950

FY 2008-09

**PARK CAPITAL IMPROVEMENTS CATEGORY
SELECTION COMMITTEE FINAL
AUGUST 26, 2008**

NAME OF ORGANIZATION	PROJECT DESCRIPTION	REC \$ AWD
Palm Springs North Athletic Association.	Athletic fields improvements	\$74,800
Howard Palmetto Softball/Baseball Association.	Baseball field improvements	\$51,000
Boys & Girls Clubs of Miami-Dade, Inc.	Lighting improvements	\$60,000
Miami South BMX, Inc.	Facility improvements	\$27,000
The Deering Estate Foundation, Inc.	Climate control system improvements	\$35,000
Zoological Society of Florida.	Facility improvements	\$2,200
	TOTAL RECOMMENDATION	\$250,000

Department of Cultural Affairs
FY 2008-09
Cultural Grant Funding

Grants Program	Grantee	Program	FY 2008-09 Funding
CAP	Actors' Playhouse Productions, Inc.	Production Equipment for Mainstage and Balcony Theatres	39,642
MCI	Actors' Playhouse Productions, Inc.	Operational Support for Actors' Playhouse	224,083
YAM	African Caribbean American Performing Artists, Inc. (ACAPAI)	2008-2009 Program Activities	16,984
YAM	All Florida Youth Orchestra, Inc., dba Florida Youth Orchestra	2008-2009 Program Activities	25,000
YAM	Alliance for Musical Arts Productions, Inc.	2008-2009 Program Activities	20,005
YAM	American Children's Orchestras for Peace, Inc.	2008-2009 Program Activities	29,544
YAM	Ars Flores Symphony Orchestra, Inc.	2008-2009 Program Activities	20,631
SERV	Arts & Business Council of Miami, Inc.	Annual Programs	58,400
SERV	Arts & Business Council of Miami, Inc.	Fiscal Agent for "Arts Help" Mini-Grants program	33,950
TARG	Arts & Business Council of Miami, Inc.	Fiscal Agent for Conferences/Cultural Conventions	5,000
HCJ	Arts Ballet Theatre of Florida, Inc.	2008-2009 General Operating Support	30,000
ICE	Arts Ballet Theatre of Florida, Inc.	2009 International Ballet Concert: Odense, Denmark	22,091
ArtsEd	Arts for Learning/Miami, Inc.	General Programs and Operating Support	314,000
ADV	ArtSouth, a Not-for-Profit Corporation	Annual Season - General Operating Support	50,000
YAM	Artz-N-The-Hood, Inc.	2008-2009 Program Activities	18,110
ADV	Bakehouse Art Complex, Inc.	Annual Season - General Operating Support	50,000
YAM	Ballet Etudes Company of South Florida	2008-2009 Program Activities	30,000
ADV	Ballet Flamenco La Rosa, Inc.	Annual Season - General Operating Support	50,000
ICE	Ballet Flamenco La Rosa, Inc.	El Rey Lear	35,345
CAP	Bascomb Memorial Broadcasting Foundation, Inc.	Renovations, Fixtures & Equipment for New WDNA Facility	15,675
ADV	Bascomb Memorial Broadcasting Foundation, Inc. (WDNA-FM 88.9)	Annual Season - General Operating Support - WDNA-FM 88.9	100,000
FEST	Bayfront Park Management Trust	Downtown Miami New Year's Eve Celebration	44,690
ADV	Black Archives, History and Research Foundation of South Florida, Inc., The	Annual Season - General Operating Support	50,000
TARG	Black Archives, History and Research Foundation of South Florida, Inc., The	Black Archives and Lyric Theater - Cultural Advancement Transition Plan	40,000
HCJ	Center for Emerging Art, Inc.	2008-2009 General Operating Support	16,184
FEST	Center for Haitian Studies, Inc.	"Rasin" Annual Haitian Roots Musical Festival	14,881
HCJ	Centro Cultural Espanol de Cooperacion Iberoamericana, Inc.	2008-2009 General Operating Support	30,000
ADV	Chopin Foundation of the United States, Inc.	Annual Season - General Operating Support	50,000
TARG	City of Hialeah Cultural Affairs Council	City of Hialeah Cultural Affairs Council programs	35,000
CAP	City of Miami - Gusman Center for the Performing Arts	Renovations & Repairs Relating to Exterior Façade Water Intrusion	40,000
ADV	City Theater, Inc.	Annual Season - General Operating Support	100,000
FEST	Coconut Grove Arts and Historical Association, Inc.	Coconut Grove Arts Festival	77,330
MCI	Coconut Grove Playhouse, Inc., The	Operational Support for the Coconut Grove Playhouse	250,000
CG	Community Grants Program	Grants to to non-profit organizations developing small and large-scale community-based cultural programs	655,000
MCI	Concert Association of Florida, Inc.	Operational Support for the Concert Association of Florida	150,000
ADV	Coral Gables Congregational Church, Inc.	Annual Season - General Operating Support	50,000
HCJ	Creation Ballet II Company, Inc., d/b/a Creation Art Center	2008-2009 General Operating Support	30,000
TARG	Cultural Council, Inc., The	Cultural Programs and Activites in South Miami-Dade	30,000
CS	Culture Shock Miami: Discount Student Tickets to the Arts Program	Programmatic Support	340,000
FEST	Dade Heritage Trust, Inc.	Dade Heritage Days	48,189
DMF	Dance Miami Choreographers' Fellowship Program	Fellowships to local choreographers to develop new works	35,000
HCJ	Dance Now! Ensemble, Inc.	2008-2009 General Operating Support	20,563
ADV	Dave and Mary Alper Jewish Community Center	Annual Season - General Operating Support	50,000
DAN	Developing Arts in Neighborhoods Grants Program	Grants to small and neighborhood-based non-profit cultural groups	275,000
SERV	Diaspora Arts Coalition, Inc.	Annual Programs	38,800
ICE	Diaspora Vibe Cultural Arts Incubator, Inc.	International Cultural Arts Exchange Series 2009 (ICAES) - Jamaica: Living Sculpture	26,509
YAM	Divya Arts & Entertainment, Inc.	2008-2009 Program Activities	20,357
ICE	Edge Zones	Art of Uncertainty	17,675
HCJ	Edge Zones, Inc.	2008-2009 General Operating Support	24,526
YAM	enFAMILIA, Inc.	2008-2009 Program Activities	36,772
SERV	Entertainment Industry Incubator, Inc.	Annual programs	29,100
FEST	Exponica International, Inc.	Exponica International / La Feria de las Americas - Festival and Exposition	28,455
CAP	Fairchild Tropical Botanic Garden, Inc.	Assistive Transportation Equipment for Visitors	16,832
ICE	Fairchild Tropical Botanic Garden, Inc.	Under the Shade of the Poinciana	35,345
MCI	Fairchild Tropical Botanic Garden, Inc.	Operational Support for Fairchild Tropical Garden	417,595

Department of Cultural Affairs
 FY 2008-09
 Cultural Grant Funding

Grants Program	Grantee	Program	FY 2008-09 Funding
ADV	Fantasy Theatre Factory, Inc.	Fiscal Agent for Travel/Consultants/Technical Assistance Component for Cultural Advancement and Emerging Major Cultural Insitutions groups	150,500
ArtsEd	Fantasy Theatre Factory, Inc.	Fiscal Agent for Arts Education Initiatives and "All Kids Included" Initiative for Children with Disabilities	278,000
YAM	Fantasy Theatre Factory, Inc.	2008-2009 Program Activities	75,000
YAM	Florene Lithcut Inner City Children's Touring Dance Company, Inc.	2008-2009 Program Activities	30,000
HCJ	Florida Chamber Orchestra	2008-2009 General Operating Support	18,565
FEST	Florida Dance Association, Inc.	Florida Dance Festival	36,172
SERV	Florida Dance Association, Inc.	Annual Programs	38,800
YAM	Florida Film Institute, Inc.	2008-2009 Program Activities	25,000
CAP	Florida Grand Opera, Inc.	Construction of Acoustic Walls at FGO's Doral Center Facility	27,620
MCI	Florida Grand Opera, Inc.	Operational Support for the Florida Grand Opera	433,998
HCJ	Florida International University Board of Trustees, for the benefit of the Dance Department	2008-2009 General Operating Support	18,394
CAP	Florida International University Board of Trustees, for the benefit of the Patricia and Phillip Frost Art Museum	Multi-Media Equipment for Galleries/Multi-Purpose Room	7,167
MCI	Florida International University Board of Trustees, for the benefit of the Patricia and Phillip Frost Art Museum	Operational Support for the Patricia and Phillip Frost Art Museum	150,000
FEST	Florida International University Board of Trustees, for the benefit of the School of Music	FIU Music Festival	52,075
FEST	Florida International University Board of Trustees, for the Benefit of the School of Tourism & Hospitality Management	South Beach Wine & Food Festival	86,402
CAP	Florida International University Board of Trustees, for the benefit of The Wolfsonian	Restoration of the Bridge Tender's House	7,517
MCI	Florida International University Board of Trustees, for the benefit of The Wolfsonian	Operational Support for the Wolfsonian-FIU	281,835
TARG	Florida Memorial University	Local Non-Profit Cultural Organizations Assistance Initiative - Lou Rawls Performing Arts Center Usage	15,000
HCJ	Friends of Chamber Music of Miami	2008-2009 General Operating Support	11
MCI	Friends of the Bass Museum, Inc.	Operational Support for the Bass Museum of Art	191,000
TARG	Friends of the Miami-Dade Public Library, Inc.	A Compendium of Collections and Collecting in Miami: The Vasari Project	19,500
HCJ	Fundarte, Inc.	2008-2009 General Operating Support	21,906
ADV	GableStage, Inc.	Annual Season - General Operating Support	100,000
FEST	German American Social Club of Greater Miami, Inc.	Oktoberfest Miami	22,777
HCJ	Gold Coast Theater Company	2008-2009 General Operating Support	21,010
SERV	Greater Miami Festivals and Events Association, Inc.	Annual Programs	29,100
TARG	Greater Miami Festivals and Events Association, Inc.	Fiscal Agent for Cultural Publications	81,200
YAM	Greater Miami Youth Symphony of Dade County, Florida, Inc.	2008-2009 Program Activities	75,000
TARG	Haitian Cultural Arts Alliance, Inc.	Haitian Cultural Initiatives	30,000
YAM	Harambee, Inc.	2008-2009 Program Activities	12,156
YAM	Heroes Unite, Inc.	2008-2009 Program Activities	25,000
ADV	Hispanic Theater Guild Corporation	Annual Season - General Operating Support	50,000
HCJ	Hispanic-American Lyric Theatre, Inc.	2008-2009 General Operating Support	19,773
TARG	Hispanic-American Lyric Theatre, Inc.	Fiscal Agent for Local Non-Profit Cultural Organizations Assistance Initiative - Hialeah High School Auditorium Usage	15,000
MCI	Historical Association of Southern Florida, Inc.	Operational Support for the Historical Association of Southern Florida	178,352
TARG	Homestead Center for the Arts	Annual Programs	20,000
FEST	Infinito Art & Cultural Foundation, Inc.	Brazilian Film Festival of Miami	41,579
FEST	Italian Film Festival, Inc.	Italian Film Festival	15,905
ADV	Jamaica Awareness, Inc.	Annual Season - General Operating Support	100,000
MCI	Jewish Museum of Florida, Inc.	Operational Support for the Jewish Museum	150,000
ADV	Jubilate, Inc.	Annual Season - General Operating Support	50,000
FEST	Junior Orange Bowl Committee, Inc.	Junior Orange Bowl Festival	55,622
HCJ	Karen Peterson and Dancers, Inc.	2008-2009 General Operating Support	25,000
HCJ	Latin Quarter Cultural Center of Miami, Inc.	2008-2009 General Operating Support	21,502
SERV	LegalArt, Inc.	Annual Programs	20
HCJ	Locust Projects, Inc.	2008-2009 General Operating Support	20
ADV	Louis Wolfson II Media History Center, dba Louis Wolfson II Moving Image Archive	Annual Season - General Operating Support	50,000
MCI	M Ensemble Theater Company	Operational Support for the M Ensemble Theater Company	100,000

Department of Cultural Affairs
FY 2008-09
Cultural Grant Funding

Grants Program	Grantee	Program	FY 2008-09 Funding
HCJ	Marjory Stoneman Douglas Biscayne Nature Center, Inc.	2008-2009 General Operating Support	30,000
ADV	Maximum Dance Company	Annual Season - General Operating Support for Maximum Dance / Ballet Gamonet	100,000
CAP	Miami Art Museum of Dade County Association, Inc.	Installation of Armor Screen for Exterior Sculpture Protection	5,459
MCI	Miami Art Museum of Dade County Association, Inc.	Operational Support for the Miami Art Museum	345,887
FEST	Miami Bach Society, Inc., The	Tropical Baroque Music Festival	51,495
HCJ	Miami Beach Film Society, Inc.	2008-2009 General Operating Support	25,000
HCJ	Miami Beach Garden Conservancy, Inc.	2008-2009 General Operating Support	30,000
FEST	Miami Carnival, Inc.	Miami Carnival	55,614
YAM	Miami Children's Chorus, Inc.	2008-2009 Program Activities	75,000
CAP	Miami Children's Museum, Inc.	Power-Assisted Doors	37,102
MCI	Miami Children's Museum, Inc.	Operational Support for Miami Children's Museum	281,951
MCI	Miami City Ballet, Inc.	Operational Support for the Miami City Ballet	249,947
ADV	Miami Contemporary Dance Corporation, dba Miami Contemporary Dance Company	Annual Season - General Operating Support	50,000
ICE	Miami Contemporary Dance Corporation, dba Miami Contemporary Dance Company	International Dance Exchange: Miami & Italy: Phase 4	35,345
ADV	Miami Dade College - Cultural Affairs Department	Annual Season - "Cultura del Lobo" General Operating Support	100,000
HCJ	Miami Dade College - Department of Arts and Philosophy	2008-2009 Jazz at Wolfson Visiting Artists Series	15,371
ADV	Miami Dade College - Florida Center for the Literary Arts	Annual Season - General Operating Support	100,000
FEST	Miami Dade College - Miami International Film Festival	Miami International Film Festival	75,119
HCJ	Miami Dade College / New World School of the Arts	2008-2009 Dance Division's Professional Choreographers Development	15,631
FEST	Miami Dade College Foundation / Miami Book Fair International, Inc.	Miami Book Fair International	92,306
FEST	Miami Design Preservation League, Inc.	Art Deco Weekend	52,586
FEST	Miami Gay and Lesbian Film Festival, Inc.	Miami Gay & Lesbian Film Festival	54,650
FEST	Miami Hispanic Ballet Corporation	International Ballet Festival of Miami	46,071
ADV	Miami Light Project, Inc.	Annual Season - General Operating Support	100,000
SERV	Miami Light Project, Inc.	Fiscal Agent for Filmmaker's Workshop	29,100
HCJ	Miami Lyric Opera	2008-2009 General Operating Support	21,046
ADV	Miami Momentum Dance Company, Inc.	Annual Season - General Operating Support	50,000
ADV	Miami Parking Authority - Gusman Center for the Performing Arts	Annual Season - General Operating Support	100,000
FEST	Miami Short Film Festival	Miami Short Film Festival	11,707
YAM	Miami Stage Company/Miami Children's Theater, Inc.	2008-2009 Program Activities	75,000
MCI	Miami Symphony Orchestra	Operational Support for the Miami Symphony Orchestra	100,000
FEST	Miami/Bahamas Goombay Festival in Coconut Grove, Inc.	Miami/Bahamas Goombay Festival	34,036
TARG	Miami-Dade County Department of Park and Recreation - Caleb Auditorium	"Heart of the City Celebrity Cultural Arts" and "Magic City Mondays" Series at Joseph Caleb Auditorium	33,800
ADV	Murray Dranoff Foundation, Inc., The	Annual Season - General Operating Support	50,000
CAP	Museum of Contemporary Art, Inc. (MOCA)	"Paradise" Courtyard renovation	28,146
MCI	Museum of Contemporary Art, Inc. (MOCA)	Operational Support for the Museum of Contemporary Art	266,924
CAP	Museum of Science, Inc.	"Earth Globe" railing renovation	9,840
MCI	Museum of Science, Inc.	Operational Support for the Miami Museum of Science	414,079
HCJ	Mystery Park Arts Company, Inc., dba SoBe Music Institute	2008-2009 General Operating Support	30,000
FEST	National Foundation for Advancement in the Arts, Inc.	ARTS Week	80,498
ADV	New Theater, Inc.	Annual Season - General Operating Support	100,000
MCI	New World Symphony, Inc.	Operational Support for the New World Symphony	435,814
YAM	One Art, Inc.	2008-2009 Program Activities	40,000
FEST	Patrons of Exceptional Artists, Inc.	Miami International Piano Festival - Discovery Series	41,517
MCI	Performing Arts Center Trust, Inc., dba Adrienne Arsht Center for the Performing Arts of Miami-Dade County	Operational Support for the Adrienne Arsht Center for the Performing Arts of Miami-Dade County	400,000
SERV	Performing Arts Network (PAN)	Annual Programs	38,800
YAM	PlayGround Theatre, Inc., The	2008-2009 Program Activities	75,000
ADV	Rhythm Foundation, Inc., The	Annual Season - General Operating Support	50,000
YAM	Roxy Theater Group, Inc., The	2008-2009 Program Activities	40,000
HCJ	Seraphic Fire, Inc.	2008-2009 General Operating Support	30,000
ADV	Sociedad Pro Arte Gratefi, Inc.	Annual Season - General Operating Support	50,000
HCJ	Sosyete Koukouy, Inc.	2008-2009 General Operating Support	30,000
SERV	Sosyete Koukouy, Inc.	Fiscal Agent for Haitian Artists Network (HAN)	33,950
MCI	South Florida Art Center, Inc., dba ArtCenter/South Florida	Operational Support for ArtCenter/South Florida	110,000

Department of Cultural Affairs
 FY 2008-09
 Cultural Grant Funding

Grants Program	Grantee	Program	FY 2008-09 Funding
HCJ	South Florida Composers Alliance (SFCA)	2008-2009 General Operating Support	21
SFCC	South Florida Cultural Consortium Fellowships for Visual & Media Artists	Fellowships to resident professional artists living in the South Florida region	75,000
YAM	South Florida Youth Symphony, Inc.	2008-2009 Program Activities	30,000
SAS-C	Summer Arts & Science Camps for Kids Grants Program	Grants to non-profit organizations to provide underserved children with opportunities to attend high quality cultural arts & science camps	350,000
ADV	Sunday Afternoons of Music, Inc.	Annual Season - General Operating Support	50,000
SERV	Sunshine Jazz Organization, Inc., The	Annual Programs	24,250
ADV	Teatro Avante, Inc.	Annual Season - General Operating Support	100,000
ICE	Teatro Avante, Inc.	Slovenia International Cultural Exchange	35,345
YAM	Theatre Institute of South Florida, The	2008-2009 Program Activities	19,462
SERV	Theatre League of South Florida, Inc.	Annual Programs	43,650
TARG	Theatre League of South Florida, Inc.	Fiscal Agent for Playwright Development Program / Playwrights' Workshop Series	15,000
YAM	Thomas Armour Youth Ballet, Inc.	2008-2009 Program Activities	75,000
ADV	Tigertail Productions, Inc.	Annual Season - General Operating Support	50,000
ICE	Tigertail Productions, Inc.	International Exchange Projects - Brazil, Curacao, Spain	35,345
TARG	Tigertail Productions, Inc.	Fiscal Agent for Artist Access Grants Program	17,500
FEST	University of Miami - Frost School of Music	Festival Miami	55,325
HCJ	University of Miami School of Communications - Cosford Theatre	2008-2009 Cosford Theatre Series	10,915
MCI	University of Miami, Lowe Art Museum	Operational Support for the Lowe Art Museum at UM	177,345
HCJ	Viernes Culturales / Cultural Fridays, Inc.	2008-2009 General Operating Support	21,650
CAP	Vizcaya Museum and Gardens	Orchidarium renovation	40,000
MCI	Vizcaya Museum and Gardens	Operational Support for Vizcaya Museum and Gardens	264,775
YAM	Walenstein Musical Organization	2008-2009 Program Activities	15,979
YEP	Youth Arts Enrichment Program Grants	Grants that support positive, live arts experiences for children (e.g., arts instruction, arts intervention, in-school and/or public performances)	350,000
MCI	Zoological Society of Florida	Operational Support for Miami Metrozoo	325,524
Total DoCA Grants Programs - FY2008-09 Allocations			14,671

Board of County Commissioners

PROTOCOL AND EMPLOYEE RECOGNITION

- Coordinates all protocol and employee recognition functions for the Office of the Chairman and Members of the BCC
- Coordinates/liases Commission protocol, dignitary visits, Consular Corps, and Intergovernmental Visits and promotes the Sister Cities program

FY 07-08 FY 08-09
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OFFICE OF THE CHAIR

- Serves as chief presiding officer of the legislative and governing body of County government
- Establishes Committee System
- Appoints members to all Commission Committees and Subcommittees
- Provides guidance/leadership to Commission Committees on legislative issues of countywide significance
- Oversees the efficient and productive assignment and scheduling of legislation
- Oversees process to appoint members to advisory boards, authorities, trusts, and committees
- Coordinates Commission and Committee calendars
- Presides over all Board of County Commissioners meetings
- Oversees Commission Sergeant-at-Arms, Support, Employee Recognition, and Protocol staffs
- Liaises and coordinates workplan with the Office of Intergovernmental Affairs
- Liaises and coordinates workplan with the Office of Commission Auditor

FY 07-08 FY 08-09
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SUPPORT STAFF SERVICES

- Provides support staff to the Chairman and BCC
- Coordinates with Sergeants-at-Arms to maintain decorum at meetings and security for Commissioners

FY 07-08 FY 08-09
16 17

BCC COMMUNICATIONS

- Produces quarterly Commission newspaper
- Produces, coordinates, and schedules radio and TV programs
- Prepares media kits and informational/educational materials
- Conducts necessary research for the Office of the Chairman and members of the Board of County Commissioners (BCC)

FY 07-08 FY 08-09
0 4

OFFICE OF COMMISSION AUDITOR AND LEGISLATIVE ANALYSIS

- Provides independent budgetary, audit, management, revenue forecasting, and fiscal analysis of Board policies, County services, and contracts
- Provides objective and critical analysis of proposed legislation for Board consideration
- Conducts research and policy analysis and assists in formulating and developing legislation

FY 07-08 FY 08-09
28 32

COUNTY COMMISSION

- Comprised of 13 single-member districts that reflect the diversity and unique demographics of one of the nation's largest metropolitan areas
- Establishes regulations, laws, and fiscal policies that best serve the interests of our community and visitors
- Oversees essential public services, including planning and zoning and fiscal administration and ensures citizen participation and interaction at every level of local government
- Develops framework for promulgating legislative and policy priorities to ensure accountability, transparency, and efficiency

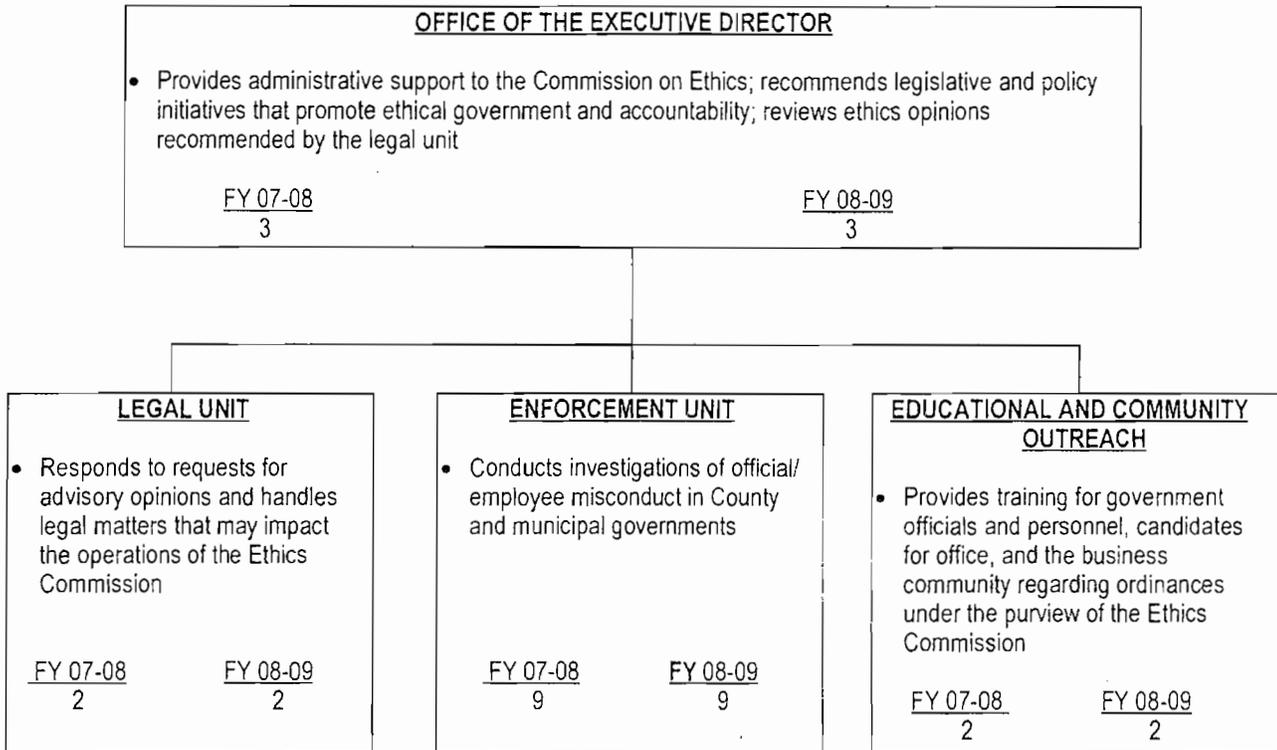
FY 07-08 FY 08-09
122 128

OFFICE OF INTERGOVERNMENTAL AFFAIRS

- Coordinates the County's intergovernmental relations at the local, state, and federal levels

FY 07-08 FY 08-09
7 9

Commission on Ethics and Public Trust



Community Action Agency

OFFICE OF THE DIRECTOR

- Formulates policies and provides overall direction and coordination of departmental functions; ensures the maximum involvement of citizens in the decision-making process; performs all personnel functions; coordinates transportation services and Americans with Disabilities Act coordination

FY 07-08 FY 08-09
 14 30

FISCAL MANAGEMENT

- Administers fiscal and budgetary operations, including purchasing, reporting, accounts payable/receivable, and grant monitoring; provides technical assistance in preparation of grants

FY 07-08 FY 08-09
 18 11

HEAD START/EARLY HEAD START

- Provides a comprehensive child development program for over 6,528 children (newborn to five years of age) from low-income families

FY 07-08 FY 08-09
 494 477

ENERGY PROGRAMS

- Provides services and administration of the Energy Program to include Single Family Rehab Program, Weatherization LIHEAP, Solar Program, Residential Shuttering Programs, and OCED Funded Home Repair Programs

FY 07-08 FY 08-09
 21 22

GREATER MIAMI SERVICE CORPS

- Administers and operates the National Urban Corps for Greater Miami which involves young adults (ages 18-23) in the physical and social needs of their community through volunteerism and community service, while providing them with structured meaningful work experience and comprehensive educational opportunities

FY 07-08 FY 08-09
 15 16

SELF HELP DIVISION

- Provides services through the CSBG to assist low-income families and communities toward self-sufficiency, including family and community development, Low-Income Home Energy Assistance Program (LIHEAP), information referral, computer training, teen parent assistance, emergency assistance, youth intervention, job training and placement, and Fathers Program

FY 07-08 FY 08-09
 49 86

CITIZEN PARTICIPATION

- Provides staff support to 21 Community Advisory Committees (CAC); assists low-income neighborhoods in decision-making process on issues and concerns impacting their community; and provides leadership development opportunities and civic forum to help improve the quality of life of the residents

FY 07-08 FY 08-09
 3 3

Finance

OFFICE OF THE DIRECTOR

- Formulates and directs overall financial policy of the County

FY 07-08
7

FY 08-09
7

CONTROLLER

- Satisfies legal and mandated requirements including the Comprehensive Annual Financial Report (CAFR), Annual State Controller's Report, Annual Single Audit Report, Indirect Cost Allocation Plan, and departmental indirect cost rates

FY 07-08
123

FY 08-09
128

CASH MANAGEMENT

- Invests surplus funds in compliance with Florida Statutes, local ordinances, and investment policy

FY 07-08
6

FY 08-09
8

BOND ADMINISTRATION

- Manages the County's debt financing

FY 07-08
7

FY 08-09
7

TAX COLLECTOR

- Administers state laws, local ordinances, and policies pertaining to the collection and distribution of current and delinquent County and municipal ad valorem taxes, non-ad valorem assessments, improvement liens, local business tax receipts, waste fees, excise utility taxes, convention and tourist development taxes, and license fees (auto, boat, hunting, and fishing)

FY 07-08
191

FY 08-09
191

Fire Rescue

OFFICE OF THE FIRE CHIEF

- Provides leadership and direction and formulates departmental policy

FY 07-08
37

FY 08-09
37

BUDGET/PLANNING/GRANTS/FACILITIES

- Oversees capital project development, manages fiscal operations including capital and grants management, directs strategic and organizational planning projects administers off-duty services, responsible for facilities maintenance and construction

FY 07-08
75

FY 08-09
75

ADMINISTRATION

- Directs human resources activities; maintains medical records, functions as liaison with elected officials and County administrative offices, oversees policy and procedures development, maintains departmental records, public affairs, management information and computer systems, develops recruitment programs, and procurement management

FY 07-08
104

FY 08-09
104

TECHNICAL/SUPPORT SERVICES

- Provides state and federally mandated minimum standard, career development, and advanced firefighting training, and new program development, provides fire prevention and public education programs, directs fire prevention and building and alarm inspections, warehouse and supply, motor pool, and research and development activities, responsible for maintenance and repair of departmental heavy equipment fleet (Shop 2), dispatches emergency and non-emergency calls for service and coordinates radio frequency allocations

FY 07-08
347

FY 08-09
347

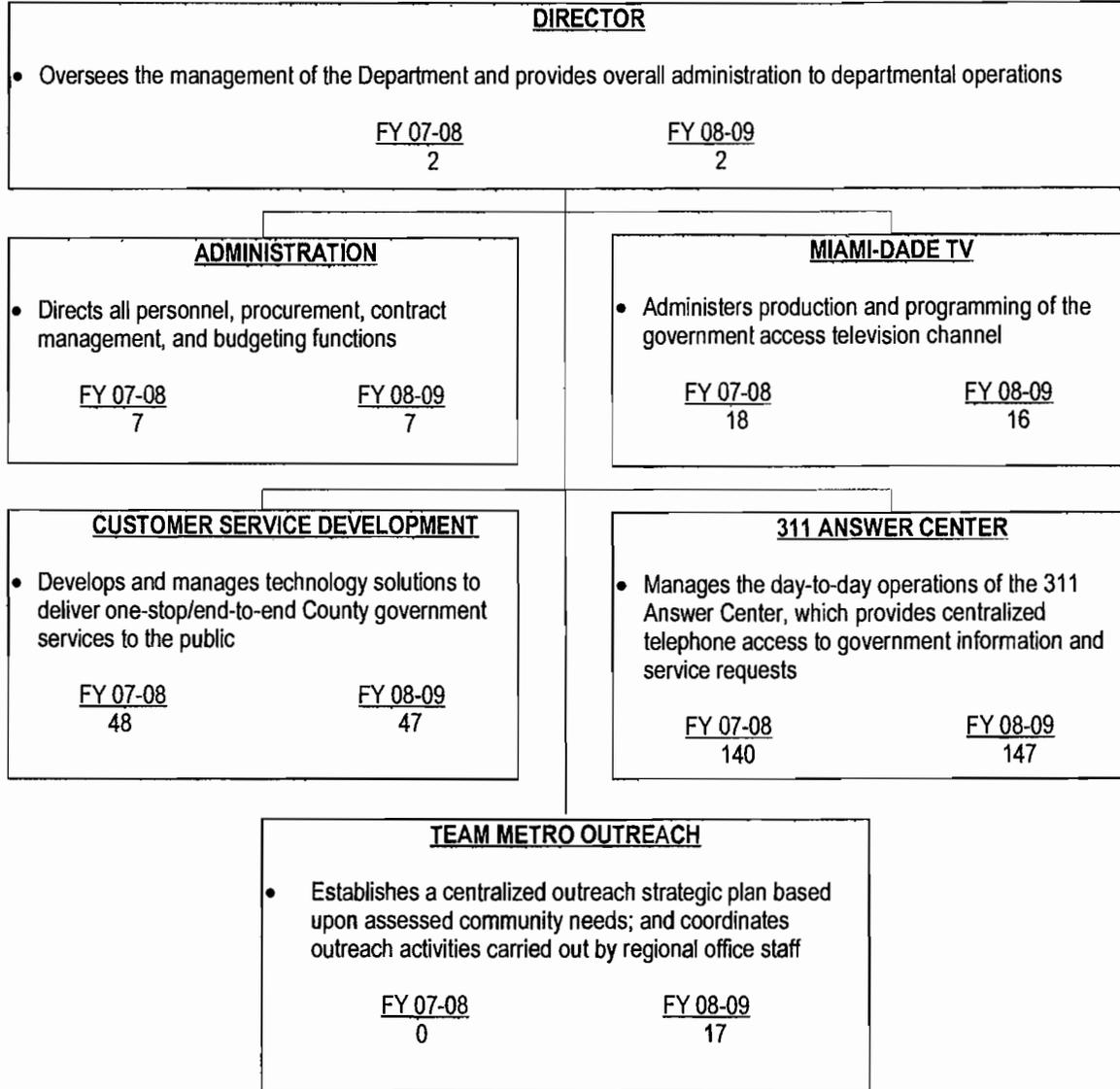
SUPPRESSION AND RESCUE

- Provides fire suppression services, ground and air rescue transport, and medical services to the public; performs specialized protection services such as hazardous materials, water rescue, marine firefighting, and technical rescue training (TRT), performs building inspections, safety surveys, and firefighting and rescue demonstrations, oversees Airport and Seaport fire and rescue services and employee training activities, provides Fire Department personnel and equipment support for special events, maintains Antivenin Bank and administers the Anti-venom program, oversees ocean rescue services, directs activities of motorcycle emergency response team (MERT), provides advanced emergency medical services training, certification maintenance, and hospital liaison services

FY 07-08
1,992

FY 08-09
2,023

Government Information Center



Human Services

OFFICE OF THE DIRECTOR

- Formulates policies and provides overall direction and coordination of departmental functions

FY 07-08

4

FY 08-09

4

ADMINISTRATION

- Provides administrative support including personnel services, contract and financial management, and procurement; develops and maintains information systems; coordinates Board of County Commissioners agenda items and all leases for DHS facilities

FY 07-08

47

FY 08-09

30

ELDERLY, DISABILITY, AND VETERAN SERVICES

- Administers programs focusing on the development and care of individuals including a continuum of services for the elderly, veterans, and program for the disabled (DSAIL)

FY 07-08

217

FY 08-09

218

CHILD DEVELOPMENT SERVICES

- Administers child care services including school readiness, inclusion and voluntary pre-kindergarten, at family day care/child care centers throughout Miami-Dade County; provides community outreach services to children from infancy to 13 years of age and their families

FY 07-08

196

FY 08-09

196

TARGETED SERVICE

- Administers and coordinates clinical intervention services to families in distress including shelter services for victims of domestic violence and treatment for batterers; administers vocational, employment, and support services for refugees, farm workers, migrants, youth, and families; and provides psychosocial assessments for children in Head Start

FY 07-08

146

FY 08-09

143

REHABILITATIVE SERVICES

- Administers comprehensive substance abuse treatment system for adult substance abusers in Miami-Dade County; services include prevention, central intake, and residential/outpatient services; provides specialized services for the Eleventh Judicial Circuit including assessment, evaluation, referral, diversion, and in-jail treatment services; provides outreach services to homeless individuals and families

FY 07-08

137

FY 08-09

118

Medical Examiner

OFFICE OF THE CHIEF MEDICAL EXAMINER

- Formulates departmental policies and provides overall direction and coordination to all bureaus; schedules appointments, court appearances, depositions, and speaking engagements

FY 07-08
11

FY 08-09
10

DEATH INVESTIGATION

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

FY 07-08
52

FY 08-09
66

PUBLIC INTERMENT PROGRAM

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

FY 07-08
2

FY 08-09
2

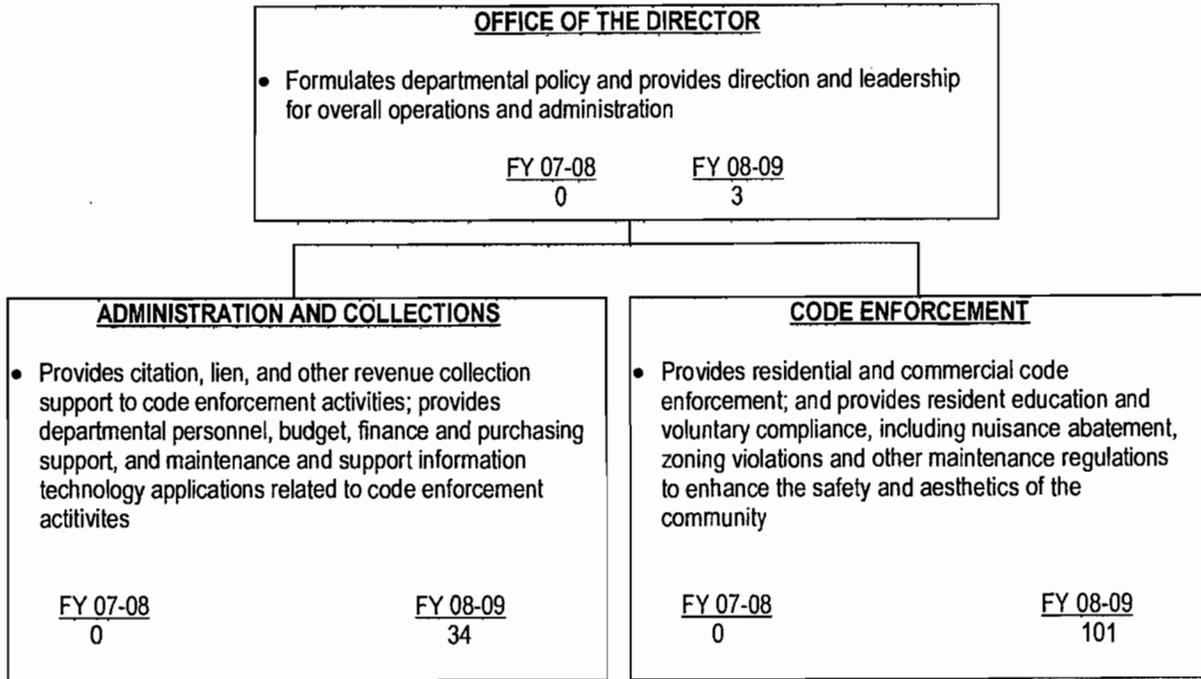
SPECIAL SERVICES

- Provides photographic support to federal law enforcement agencies

FY 07-08
0

FY 08-09
0

Office of Neighborhood Compliance



Park and Recreation

OFFICE OF THE DIRECTOR

- Provides departmental leadership, direction, administration, and coordination of operations, construction, and maintenance support, coordinates special projects, intergovernmental affairs, marketing, public information, communications, coordinates departmental fundraising efforts and acts as a liaison with the Parks Foundation and the Miami-Dade Sports Commission

FY 07-08
16

FY 08-09
14

ADMINISTRATION

- Provides overall logistical support for the Department including budget and finance, grant management, human resources and employee development, safety administration, procurement of commodities and services, contracts management, financial and performance auditing, strategic planning, information technology and telecommunications, and the formulation of procedures, standards, and practices

FY 07-08
67

FY 08-09
60

OPERATIONS MANAGEMENT

- Manages operations at coastal metropolitan parks, marinas, and golf courses including beach maintenance, the Joseph Caleb Auditorium, Miami-Dade County Auditorium, African Heritage Cultural Arts Center, and the Women's Park; provides Natural Areas Management and tree maintenance throughout the park system, manages landscape maintenance for special districts, and manages the county's Eco-Adventures programs

FY 07-08
442

FY 08-09
433

RECREATION MANAGEMENT

- Coordinates with community groups, park patrons, school officials, community-based organizations, County officials, and other government agencies that use park resources; supervises and coordinates recreational programming activities; provides park security, grounds maintenance, landscaping services for outside contracts; manages park operations including tennis centers, swimming pools, camp grounds, and athletic fields

FY 07-08
386

FY 08-09
359

DEVELOPMENT AND CONSTRUCTION

- Provides planning, project management, architectural and engineering design, development and construction of capital projects, facility maintenance and repair services, contract management, and capital program management; provides trade services for new construction and park facilities maintenance, and maintains departmental heavy and lawn equipment

FY 07-08
205

FY 08-09
209

DEERING ESTATE

- Manages and operates the Charles Deering Estate; includes historical preservation of facilities, resource management of facilities and grounds, maintenance and security

FY 07-08
23

FY 08-09
22

SPECIAL TAX DISTRICT

- Provides multi-purpose services to established Special Tax Districts; services include landscape maintenance, tree trimming, lake maintenance, fountain maintenance, irrigation etc.

FY 07-08
7

FY 08-09
7

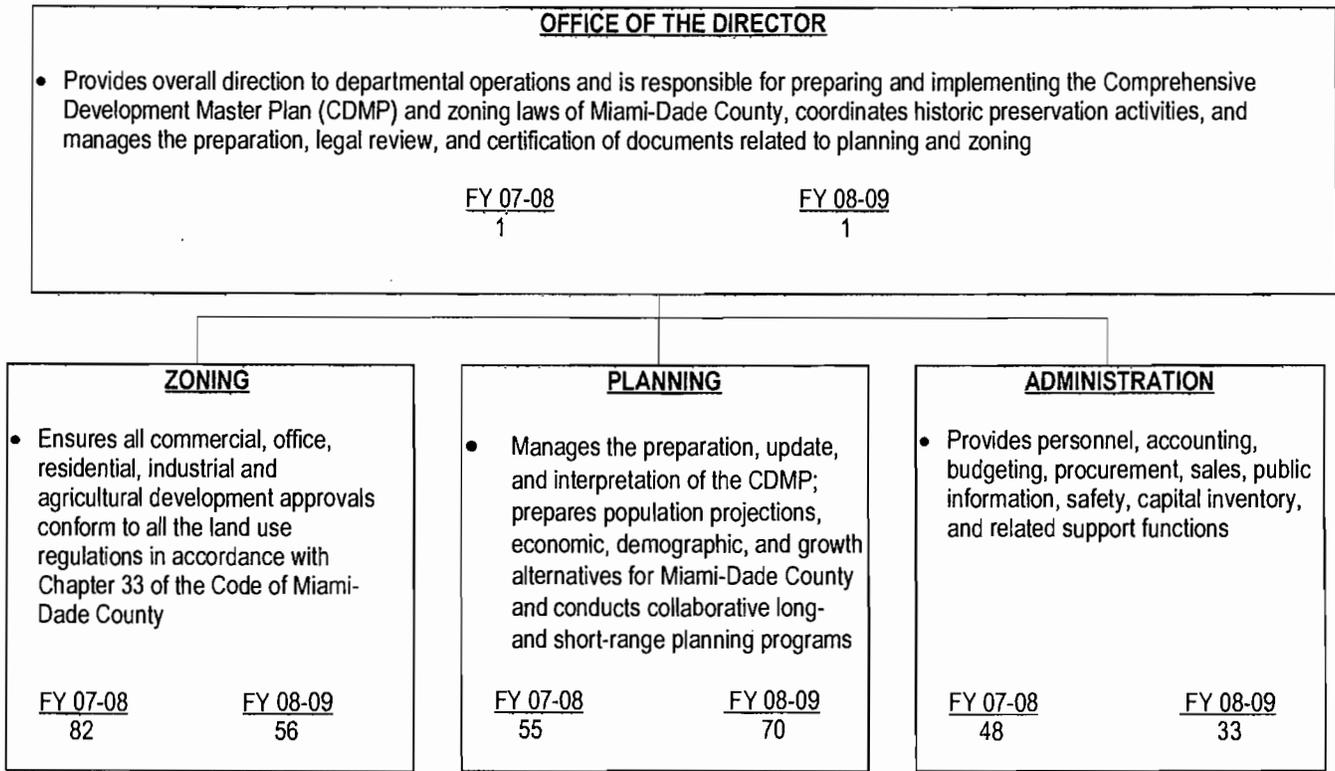
MIAMI METROZOO

- Manages and operates the zoo, conducts sales and marketing, public information, and education programs; provides for feeding and care of zoo animals; selects and displays specimens

FY 07-08
135

FY 08-09
192

Planning and Zoning



In the Table of Organization, Administration and Office of the Director are reflected as Administration in the Financial Summary and Zoning reflects Zoning and Impact Fee

Public Works

OFFICE OF THE DIRECTOR		
<ul style="list-style-type: none"> Provides overall direction for operations and is responsible for the administration of procurement, human resource, finance and budget, and technology activities to support the Department 		
<u>FY 07-08</u>		<u>FY 08-09</u>
56		53
<p style="text-align: center;"><u>BBC PROGRAM</u></p> <ul style="list-style-type: none"> Plans, schedules, and directs activities related to the Building Better Communities Bond program <p style="text-align: center;"><u>FY 07-08</u> <u>FY 08-09</u> 9 9</p>	<p style="text-align: center;"><u>CAUSEWAYS</u></p> <ul style="list-style-type: none"> Manages the Venetian and Rickenbacker Causeway system <p style="text-align: center;"><u>FY 07-08</u> <u>FY 08-09</u> 69 69</p>	<p style="text-align: center;"><u>CONSTRUCTION</u></p> <ul style="list-style-type: none"> Provides engineering technical support to other divisions within Public Works as well as other County departments <p style="text-align: center;"><u>FY 07-08</u> <u>FY 08-09</u> 142 142</p>
<p style="text-align: center;"><u>HIGHWAY AND ENGINEERING</u></p> <ul style="list-style-type: none"> Administers and coordinates all consultant design contracts for major highway and bridge improvements <p style="text-align: center;"><u>FY 07-08</u> <u>FY 08-09</u> 23 23</p>	<p style="text-align: center;"><u>PEOPLE'S TRANSPORTATION PLAN (PTP) COORDINATION OFFICE</u></p> <ul style="list-style-type: none"> Plans and coordinates all PTP related functions within the Department <p style="text-align: center;"><u>FY 07-08</u> <u>FY 08-09</u> 55 55</p>	<p style="text-align: center;"><u>RIGHT OF WAY</u></p> <ul style="list-style-type: none"> Administers land acquisition services <p style="text-align: center;"><u>FY 07-08</u> <u>FY 08-09</u> 65 65</p>
<p style="text-align: center;"><u>STORMWATER UTILITY CANALS AND DRAINS</u></p> <ul style="list-style-type: none"> Provides countywide chemical, mechanical cleaning, and overall maintenance of the county's secondary canal system <p style="text-align: center;"><u>FY 07-08</u> <u>FY 08-09</u> 150 159</p>	<p style="text-align: center;"><u>TRAFFIC SIGNALS AND SIGNS</u></p> <ul style="list-style-type: none"> Provides installation, maintenance, and repair for traffic related signs, traffic and pedestrian signals, and school flashers and signs countywide <p style="text-align: center;"><u>FY 07-08</u> <u>FY 08-09</u> 106 104</p>	<p style="text-align: center;"><u>LAND DEVELOPMENT</u></p> <ul style="list-style-type: none"> Reviews and processes tentative and final plans for subdivisions and improvements on public right-of-way properties <p style="text-align: center;"><u>FY 07-08</u> <u>FY 08-09</u> 16 16</p>
<p style="text-align: center;"><u>RIGHT-OF-WAY ASSETS AND AESTHETICS MANAGEMENT</u></p> <ul style="list-style-type: none"> Manages roadside and median maintenance as well as tree health and fertilization <p style="text-align: center;"><u>FY 07-08</u> <u>FY 08-09</u> 42 45</p>	<p style="text-align: center;"><u>SPECIAL TAXING DISTRICTS ADMINISTRATION</u></p> <ul style="list-style-type: none"> Creates special taxing districts for street lighting, security, and landscape beautification <p style="text-align: center;"><u>FY 07-08</u> <u>FY 08-09</u> 24 24</p>	<p style="text-align: center;"><u>TRAFFIC ENGINEERING</u></p> <ul style="list-style-type: none"> Administers traffic engineering functions for the County <p style="text-align: center;"><u>FY 07-08</u> <u>FY 08-09</u> 38 38</p>
<p style="text-align: center;"><u>ROAD AND BRIDGE MAINTENANCE</u></p> <ul style="list-style-type: none"> Provides overall road and bridge maintenance <p style="text-align: center;"><u>FY 07-08</u> <u>FY 08-09</u> 112 112</p>	<p style="text-align: center;"><u>MOSQUITO CONTROL</u></p> <ul style="list-style-type: none"> Administers the County mosquito control program <p style="text-align: center;"><u>FY 07-08</u> <u>FY 08-09</u> 29 29</p>	

Transit

OFFICE OF THE DIRECTOR

- Implements policy and establishes direction for all aspects of the organization

FY 07-08
8

FY 08-09
11

CUSTOMER SERVICE

- Administers customer service functions for citizens that use public transportation services

FY 07-08
57

FY 08-09
45

METROBUS

- Manages operations and maintenance for bus service

FY 07-08
2,354

FY 08-09
2,184

METROMOVER

- Administers Metromover service throughout the Downtown perimeter

FY 07-08
101

FY 08-09
70

METRORAIL

- Manages rail maintenance and operations along 22.2 mile corridor

FY 07-08
477

FY 08-09
407

PARATRANSIT

- Provides administrative function for Special Transportation Services (STS)

FY 07-08
48

FY 08-09
36

ENGINEERING

- Provides project management for capital improvement program and performs transportation system analysis

FY 07-08
182

FY 08-09
163

OPERATIONAL SUPPORT

- Provides administrative and logistical support for departmental operations

FY 07-08
493

FY 08-09
385

Memorandum



DATE: September 17, 2008

Attachment E

TO: Honorable Chairman Bruno A. Barreiro
and Members, Board of County Commissioners

FROM: George M. Burgess
County Manager

A handwritten signature in black ink, appearing to read "Burgess", written over the printed name of the County Manager.

SUBJECT: Pilot Program: Flexible Work Schedules for County Employees

On July 1, 2008 the Board of County Commissioners adopted Resolution No. R-776-08 directing the Mayor to study the feasibility of establishing a pilot project to provide more flexible work schedules for County employees. Specifically, the resolution directed staff to study the potential implementation of a pilot project based on four-day workweeks (4x10), telecommuting and other flexible schedules where appropriate and advantageous. The feasibility study was intended to serve as a means of saving funds, improving services, reducing employee commuting costs and reducing traffic congestion.

A comprehensive assessment of the impact of alternate work schedules was completed including national research into workplace trends, a review of initiatives in other jurisdictions, surveys of County employees and directors, and an assessment of the potential for cost savings in County facilities. Based on the findings, it is recommended that the County develop a small-scale pilot project to be implemented in January 2009. For this pilot program, the following actions would be taken:

- Each Friday, close selected County facilities that are currently closed on weekends or are significantly scaled back on weekends. For the remainder of the workweek, these offices will operate on 10-hour days.
- For other selected operations, all employees will have the option (where feasible) to work a compressed workweek in a staggered manner that will allow services to be available five to seven days per week as currently exists. Employees on staggered four-day shifts will work 10 hours per day.

Recognizing that a number of employees will have problems adhering to this schedule, affected employees will be offered flexible start and end times (regardless of their schedule), so long as the level of services provided by their work unit is not negatively impacted.

In addition to significantly increasing employee flexibility and reducing work-related commuting costs; the program will increase customer convenience while also taking advantage of any operational savings that will accrue from closing facilities one weekday each week. However, regarding closing one weekday each week, an effective public information campaign will be needed to educate the public of the change.

Before making any large-scale permanent changes, a complete assessment of the program's effectiveness and its impact on citizens is required. I am therefore recommending implementation of a small-scale pilot program for a one-year period starting January 2009, with a review after six months. The January 2009 start date will allow the County to prepare for the transition, adjust schedules and complete the necessary discussions with our collective bargaining units for the County operations selected to participate in the pilot.

BACKGROUND

In response to the financial and economic impacts of escalating fuel prices, the condition of the economy and the impacts of property tax reforms (particularly in Florida), there is increased interest in compressed and flexible work schedules for employees. Following the adoption of Resolution R-776-08, staff was directed to gather information and conduct research to assess the impacts of compressed work schedules on the County and its employees.

Staff conducted a comparative analysis of other government jurisdictions and researched national trends, benefits and issues regarding compressed workweeks. Additionally, the Human Resources Department (HR) surveyed County employees and department directors to assess employee preferences and concerns, as well as assess opportunities for savings, productivity improvements and the impact on customer service. Staff also reviewed operations at County facilities to assess whether utility savings would be realized and the extent to which facilities could be closed one weekday in addition to weekend closings. Staff also reviewed collective bargaining agreements for contract stipulations regarding employee scheduling changes and collective bargaining requirements.

The following summarizes the findings and details the advantages, disadvantages and issues to be addressed for each alternate workweek option.

NATIONAL TRENDS

Recently, alternative workweeks in the government and not-for-profit sectors have received heightened interest and considerable media attention, particularly with the surge in gasoline prices to more than \$4 per gallon. Consequently, a comparative study of 18 city, county and state agencies that have implemented or plan to implement compressed workweeks was conducted. Results of the study are included in Attachment 1. The most notable and dramatic example of alternative schedule implementation in the public sector is the State of Utah. On August 1, 2008, the State became the first to implement a mandatory four-day workweek for approximately 17,000 of its 24,000 employees for a period of one-year. While it's too early to assess the success of Utah's pilot program, the State estimates that it will realize \$3 million in annual energy savings in 1,000 of its more than 1,200 facilities.

Utah surveyed their employees and reported that 80 percent of affected workers approved of the change, but indicated that childcare and public transportation issues would pose a significant problem for some employees. It is to be noted that the State government has no employee unions with bargaining power and was therefore able to institute the new work schedule with 30 days notice to its employees. In order to accommodate employees with childcare and transportation issues, employees are being allowed flexible start and end times (where appropriate). Also, a limited number of employees telecommute for a portion of the workday.

Most jurisdictions that have implemented compressed workweeks are smaller entities that do not provide as wide an array of services as Miami-Dade County and other large government organizations. Of the 18 jurisdictions surveyed, 14 have less than 6,000 employees. However, the study shows that regardless of size, jurisdictions face some common issues. First, the issues of child and after school care are common challenges to employees. Second, because of uncertainty of the future effectiveness of across-the-board alternative work schedules, most jurisdictions are implementing the program on a trial basis with the intent to evaluate the program after a specified period, usually three months to one year. Third, a total of nine jurisdictions surveyed have or plan to implement a four-day schedule that requires facilities close on the fifth day. The primary reason for closing one weekday is that the jurisdiction expects there will be cost savings both to the jurisdiction and employees. Other benefits include congestion and pollution reduction, expanded citizen services and increased employee morale.

In addition, for a number of reasons, jurisdictions have had to consider additional employee schedule options because no jurisdiction has been able to close all of its facilities one weekday. In one

jurisdiction, some departments rejected the notion of closing operations. In other jurisdictions, services such as fire, police, transit and human services need to operate up to seven days per week. Consequently, some jurisdictions such as the State of Ohio, Marion County (Florida) and the City of Birmingham (Alabama), offer 4x10 schedules but operate five days per week while still allowing flexible start and end times and traditional 5x8 schedules.

A number of counties have chosen to expand service hours over a five-day workweek to achieve many of the benefits of alternative work schedules while avoiding problems associated with employee childcare issues and constituent complaints. Programs in these governments feature a mix of staggered and/or alternating four-day schedules, traditional five-day schedules and flexible start and end times. Such counties include Suffolk County (New York), Howard County (Maryland), Macomb County (Michigan), and Leon County (Florida).

Florida International University, through its summer 2008 pilot program, and the cities of North Miami and Coconut Creek, recently implemented 4x10 compressed workweeks and are closed one weekday each week. However, there is limited data on the impact of these programs on government operations and/or customers. On the other hand, three large jurisdictions that piloted similar programs, El Paso County (Texas), Will County (Illinois), and the State of Ohio, have returned, or are returning, some services to five-day operations due to interdepartmental, employee and constituent problems experienced with their four-day operating schedules.

Other studies conducted on a national level across industries revealed the following:

- The Bureau of Labor Statistics (BLS) reports that in 2002, 19.8 million employees performed some work from home as part of their job. BLS also reported that 29 million full-time workers reported that they had a flexible work schedule, twice the number reported 10 years earlier, indicating that alternative work arrangements are a growing trend.
- A study conducted in March of 2008 by Compdata Surveys Compensation Data 2008, which contains data collected from thousands of organizations across the United States, revealed that flexible schedules are allowed by 51.6 percent of organizations surveyed.
- According to *Workplace Trends For the 21st Century*, an article appearing in USA Today (Society for the Advancement of Education) in September 2000, "labor-short companies are increasingly willing to accommodate employees' desire for more flexible scheduling, evidenced by the growing number of firms offering telecommuting, flex-time, and core hours." Their belief is that "employee demand for more flexible scheduling will cause telecommuting to be the predominant workplace trend."
- A survey by consultancy Challenger Gray & Christmas in May 2008 found the most popular work arrangement utilized by 23 percent of participating companies is a condensed workweek, which typically consists of four, 10-hour days.
- At the Society for Human Resource Management (SHRM) Annual Conference & Exposition held in the Spring of 2008, the organization highlighted its recent survey showing that companies are increasingly offering flexible schedules and telecommuting to help workers cope with increasing gas prices. They reported that "rising gas prices have led to compressed workweeks and an increase in telecommuting." Among businesses polled, 26 percent are offering flexible schedules. SHRM believes that "far from short-term solutions, this is the beginning of a revolution" that will change the way companies do business.

- A study on flexible work schedules conducted by the Society for Human Resource Management (SHRM) in 2007 found that 38 percent of the participating companies offered a compressed workweek for some employees as part of work benefits.
- In the "Flexible Work Arrangements 2008" survey conducted this past April by Hewitt Associates, a global HR services company, it reported that "a rapidly shrinking talent pool, coupled with increased work-life pressures and a more diverse, global and independent workforce, have prompted an increasing number of companies to offer flexible work arrangements as another way to attract, retain and engage talent." The survey of 90 US employers revealed that of those companies that offer flexible work arrangements, almost all (98 percent) believe "the benefits of workforce programs match or outweigh the costs associated with implementing them."
- News provided by Thomas Net Industrial Newsroom (TIN), a comprehensive source of new and timely product information in the industrial marketplace, reported in its July 2008 Industrial Market Trend report that "a number of organizations coming to terms with permanently high oil and gas prices are reconsidering flexible work arrangements."
- A national survey of 500 workers conducted in May 2008 by consulting firm Robert Half International reported that 44 percent of professionals interviewed said that higher gasoline prices have affected their commutes with many changing their work plans, and 30 percent of those reported that they were looking for another job closer to home.

CURRENT COUNTY POLICIES/PRACTICES

Miami-Dade County requires that departments observe and maintain adequate staffing during regular business hours (Monday through Friday, 8:00 am to 5:00 pm). The County also recognizes that an alternative work schedule is not possible or feasible for all work areas because of the specific workplace requirements. Therefore, County policy provides department directors the discretion to change employee work schedules based on operational needs, as long as those changes are in compliance with collective bargaining agreements. In early 2002, the County Manager directed County departments to assess opportunities for compressed workweeks, flexible work schedules and telecommuting, and provided guidelines for implementing such schedules. Additionally, following Hurricane Katrina in 2005, and the resulting spike in gasoline prices, departments were again encouraged to consider alternative work schedules and opportunities for energy savings.

As a result of these directives, some departments have implemented variations of flexible work arrangements in areas where either the nature of the service or the workplace requires maintaining extended hours of operation. A total of 2,152 employees in 23 departments (Table 1 Below) currently utilize four day, 10-hour work schedules.

Regarding collective bargaining requirements, all but one collective bargaining agreements allow for work schedule changes, provides certain procedures, or limits are adhered to and do not pose a significant barrier to the implementation of new work schedules. The only exception to this is AFSCME General Employees Unit (Local 199) that represents general employees such as clerks, tree trimmers, driver/attendants, roofing inspectors and computer technicians. The agreement stipulates that notification of the Union and consent of the majority of employees affected must be obtained prior to altering work schedules by changing the number of hours per day or number of days per week.

Additionally, as part of our drive to increase customer service and access, over the last five years the County has made significant strides in making an increased number of services available online. Many services are now available 24 hours a day, seven days a week via the Internet. These include paying bills online such as property taxes, water bills, business license taxes and purchasing transit passes. Additionally, golfers can reserve tee times online, jobseekers can apply for jobs online, and citizens can apply for library cards and check out/renew library books, and request bulky waste collection, among

other services. Currently, our 311 service offers extended hours seven days per week to increase access to government information.

TABLE 1 Departments with Compressed Workweek Schedules (as of June 2008)			
	DEPARTMENT	EMPLOYEE COUNT	NUMBER OF EMPLOYEES WITH 4X10 WORK SCHEDULES
1	Human Resources	138	30
2	Finance Department	326	8
3	Property Appraisal	282	2
4	Team Metro	204	14
5	General Services Administration	808	32
6	Clerk Of Courts	1402	6
7	Miami-Dade Police Department	4863	431
8	Medical Examiner	75	6
9	Animal Services Department	114	3
10	Miami-Dade Fire Rescue	2676	258
11	Corrections & Rehabilitation	2647	46
12	Building Code Compliance Department	82	2
13	Solid Waste Management	927	724
14	Public Works Department	882	165
15	Miami-Dade Aviation Department	1406	94
16	Miami-Dade Seaport Department	405	131
17	Miami-Dade Transit Agency	3816	93
18	Library	713	12
19	Park & Recreation	2037	11
20	Water & Sewer Department	2434	77
21	Government Information Center	210	1
22	Commission On Ethics & Public Trust	16	4
23	Law Library	7	2
	TOTALS	32,871	2,152

SURVEY SUMMARY

We surveyed County employees on issues related to alternative workweeks. Employees were asked whether they would be willing to work 4/10 workweeks, what barriers they would face, and their method(s) of commute to/from work. A total of 3,966 employees responded to the survey, which was conducted online from July 21 to August 7, 2008. Respondents included a mix of classifications including executives, professional staff, clerical, secretarial, technicians and trade personnel across 61 County departments. The survey found that 2,891 (74.9%) of respondents would have no problem working a four day, 10-hour work schedule (Table 2).

A total of 2,167 (55%) of employees expressed a desire for an alternate schedule with flexible start and end times, and 2,548 (64%) expressed that they would like the opportunity to telecommute if possible. Employees also indicated a number of issues that would impact their ability to work a compressed workweek. Issues include child and elderly care, before and after school care, and outside employment among others.

Table 2
Employee Ability to Work 4x10 Workweeks

Survey Question:
Because of any of the following reasons, would you be **UNABLE** to work 10 hours on a weekday? (Check all that apply.)

Note: Please be mindful that with lunch and breaks, examples of a 10-hour work day could be 7 a.m. to 6 p.m., 8 a.m. to 7 p.m., etc.

	Responses	Percent
Attending school/college after work:	229	5.93%
Before and after school care:	338	8.76%
Care for another adult:	86	2.23%
Carpooling/transportation issue:	64	1.66%
Childcare:	312	8.08%
Church, civic group or other responsibilities:	125	3.24%
Disability or medical reasons (self):	36	0.93%
Outside employment:	37	0.96%
Personal safety concerns:	78	2.02%
Pet care:	75	1.94%
Sports or recreational activities (children):	131	3.39%
Sports or recreational activities (self):	81	2.1%
Not applicable. I would be able to work 10-hour days any weekday.:	2891	74.9%
If other, please specify :	120	3%
Total Responded to this question:	3860	97.33%
Total who skipped this question:	106	2.67%
Total:	3966	100%

According to the survey, 2,664 employees (67%) drive directly to work, 339 (9%) take public transportation, and 495 (14%) use a combination of both modes as shown in Table 3 below. This suggests that approximately 81% of employees responding to the survey use their personal cars for work each day. Less than 2% of employees use carpools to commute to the workplace.

Table 3
Employee Commuting Methods

Survey Question:
What is generally your present method for commuting to work?

	Responses	Percent
Automobile (driver):	2664	72.75%
Automobile passenger (carpool/vanpool):	64	1.75%
Automobile passenger (not carpool/vanpool):	26	0.71%
Park & Ride - Combination of automobile and mass transit:	495	13.52%
Mass transit (Bus/Train/Metro/Jitney):	339	9.26%
Motorcycle/Scooter/Bicycle:	8	0.22%
If other, please specify :	66	1.8%
Total Responded to this question:	3662	92.33%
Total who skipped this question:	304	7.67%
Total:	3966	100%

In addition to the employee survey, department directors were surveyed to determine opportunities for closing buildings one weekday each week and to assess their perception of the potential benefits and

challenges posed by alternative work schedules. A total of 47 departments participated, of which eight (17%) felt that the implementation of flexible schedules might provide opportunities to reduce cost while nine (19%) felt that such schedules could potentially improve service delivery. Departments were also asked to list areas within their departments that are not suitable for a compressed work schedule. From the data provided, 15 departments reported that they had units and positions that would not lend themselves to such an arrangement. These include Corrections and Rehabilitation, Human Services, Transit, Police, Park and Recreation and Water and Sewer. These departments, with a total staff of 18,736, reported that 8,073 positions were not suitable for 4x10 schedules.

FACILITIES

Miami-Dade County operations occupy more than 3,000 buildings/facilities including offices, service centers, treatment plants, pump, police, fire stations and libraries. Operations at 196 facilities, including office/administrative buildings, parks, museums, libraries, garages and service centers were assessed to determine any potential savings if these facilities were to be closed one weekday per workweek. The facilities reviewed are managed by either the County through the General Services Administration or other departments, and/or leased from third parties. The findings are as follows:

Facility operating hours vary from 24 hours per day, seven days per week (as in the case of some police, fire and transit services), to 8:00 a.m. to 5:00 p.m. weekday operations in traditional service and administrative offices. Departments estimated the annual building operating cost reductions for each facility, on the assumption the facility would be closed one additional weekday each week. The possible savings from this sample of facilities include a reduction in electricity, water, janitorial and security expenses, where applicable (Attachment 2). Regarding revenue generating operations such as the Seaport, where such savings would be outweighed by the expected revenue losses, no savings were recorded as a result of building closures.

Of the 196 facilities in the sample, a total of 23 locations (12%) could be closed on a weekday to accommodate a four-day workweek. These include facilities such as the 140 West Flagler building, certain regional Park offices, and other administrative offices. However, several of the 22 facilities for which closure is feasible, will not yield savings. For example, at Vizcaya and County Libraries, air handling systems are required to remain operational during non-business hours to protect and preserve materials and artifacts. Additionally, because several County-occupied facilities are leased from third parties, and where such leases include utility costs, no savings will accrue to the County unless lease terms are renegotiated.

Twenty-four (12%) of the 196 buildings could be partially closed for the additional weekday. While most staff in these facilities would work only four days each week, the facilities would still need to operate to support needed services. An example of this includes transit garages where bus maintenance and operations must continue to work, while administrative, human resources and some stores personnel would work the compressed workweek.

It is not feasible to close the remaining 126 facilities because these facilities either support critical public safety operations (Police and Fire), would negatively impact revenues (Airport and Seaport), or serve as residences or service centers (Human Services).

Based on the possible closures from the 196 buildings assessed, it is estimated that the County could save approximately \$1.15 million annually in utility, janitorial and security expenses. Actual savings will depend largely on the extent to which the County staff avoids using the buildings during the off days, departments adapt their operations to allow additional buildings to be closed, and to a lesser extent, the level of increased building costs, if any, associated with extended weekday hours.

FUEL CONSUMPTION AND POLLUTION REDUCTION

Fuel savings will primarily be realized through a reduction in the use of take home vehicles and a reduction in the use of the County's vehicle pool. Additional savings may be realized if commuting times for field personnel are reduced if crews are able to commute in reduced or off peak hours. Excluding police operations, the County has 900 assigned take home vehicles that may experience a reduction in fuel consumption if the assigned personnel work four-day weeks. Assuming staff work a compressed workweek, the County could save approximately \$175,725 annually based on a fuel price of \$3.50 per gallon.

Reductions in automotive commute times and frequencies also lead to pollution reduction. Emissions of greenhouse gases from motor vehicles are typically expressed in Carbon Equivalents. Greenhouse gases are defined as the combination of Carbon Dioxide (CO₂), Methane (CH₄), Nitrous Oxide (N₂O), and Hydrofluorocarbons (HFC). Each has varying capacities to adversely impact the environment and to trap heat, otherwise known as their global warming potential. These reductions in take home vehicle fuel consumption could reduce work related pollution by more than five million tons of Carbon dioxide equivalent each year.

Regarding individual fuel consumption, the survey of County employees shows the approximately 83 percent of employees drive personnel vehicles to work. A compressed four-day work week will reduce work related commute by an average of 20 percent which could also contribute to pollution and congestion reduction depending on employee driving patterns on their days off.

ANALYSIS OF WORK SCHEDULE OPTIONS

Staff studied the implementation of alternative schedules under four scenarios:

1. Fixed four day, 10-hour workweek in which employees work the same four days and the facility is closed three consecutive days;
2. Staggered four-day, 10-hour workweeks in which County facilities are open five days a week but employees would work four 10-hour days;
3. Flexible start and end times; and
4. Telecommuting.

1. Fixed Four Day, 10-Hour Workweek – Facilities Closed One Weekday:

Having County employees work the same four 10-hour days each week allows some County buildings to be closed three consecutive days each week. With regard to the impact on the County, this program would result in facility cost savings (electricity, water and security services), a reduction fuel consumption for take-home County vehicle usage as well as a reduction in traffic congestion on the day County facilities are closed for business. During the workweek, County facilities would be open to the public an additional two hours each day which would provide additional convenience for residents wishing to conduct business with the County. In addition to online services, the County would be open for in-person and telephone services before and after the community's normal working hours and would therefore increase access during these four working days by up to two hours each day.

Departments that currently require elaborate mobilization/demobilization and long travel times to worksites will have an added benefit earlier start-later finish. This is expected to result in longer productive hours each day and possibly shorter commuting times as employees may be traveling to/from worksites outside of peak hours. Additionally, a fixed 4x10 schedule creates no staff supervision issues as is the case with a staggered schedule because all employees within a section would be on the same schedules. Survey findings indicate that 18 departments expect that this

arrangement may increase productivity and customer service. However, staffing and employee communication could be negatively impacted where one department that is not on the fixed 4x10 schedule requires services from another department on the day that department is closed for business.

The impacts of closing on Friday's, or any other weekday, would require the County to launch an effective public information campaign to inform the public of the schedule changes and the facilities and services that will be closed for business. This will include changing building signage, web portals, informational bulletins, flyers and the like including public assurances that County services are not being scaled back. It should also be noted that there will be revenue impacts on some businesses located in or around County facilities that earn a significant portion of their income as a result of activity generated when County facilities are open for business.

The survey findings indicate that while there are some benefits to implementing a fixed four day, 10-hour schedule, this schedule is infeasible or impractical for some departments/services that provide public safety, park and human services to County residents, such as the Courts, Fire, Human Services, Police and Corrections etc. Consequently, because these services will have to remain open, alternate work schedules and employee flexibility options would be needed if all employees are to benefit for changing work schedules.

From the perspective of employees, although this scenario enjoys the support of approximately three-quarters of the County workforce (Table 2), a total of 969 (25%) of respondents indicated that they would have problems working the compressed schedule. The three top factors influencing whether employees can work the compressed schedule are: before/after school care (35%), childcare (32%), and attendance at schools and colleges (23%).

Regarding childcare, respondents were asked to report daycare hours and commuting distances. The earliest start time for a preponderance of child care providers used by County employees is 7:00 am. The latest end time for a majority of those providers is 6:00 pm. The average daycare provider used by a County employee is 12.5 miles away from work and requires travel time of an average of 30 minutes. Other issues reported in Table 2, include carpooling/transportation, sports or recreational activities for children or self, care for another adult, and church, civic group or other responsibilities.

Because of the importance of childcare/daycare issues, we polled employees regarding the ability to make childcare arrangements under 4x10 schedules. A total of 573 respondents (65%) with childcare/daycare challenges, were confident that they could make alternate arrangements (Table 4). When asked which week day they would be unable to work a 10-hour day, most respondents indicated that Friday was the weekday on which they would be unable to work a 10-hour schedule. This suggests that flexible start and end times and the duration of lunch breaks may have to be adjusted for some employees.

Table 4
Employee Daycare Arrangements

Survey Question:			
If your department or building moved to a compressed work schedule of four 10-hour work days, are you confident that this will work with your current daycare/childcare arrangements?			
		Responses	Percent
Yes:	<input type="checkbox"/>	573	64.89%
No:	<input type="checkbox"/>	310	35.11%
Total Responded to this question:		883	22.26%
Total who skipped this question:		3083	77.74%
Total:		3966	100%

Since 86.3 percent of survey participants reported that they drive their automobiles at least a portion of their commute, this work schedule will reduce work-related employee commuting costs. Depending on the nature of the commute, some employees could save as much as 20 percent in work related fuel consumption, in addition to toll and other costs. On the day that County operations are shut down, it would likely alleviate some traffic congestion. It is also expected that a compressed workweek will boost employee morale and may aid in attracting and retaining employees and boost productivity. However, several jurisdictions surveyed expressed concerns that employee fatigue may result in a decline in productivity.

Finally, several jurisdictions, like Miami-Dade County, offer employees the opportunity to accrue leave. To the extent that employees conduct personal business on their off days without the need to request sick and/or annual leave, there could be an increase in the accruals needed to fund leave payouts over the long term. This is of concern to some jurisdictions surveyed and needs to be monitored over time to determine if leave policies should be changed.

2. Staggered Four-Day, 10-Hour Workweek – Facilities Open Five Days a Week:

Typically, all the benefits associated with the fixed 4x10 schedule described above will also be realized with the staggered 4x10 option excluding cost savings realized from closing County buildings for one weekday. In fact, there may be increased costs in some facilities as the service hours are extended. The option to work staggered four day 10-hour schedules allows the County to increase the opening hours to the public by up to two hours each day for the entire week. By making services available for the extended period the County will increase public convenience as is the case with the fixed 4x10 option, but more so because the facilities will not be closed one weekday. Additionally, because staggered 4X10 work schedules can generally coexist with traditional five day and other flextime schedules, it has widespread appeal for employees because they will generally be able to elect the weekday that they prefer not to work.

There will also be a little or no need to mount an aggressive information campaign to announce the adjusted service hours with this schedule as it will be seen as a positive development with no negative impact on the community. Additionally, this schedule has no negative impacts on businesses located in or around County facilities that earn a significant portion of their income as a result of activity generated when County facilities are open for business.

Instituting staggered work schedules may result in some benefits to those departments or sectors for which this type of arrangement is feasible. Survey findings indicate that 18 departments expect that this arrangement may increase productivity and customer service. This schedule however, requires adjustments in management and supervisory strategies as employees may be without supervision for a portion of the workweek. Additionally, some functions that are customer related are carried out by a single or very small staff which creates customer service challenges if this staff works a compressed workweek.

One of the challenges created by this schedule is the need for the County to appropriately lead and supervise staff on multiple schedules. In a large number of units, the number of supervisors within the unit may not be sufficient to work the same schedules as their direct reports. This will require managers to adopt alternate approaches to ensure staff productivity, attendance and adherence to County rules are maintained without incurring additional cost for lead workers, additional supervisors and out-of class pay.

As is the case with the fixed 4x10 option, this schedule may not be appropriate in every area. Consequently, other work schedules and employee flexibility options would have to be offered to affected employees.

3. Flexible Work Schedules:

Flexible work schedules typically allow employees the flexibility in the start and end time of the workday primarily for employee convenience. The arrangement may also allow the organization to operate for more hours each workday and possibly to increase customer service. Flex hours may or may not result in a reduction in commuting costs and traffic congestion.

The employee survey found support for flexible schedules. Among the 3,782 responses to this question, 57 percent would prefer the opportunity to work a schedule with different start and end times that are currently worked. A total 28 percent of respondents reported they could work a schedule with different start and end times, but would prefer to maintain their current work schedule. However, 14 percent said they could only participate if they maintained their current work schedule.

Because flexible schedules often result in expanded service hours, they can generally coexist with 4x10 schedules and are a popular employee option. However, the option does not typically impact employee commuting costs.

4. Telecommuting:

Telecommuting, also referred to as telework, is a work arrangement where an employee works one or more days each workweek from home or another work location closer to home than the employee's normal work headquarters. Most telecommuting arrangements require access to computer networks through internet or intranet connections.

Our research shows that while employees are usually open to telecommuting, it raises a number of issues that both the organization and the employee must consider. As a result, it is normally recommended that employees who telecommute enter into an agreement with the employer to ensure that the terms of the work arrangement are clearly outlined. Typical arrangements include clear expectation of productivity, number of days the employee will telecommute each week and for how long, employee availability (for consultation by phone or e-mail etc. on telecommuting days), criteria for participating in the program, decisions regarding who pays for communications set up at the employees residence, security of County data accessed from home-based systems, minimum requirements for virus and security protection, and criteria discontinuing participation. For these reasons, telecommuting is usually approved on a case-by-case basis.

Although telecommuting makes sense in a number of areas and classifications in the County, it is important that the following issues be addressed as employees enter the program. Telework frequently serves as a proxy for child/family care because the caregiver is typically at home. Therefore, all work arrangements and the extent to which the employee must be available for communication/consultation must be made clear. Additionally, departments must ensure that despite the flexibility offered to staff, the appropriate volume and quality of work are not degraded. Depending on job function, some teleworkers would have the flexibility to complete their tasks whenever and at whatever time of day or night they choose. Consequently, time tracking is not always necessary. However, current labor laws require all hourly paid employees to be paid for every hour worked regardless of where/when the job is being performed and requires effective methods of tracking the time worked by any hourly paid employees who are allowed to telecommute. Also, employees who can effectively telework will experience significant reduction in work related commuting costs.

Telecommuting is a progressive workplace practice when effectively implemented and has several benefits. If telework is widespread within the organization there could be some reduction in facilities and utilities costs over the long term to the extent the County can reduce electricity, water, upkeep and equipment costs. However, unless the County can eliminate office space as a result of

employees telecommuting, and avoid purchasing duplicate office equipment (for both workplace and home offices), savings are typically marginal.

Across the County, there are a number of classification that are not suitable for telework including mechanics, police patrol, curbside waste collection, code enforcement, in-person services such as auto tag windows, fare-box collection, bus driver, bus washers, facilities repairs and the like. Positions in the following areas are typically well suited to telework; information technology support, some clerical and administrative duties, some consulting and research work, call answer services, etc.

CONCLUSIONS

Given the wide array of services provided by the County, implementing any type of flexible work arrangement or telecommuting is not feasible for all departments. While there may be economic and work/life balance benefits for employees and perceived environmental benefits, adopting any single form of alternative work schedule could benefit a limited number of departments. The analysis shows while there would be an increase in citizen convenience by extending service, the primary beneficiaries of an alternate work schedule is County staff.

With regards to County facilities and vehicle usage, the assessment shows that some savings will be realized for a limited number of buildings by closing one weekday each week during the year and the reduction in take-home vehicle fuel consumption. Of the 196 County buildings sampled, the estimated annual saving in utility and security costs is \$1.15 million. This suggests that building cost reductions should not be the primary reason for implementing wide scale alternative work schedules but must be taken into account in making the final determination. Savings from the reduced use of take-home vehicles is estimated to be \$175,725 per year with a corresponding reduction in air pollution of more than five million tons of carbon dioxide equivalent. The inability to close all facilities one weekday each week also suggests that alternate schedules should be made available to employees. Additionally, based on the employee survey results which shows that over 80 percent of employees drive to work for all or part of the daily commute, implementation of any countywide compressed workweek arrangement will reduce employee costs and the number of vehicles on the road for work related trips.

Upon review of the national trends, survey data, discussions with employees and other jurisdictions, the County has the following options:

1. Implement a staggered 4x10 workweek Countywide with facilities open five days a week. While this would not reduce facilities costs, it would expand customer service and provide flexibility and work/life balance for employees. Under this scenario, employees would be allowed flexible start and end times and options for telecommuting on a case-by-case basis.
2. Implement a fixed 4X10 workweek (closed Fridays) for all departments that can be closed on Fridays without adverse impacts. The County could begin with all or a subset of departments that are able to be closed for an additional day to create a three-day weekend. This would include all County facilities that are currently closed on weekends or are significantly scaled back on weekends. As in the case of the above scenario, the County would still need to offer employees flexible start and end times and options for telecommuting on a case-by-case basis for employees with childcare and other issue who may require such flexibility. This option also the County to capitalize on any facilities savings that may accrue from closing one weekday each week.
3. Continue the existing policy of encouraging departments to implement compressed workweek schedules and flexible hours where appropriate at their discretion.

4. Considering that all facilities cannot be closed one week day each week, implement a countywide program that does the following:
- Closes all, or a subset of, County facilities that are currently closed on weekends or are significantly scaled back on weekends.
 - For all other operations, all employees could have the option where feasible to work a compressed workweek in a staggered fashion that allows these services to be available five to seven days per week as currently exists.
 - For employees that need additional accommodation, as is the current practice, flexible start and end times will be accommodated.

This option also allows the County to capitalize on any facilities savings that may accrue from closing one weekday each week.

Although a compressed workweek is favored by a majority of employees, the analysis provides no other overriding reason to change employee work schedules. While the true effects of implementing alternative work schedules at Miami-Dade County are difficult to predict with a high degree of accuracy, it is already the start of a major societal shift which can change the workplace and could be effective in attracting and retaining employees. When taken in the context of the issues raised regarding each scheduling option, it is premature to initially implement any countywide alternate schedules permanently. A small scale pilot program would be more appropriate to allow the County to assess its effectiveness and adjust the program accordingly by service and citizens' needs.

Attachments

- c: Honorable Carlos Alvarez, Mayor
Denis Morales, Chief of Staff, Office of the Mayor
Assistant County Managers
Department Directors

Attachment 1
Miami Dade County
Comparison of 4x10 Workweeks in Other Jurisdictions
(August 2008)

Jurisdiction	Staff Size	4x10 Workweek Schedule*	Motivation for 4x10 Work Schedule	Comments
State of Ohio	65,000	Initially opened 4 days each week and closed for three days. Later added a 5-day schedule	Employee Flexibility	Initially, 23 State agencies (total staffing for these agencies were not provided) implemented 4x10 – closed one day each week. However some agencies have since implemented alternate schedules including opening 5 days per week because communication between agencies became an issue and service suffered.
State of Utah	24,000	Facilities open 4 days each week and closed for three days	Cost Savings Pollution Reduction Extended Weekday service hours	This is a one-year program commencing August 1, 2008 and will impact about 17,000 employees and 1,000 state buildings. Expected facilities savings \$3M. Operating costs savings, turnover, leave usage and liability etc. will be evaluated after a year to decide whether to extend the program. The state has no trade unions. Program excludes police officers, prison guards, employees of the courts and Utah's public universities.
Fairfax County, VA	17,500	Facilities open 4 days each week and closed for three days	Costs Savings Employee Benefit	The 4x10 program is being contemplated. Not started.
Suffolk County, NY	10,000	Voluntary pilot program implemented July 1, 2008 to end September 30, 2008 for EXEMPT employees only	To save employees money on gasoline purchases and to provide extended hours of operation for taxpayers	Voluntary pilot program implemented July 1, 2008 to end September 30, 2008 for EXEMPT employees only. 22 departments working 4x10 with rotating days off. Offices are not closed.
Birmingham, AL	5,000	Facilities are open 5 days_employees may work 4x10 schedules	Employee Flexibility Extend Service Hours Increase productivity	July 2008 the City changed to a 4x10 rotating schedule. Still open 8-5 pm Mon-Fri to the public, but internally come in one hour earlier and leave an hour later. Employees can sign up and choose Monday or Friday off.
El Paso County, TX	3,000	All off-site Justice of the Peace facilities operate 4 days a week and close for one day. The rest of the county remains open 5 days, with many operating on flexible 4x10 schedules	Motivation was twofold: (a) Rising fuel cost; (b) Environmental, traffic and pollution concerns	Apart from the Justice of the Peace facilities, the decision is left to each department to determine whether to allow employees to work 4x10 schedules. Response has been extremely positive among employees, but it is too early to tell whether this will result in any savings for the county. Will need a year to make an assessment.

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Attachment 1 Miami Dade County Comparison of 4x10 Workweeks in Other Jurisdictions (August 2008)				
Jurisdiction	Staff Size	4x10 Workweek Schedule*	Motivation for 4x10 Work Schedule	Comments
Gainesville, FL	3,000	Facilities open <u>4</u> days each week and close for three days	Cost Savings	The program is expected to commence October 1, 2008 and will exclude police and fire personnel.
Walworth County, WI	3,000	Facilities open <u>4</u> days each week and close for three days	Employee Flexibility Extended Service Hours Cost Savings	Road crews use a 4x10 schedule closed Fridays only during the summer in order to not interfere with tourism traffic, etc. They saved over \$53,000 in OT and mobilization last year. They believe this may not be feasible for other departments. They started doing this in 2007.
Berks County, PA	2,600	Facilities are open <u>5</u> days. employees may work 4x10 schedules	Employee Flexibility Employee Benefit, savings Boost Employee Morale	July 2008 Commissioners voted to offer optional 4x10 work week to employees through Labor Day, however County offices remain open five days each week. Pilot is in progress participation is voluntary and employees may choose any alternate schedules
Howard County, MD	2,400	Program is optional based on each Department's discretion. 150 employees in 6 Departments currently participate	Program is optional based on each Department's discretion. 150 employees in 6 Departments currently participate.	Employees who are participating seem to enjoy the flexibility.
Will County, IL	2,100	Facilities are open <u>5</u> days, employees may work 4x10 schedules	Employee Flexibility Pollution Reduction Reduce traffic inconvenience for tourism	Customers have complained regarding unavailability of service on Fridays, therefore some departments have started to open on Fridays (open five days per week) but staff continues to work a 4x10 schedule. Other such as the Auditor's Office continue to be closed on Fridays
Leon County, FL	1,600	Only the Public Works area currently participates on a flexible 4/10.	This program has been in place for many years and has proven to work well for the Public Works area	Program seems to work well for the employees in Public Works area.
Wicomico County, MD	750	Facilities are open <u>5</u> days. employees may work 4x10 schedules	Employee Flexibility Extended Service Hours	As long as they have been established, they have had flexible scheduling for employees/crews etc. All departments are open 5 days a week, but some employees use 4x10 in some departments.

Attachment 1 Miami Dade County Comparison of 4x10 Workweeks in Other Jurisdictions (August 2008)					
Jurisdiction	Staff Size	4x10 Workweek Schedule*	Motivation for 4x10 Work Schedule	Comments	
North Miami, FL	600	Facilities open <u>4 days</u> each week and close for three days	Costs Savings Boost Employee Morale Extended Service Hours	Employees will work 10-hour days, Monday through Thursday. The 4-day work week starts in September 2008 and lasts indefinitely.	
Oconee County, SC	488	Facilities are open <u>5 days</u> , employees may work 4x10 schedules	Employee Flexibility Extend Service Hours	Have been using 4x10 for several years. Have rotating 4x10 schedules, primarily for road service crews, police, and fire personnel.	
Avondale, AZ	550	Facilities open <u>4 days</u> each week and close for three days	Extend Service Hours Costs Savings Employee Flexibility Reduce traffic & pollution	June 2008 launched "Green Friday" pilot program that will run through September. Mainly administrative offices, library, emergency services, etc. not affected. 7 am - 6 pm. One month into the program, everyone is working well with the new schedule. Employees who need to pick up their kids before 6 pm are just taking shorter lunch breaks, etc.	
Gulf Shores, AL	200	Facilities open <u>4 days</u> each week and close for three days	Cost Savings	Experimental (4x10)	
Macomb County, MI		Pilot <u>4x10 (with 1 day closed)</u> program rolled out only for the 2500 County Government employees. Other departments not participating currently	Too soon to make an assessment	Improves customer service and helps county employees.	

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Attachment 2

Annual Savings from Closing Selected County Facilities one Weekday per Week

Facility/Department Name		Full Closure?*	Annual Savings (\$)
General Services Administration			
Downtown Government Center (one Electrical metering system)			
ID			
1	Stephen P. Clark Center (SPCC)	Partial (excludes 5 th floor)	\$619,850
2	Miami-Dade Flagler Building	Yes (included in SPCC)	85,309
3	Central Support Facility	Partial (included in SPCC)	13,909
Sub-Total Downtown		\$719,068	
4	Hickman Building	Partial (except JAC)	
5	Overtown Transit Village North	Yes	170,775
6	Data Processing & Communications Center	Partial	
7	Metro Annex	Yes	5,092
8	South Dade Government Center (shared meter with South Dade Justice Center)	Yes	53,227
9	COOP (Agricultural Center)	Yes	4,568
10	Caleb Center	Partial	
11	West Dade Permitting & Inspection Center	Yes	82,071
12	Elections/311	Partial (Excludes 311)	40,580
13	Landmark	Partial	
14	Records Center	Yes	5,054
Miami-Dade Police Department			
15	Hibiscus Mini Station	Yes	122
16	Homestead Mini Station	Yes	
17	Intergovernmental Bureau (North)	Yes	
18	Miami Gardens Building	Yes	733
19	Professional Compliance Bureau	Partial	
20	Special Patrol Bureau/Special Events Section	Yes	55
21	Training Bureau	Partial	
22	Training Bureau (All other facilities)	Yes	749
Miami-Dade Fire Rescue			
23	Miami-Dade Fire Rescue Headquarters	Yes	55,572
Miami-Dade Transit			
24	Coral Way Bus	Partial (admin staff only)	
25	Northeast Bus	Partial (admin staff only)	
26	Central Bus	Partial (admin staff only)	
27	Medley Bus	Partial (admin staff only)	
28	WLF-Rail Yard	Partial (admin staff only)	
29	DPM-Mover Maintenance	Partial (admin staff only)	
Park and Recreation			
30	Warehouse	Yes	1,820
31	Region 1 Office	Yes	
32	Region 2 Office	Yes	
33	Region 3 Office	Yes	468
34	Region 4 Office	Yes	80
Correction and Rehabilitation			
35	Martin Luther King Jr. Plaza	Yes	
36	Warehouse, Miami Lakes	Yes	2,054
Water and Sewer			
37	Douglas Office Building	Yes	

Attachment 2

Annual Savings from Closing Selected County Facilities one Weekday per Week

Facility/Department Name		Full Closure?*	Annual Savings (\$)
38	LeJeune Office Building	Yes	6,551
39	Blackpoint	Partial	
40	Virginia Key	Partial	
41	Interama	Partial	
42	Medley	Partial	
43	Westwood Lakes	Partial	
44	Distribution	Partial	
45	South Miami Heights	Partial	
46	Carol City	Partial	
47	36 Street	Partial	
		Total	\$1,159,719

* Partial closure indicates that some functions in the building must continue to operate.