

# FY 2018-19 OMB TRAINING ~~201~~ ADVANCED



# Objectives

- How did we get here?
- What do we do and why?
- Resiliency/Economic Development
- Share Ideas
- Understanding Organizational Alignment
- Linking of business plan with budget development
- Understand the Budget Process
- Fundamentals of Business Plan and Budget Submission



# How Successful Organizations Are Run



# Governing For Results Legislation

- Establishes Requirements including...
  - Strategic Planning
  - Business Planning
  - Budgeting
  - Performance Measurement, Monitoring, and Reporting

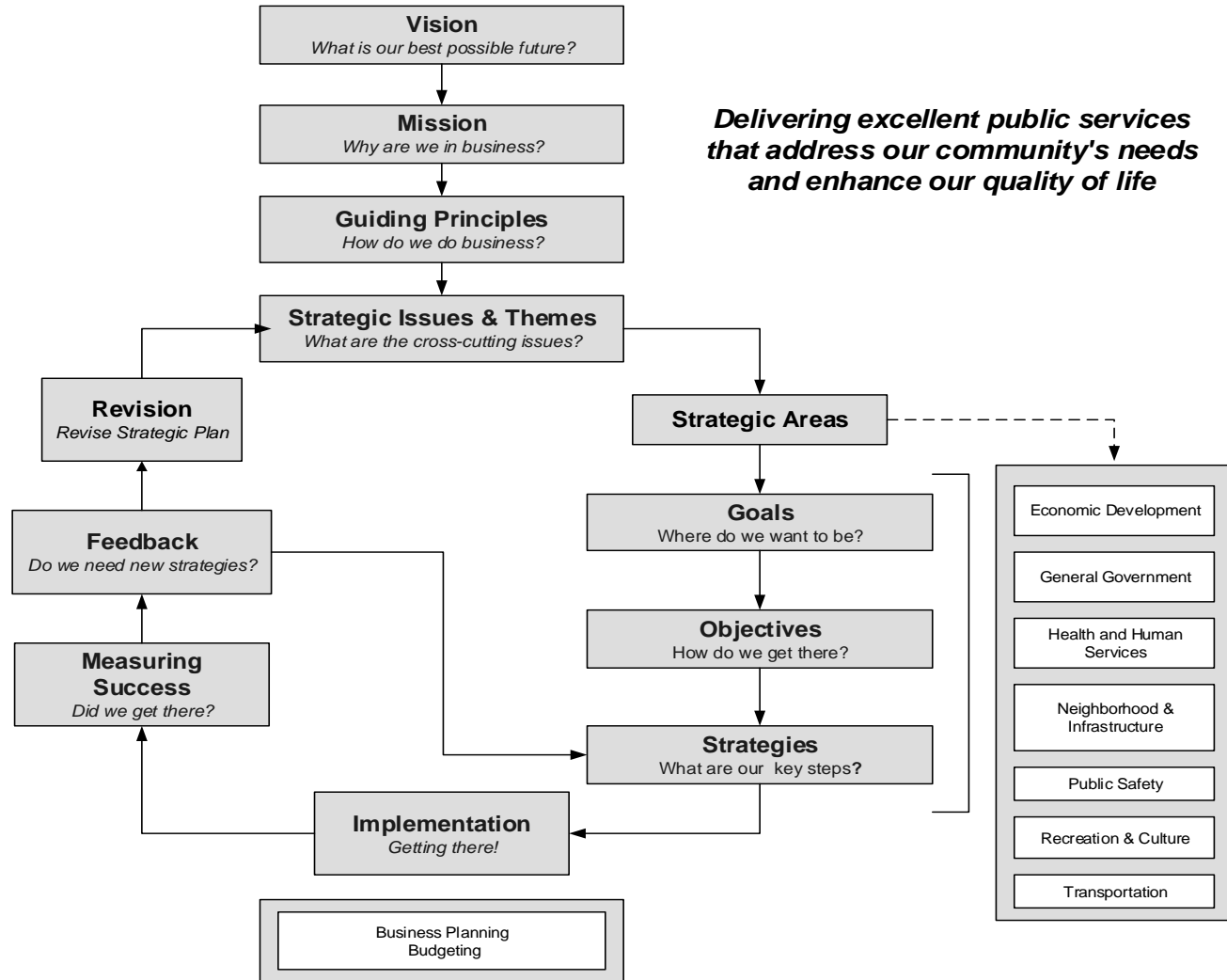


## Governing for Results Legislation

- Adopted July 2005 by Board of County Commissioners
- Ordinance No. 05-136



# Miami-Dade Strategic Planning Model



# Miami-Dade County Strategic Plan



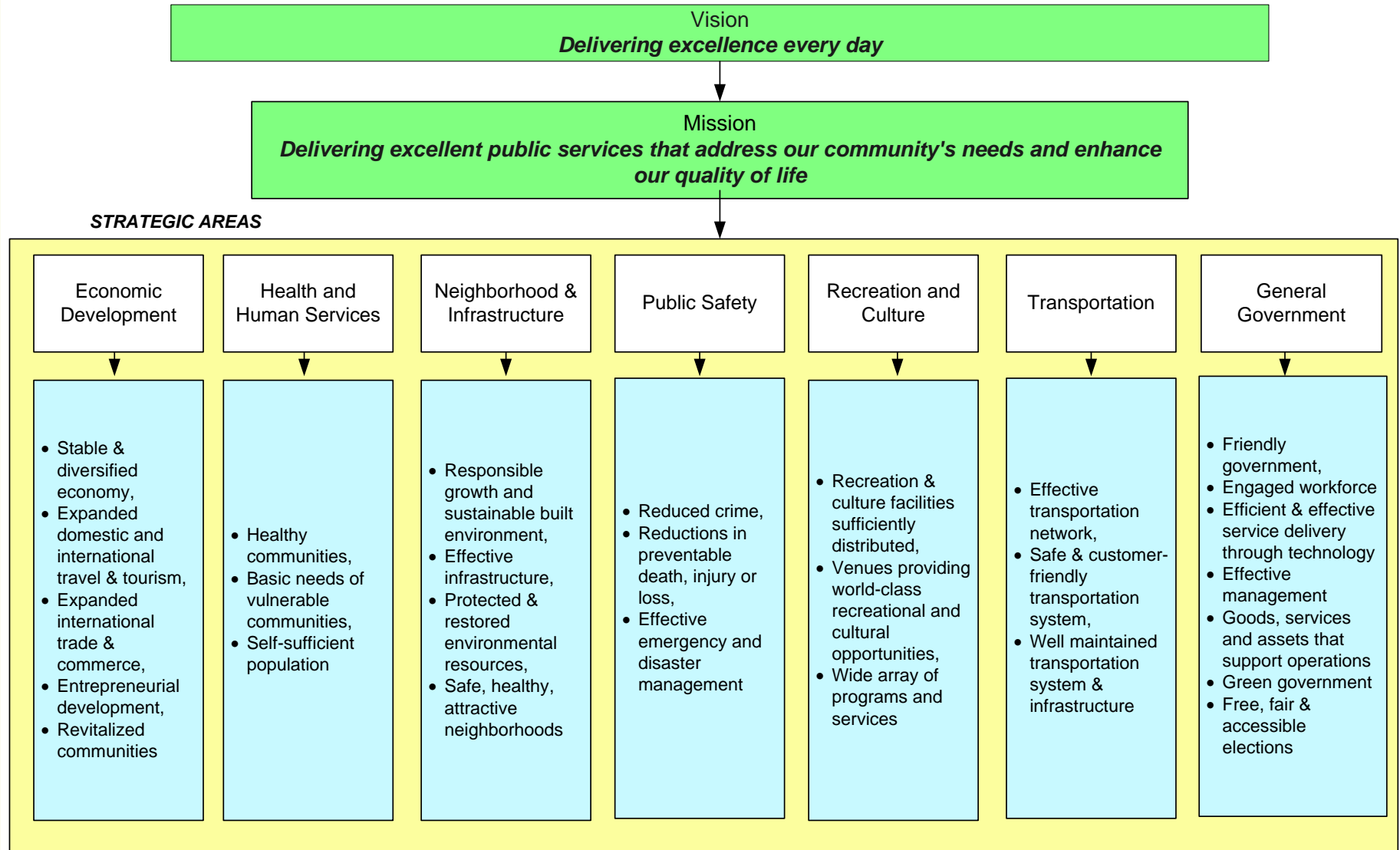
- Prioritizes Our Community's Needs and Focuses County's Work
- Substantial Input From The Community
  - Surveys, Town Hall Meetings, Focus Groups
- Our Plan's Mission Statement, Goals and Strategic Objectives are the Building Blocks
- Departmental Business Plans Links Directly With Strategic Plan
  - Strategic Plan & Business Plan Linkage Drives Annual Budget Process





# Miami-Dade County Strategic Plan

## Summary of Goals





## STRATEGIC AREA: NEIGHBORHOOD & INFRASTRUCTURE

**GOAL:** *Safe, healthy and attractive neighborhoods and communities*

### OBJECTIVES:

**Ensure buildings are safer** - Increase neighborhood code compliance; increase voluntary compliance; ensure timely response to zoning complaints

**Promote livable and beautiful neighborhoods** - Increase resident satisfaction with the appearance of the county and its neighborhoods; reduce garbage complaints; increase number of stray pets saved; increase the number of dogs licensed; maintain bulky waste pickup response time

**Preserve and enhance well maintained public streets and rights of way** - Increase resident satisfaction with cleanliness and road sign quality on side streets; improve response time for pothole repair



*Incorporating visual beauty into public spaces has proven to be an effective method for raising property values, reducing crime, enhancing the local economy, and improving public health.*

*(KEEP AMERICA BEAUTIFUL)*





# Miami-Dade County Strategic Plan

## Public Safety

### Mission Statement

*"To provide a safe and secure community through coordinated efficient and effective professional, courteous public safety services."*

### Goal PS1: Reduced Crime

OBJECTIVES <sup>1</sup>	KEY PERFORMANCE INDICATOR(S)	FY06	FY07	FY08	FY09	FY10	5 year Target (FY2015)
PS1-1: Reduce crimes of public concern (MDPD, JSD)	▪ Part I Violent Crime Rate (incidents per 1,000 UMSA population)	7.65	7.66	7.89	7.22	6.35	< 7.0
	▪ Part I Non-Violent Crime Rate (incidents per 1,000 UMSA population)	42.31	46.65	47.00	43.32	40.93	< 40.0
	▪ Juvenile arrests/citations issued per 1,000 juveniles aged 10-17	Not available	40.61	44.68	44.64	38.88	< 40.0
	▪ Resident satisfaction survey – percentage of respondents satisfied with the overall quality of Police services	No survey	No survey	62.5%	No survey	No survey	> 67%
Other relevant indicators: number of crime incidents with drug-use component, number of preventive interagency referrals to treatment for mental health, substance abuse behavioral, battery, and at-risk behaviors, percentage of children referred to appropriate services, referrals from community, county departments, schools and other providers and law enforcement agencies, police referrals to Juvenile Services Department (individual youth referred to JSD through arrests), Juvenile arrests for violent crimes as a percentage of all violent crime arrests							

- 7 Strategic Areas in Miami-Dade Strategic Plan

Economic Development

General Government

Health and Human Services

Neighborhood & Infrastructure

Public Safety

Recreation & Culture

Transportation

Excerpt from Public Safety Strategic Area

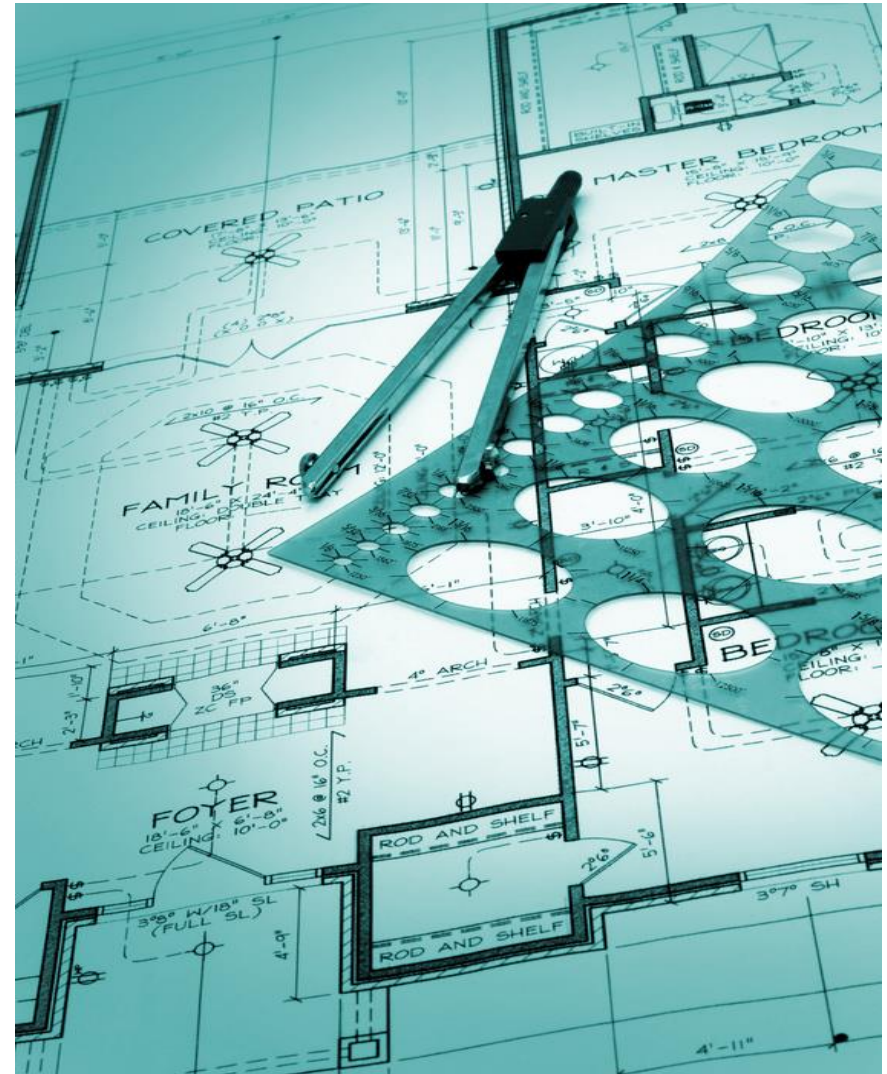


# Strategic Alignment



# Miami-Dade County Business Plans

- State How Departments Will Meet Objectives in the Strategic Plan
  - Tied to Strategic Plan and Budget Process
  - Two Year Plans, But Done Annually
- Budget Decisions
  - Based on Strategic Plan and Priorities Defined by the Mayor and the Board
  - Success Based on Measurable Performance Indicators





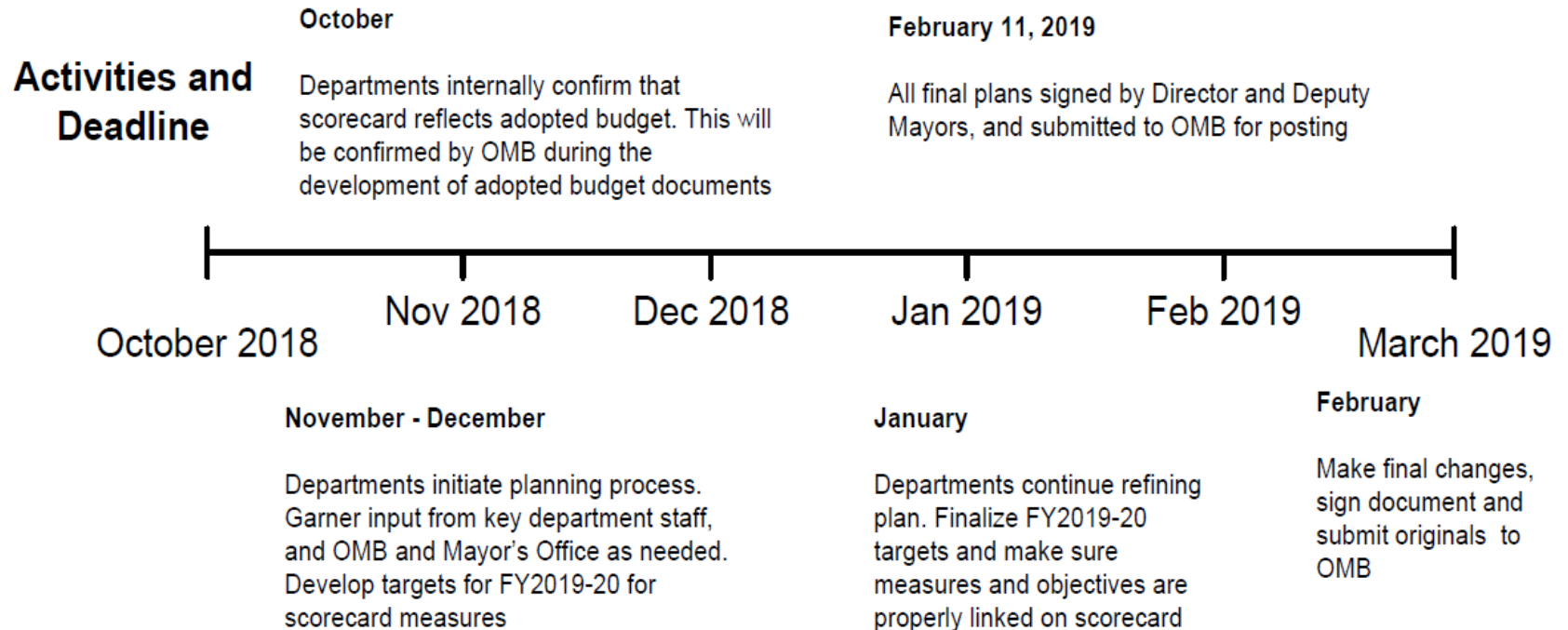
# Business Planning Roles & Responsibilities

- Mayor's Office
  - Ensure departments are supporting key objectives in Strategic Plan
  - Coordinate multi-department strategies
- Departments
  - Departments prepare the plans; review policy issues directly with OMB & Mayor's Office
- Management and Budget
  - Ensure plans conform to standard format
  - Ensure plans reflect approved budgets
  - Provide support & address questions



# Department Business Planning Timeline

## Fall 2018



<https://www8.miamidade.gov/global/management/business-plans.page>



# Miami-Dade County Business Plans

## Business Plan Output



TABLE OF CONTENTS	
DEPARTMENT OVERVIEW	Page 3
Departmental Mission	
Department Description	
Table of Organization	
Strategic Alignment Summary	
Our Customer	
KEY ISSUES	Page 5
PRIORITY INITIATIVES	Page 6
FUTURE OUTLOOK	Page 7
ATTACHMENT 1 BUSINESS PLAN REPORT	

*Challenge Exists to Translate  
this Plan into Action*





# Completing the Business Plan Narrative

- Department Overview

- Departmental Mission: Includes departmental mission or purpose statement, generally found in the proposed and adopted budget books. Also includes a brief description of the major duties, services, and programs currently provided by the department.
- Table of Organization: The latest functional table of organization from the most recent adopted budget.
- Strategic Alignment Summary: Identifies the Strategic Plan goals and objectives that are directly supported by the department's **most important** activities. Do not list all goals and objectives that the department may support. The full list of goals and objectives can be found online at <https://www8.miamidade.gov/global/government/strategic-plan/home.page>
- Our Customers: Identifies departmental customers and their most important needs. Includes major customer trends that can impact operations, if any. Also includes **internal** County customers as necessary.



# Completing the Business Plan Narrative

- Key Issues

- A summary of significant issues that may impact the implementation of the department business plan (both positively and negatively). Departments are encouraged to perform a SWOT analysis to help identify such issues.
- Includes changes in the business environment, achievement of milestones, obstacles for major projects, and legislative changes or mandates that impact your operations.
- Includes issues that address your department's competitive environment and industry trends.



# Completing the Business Plan Narrative

- **Priority Initiatives**

- Describe the most important initiatives that are ongoing or planned in the next fiscal year. These initiatives should be limited in number (4-8, or possibly more for large, complex departments) and be directly related to the department's core mission and/or to the Key Issues addressed above.
- Include as a Priority Initiative the plan to engage the workforce in business plan implementation.
- Initiatives listed here should be in ASE (however not all initiatives in ASE need to be listed in this portion of the business plan.)

- **Future Outlook**

- Similar to “Key Issues” above, describe significant factors that may impact your operations sometime in the future (generally within 3-5 years)

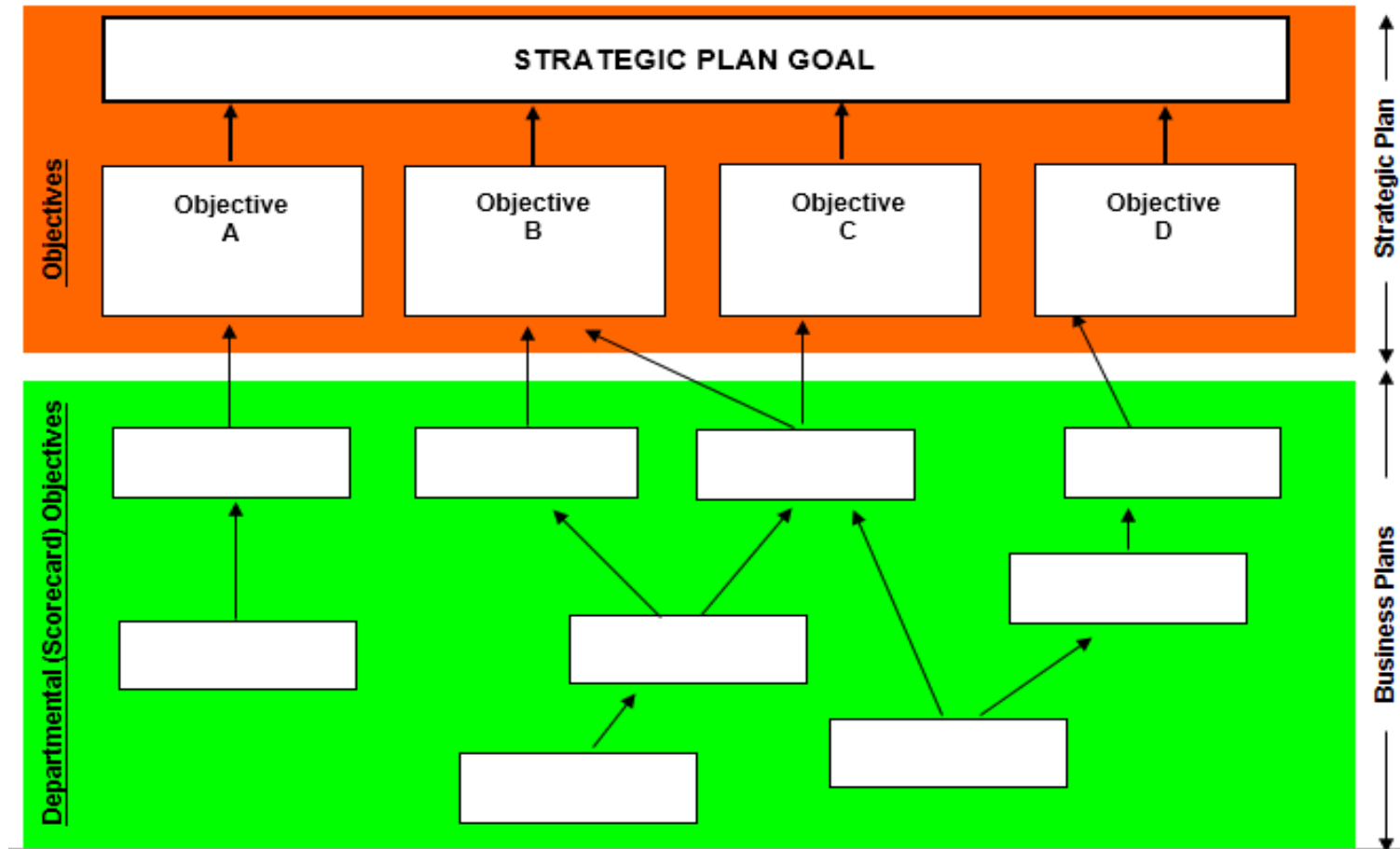


# Miami-Dade County Business Plans

## Mapping Your Objectives

18

Attachment A-2  
Strategy Map Diagram



# Balanced Scorecards

- Benefits

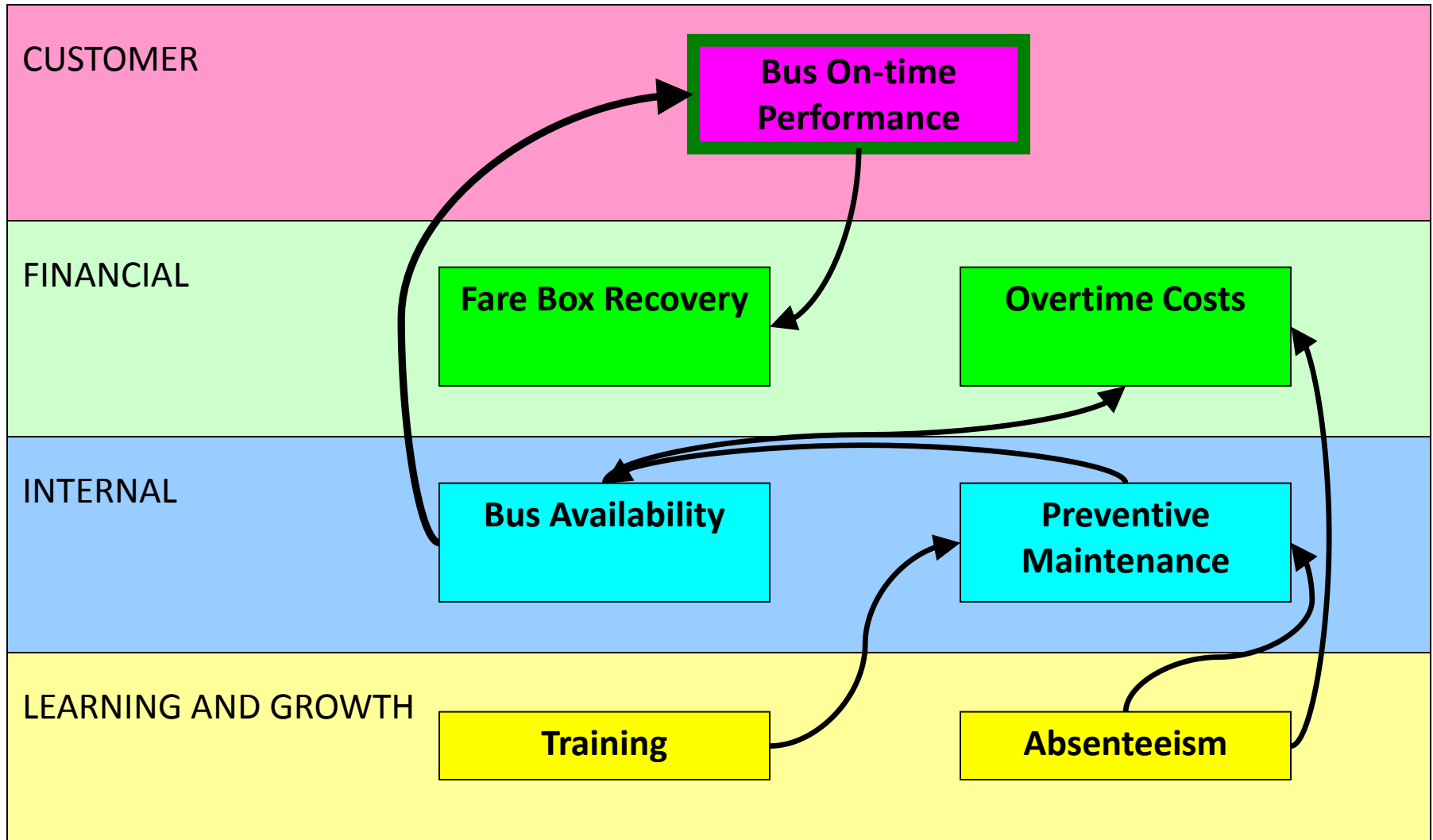
- Build objectives and measures across multiple perspectives
- Common framework for developing objectives and measures
- Promotes performance measurement as a management tool, not just a reporting mechanism

- Norton/Kaplan model

1. Customer Focused
2. Financial
3. Internal Processes
4. Learning and Growth



# Balanced Scorecard Strategy Map - Example





# Measuring Performance

## Strategic Plan Objective

**Provide reliable transit service (TP1-3)**

## Department Objective

**Provide On-time Performance**

## DTPW's Performance Measures

**On-time Performance for Bus, Rail, Metromover and  
Special Transportation**



# A Word on Performance Measures

## A good measure:

- Is quantitative
- Is easy to understand
- Encourages appropriate behavior
- Is visible
- Is defined and mutually understood
- Measures only what is important
- Facilitates trust



# Measure and Target Concepts

- Measures:
  - Type: Input, Output, Efficiency, Outcome
  - Frequency: Weekly, Monthly, Quarterly, Annually
  - Data: Single Value, Ratios, Rollups, Formulas
- Targets:
  - Target! (aspiration/outcome) vs. target (specification level)
  - Based on frequency and fiscal year
  - Can come from many places (in order of preference):
    - Strategic Plan, legislation, critical customer needs, comparative analysis, historical trends, managerial “wisdom”, blind ambition



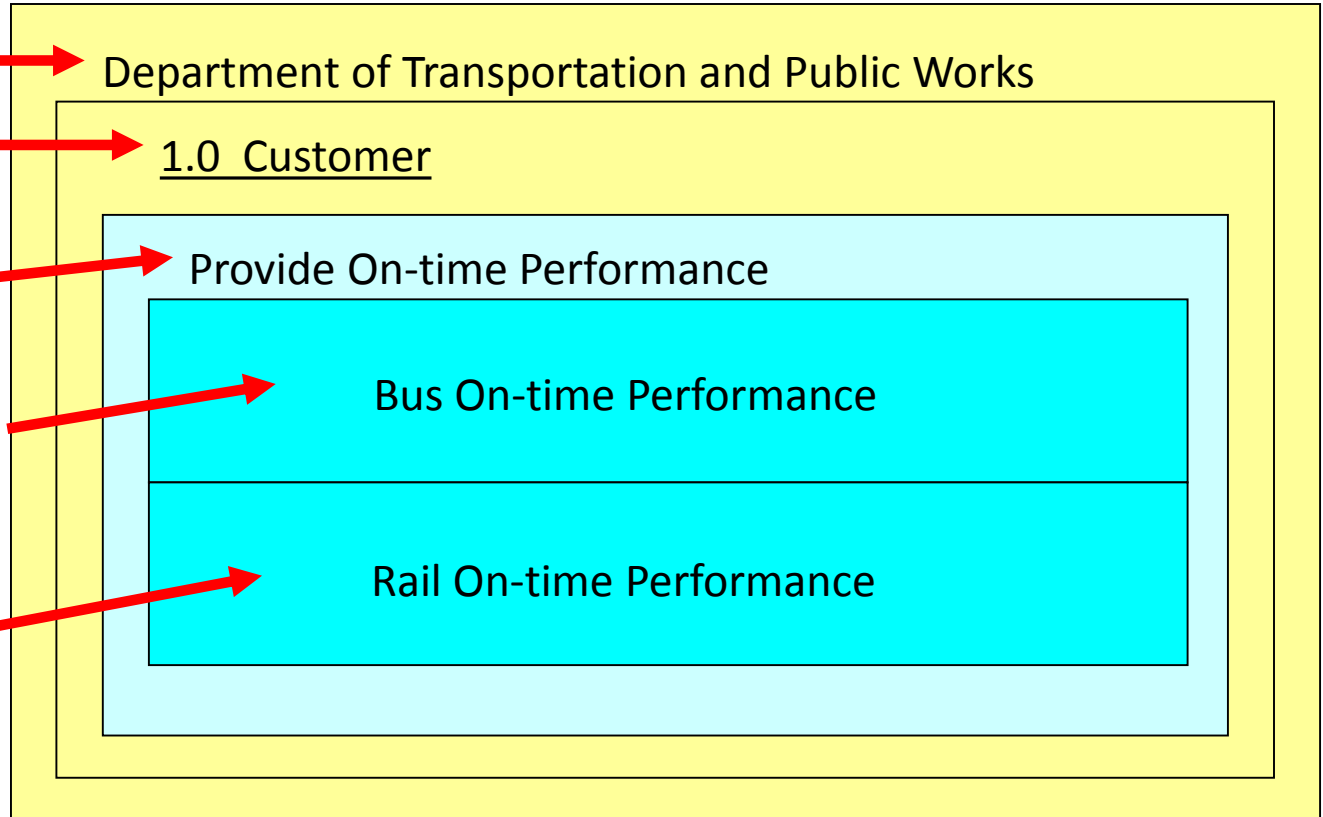
# Measure Development Checklist

1. Measure Name and Description (Provide a short title and describe in layman's terms what this measure is and how you will measure it. Include measure "limitations" if applicable)
2. Measure Type (Input, Output, Efficiency, Outcome)
3. Measure Owner (Who is accountable for measure?)
4. Objective That Measure Supports (What scorecard objective does this measure support?)
5. Data Source (Where is the data kept?)
6. Frequency (Weekly, Monthly, Quarterly, Annual, etc.)
7. Summarization (How should the measure accumulate over the fiscal year? By sum? By average?)
8. Desired Target (Desired performance level per frequency level)
9. Supporting/Child Measures (Are there measures that "roll up" into this measure? Are there other measures that support this measure?)
10. Initiatives required (Are there any action plans required already to ensure performance target is attained?)



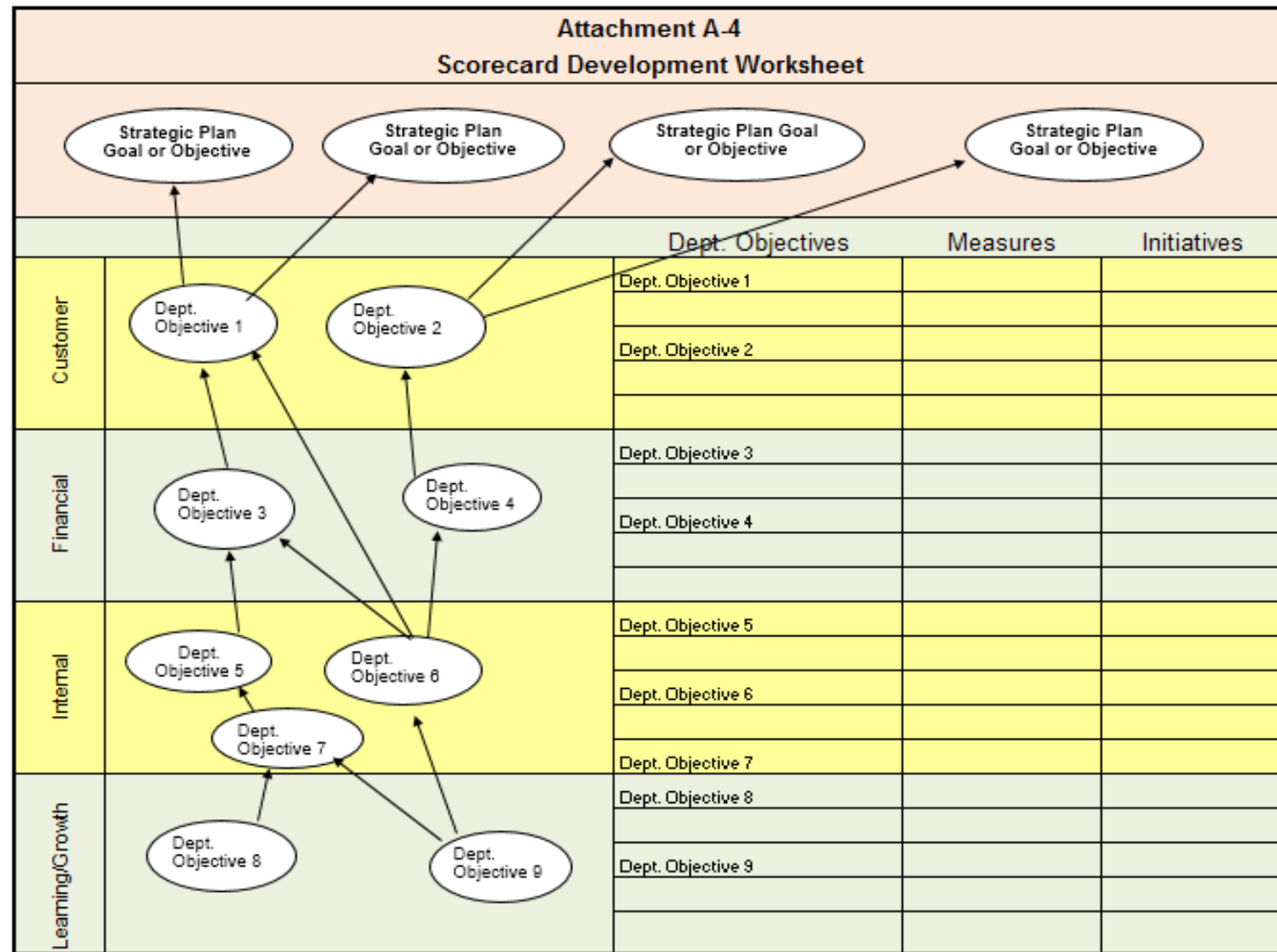
# ASE SCORECARD BUILDING BLOCKS

- Scorecard → Department of Transportation and Public Works
- Perspective → 1.0 Customer
- Objective → Provide On-time Performance
- Measure #1 → Bus On-time Performance
- Measure #2 → Rail On-time Performance



# Using Balanced Scorecards

## Framework for Cascading Measures and Objectives





# ASE Scorecard Example

## Scorecard - Solid Waste Management

Details

☐

Information

Linked Objects

Commentary

Attachments & Links

Measures

As Of

<M/d/yyyy

15

Initiatives

☒

Objectives

☒

Measures

☒

As Of

Actual

Business Plan Goal

FYTD Actual

FYTD Goal

▼ Customer

▼ Provide Quality Residential Garbage, Trash and Recycling Collection Services

Initiative Name

Type

As Of

Status

%

Owners

Replace Waste Collection System (WCS)

11/1/2018

In Progress

90%

Silver, Deborah F.; (DSWM)  
Solid Waste Management

Recycling Contamination Abatement Program

10/11/2018

In Progress

52%

Massa, Jeanmarie; (DSWM)  
Solid Waste Management

Number of Bulky Waste complaints per 1000 Regular Bulky Waste orders created

Sep '18

14.5

7.0

9.8

7.0

Number of curbside recycling complaints per 10,000 participating households

Sep '18

0.9

1.4

1.0

1.4

New Household Accounts

Oct '18

156

140

156

140

Percentage of Automated and Manual Garbage Routes completed on time

Oct '18

106.7%

n/a

106.7%

n/a

Number of Garbage Complaints Received per 10,000 households

Oct '18

3

4

3

4

Number of Missed Garbage Complaints Received Per 10,000 Households

Oct '18

2

4

2

4

▼ Improve Programs that Promote Neighborhood & Rights-of-Way Aesthetics, & Environmental Conditions

Percentage of scheduled illegal dumping piles picked up within 8 days of receipt

Oct '18

98.2%

95.0%

98.2%

95.0%

Investigate Illegal Dumping Complaints received via 311 within one week of Receipt

Oct '18

94%

95%

94%

95%



# Business Plan Report Excerpt

Alignment of  
departmental  
objective to  
strategic plan

Objective	Description	Owners			
1.3 Provide Screenings, Assessments, and Referrals to Arrested and At Risk Youth (JSD)	Enhance Quality and Effectiveness of Intervention and Prevention Services by Providing Clinical Services to Arrested and At-Risk Youth	Burgos, Cathy (JAC); Rabbito, Lauren F. (JAC)			
Grandparent Objectives	Description	Owners			
PS1 Reduced Crime		Miami-Dade County			
Parent Objectives	Description	Owners			
PS1-3 Support Successful Re-Entry into the Community		Miami-Dade County			
Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Total Number of Screening and Assessments administered to at-risk youth to identify substance abuse, family, and mental health issues	Dec '15	514	411	103	Molina, Cristina M. (JAC); Burgos, Cathy (JAC); Rabbito, Lauren F. (JAC)

Total Number of Screening and Assessme

800

600

400

200

0

Jun '09

Feb '11

Oct '12

Jun '14

Feb '16

Sep '17

Actual

Target

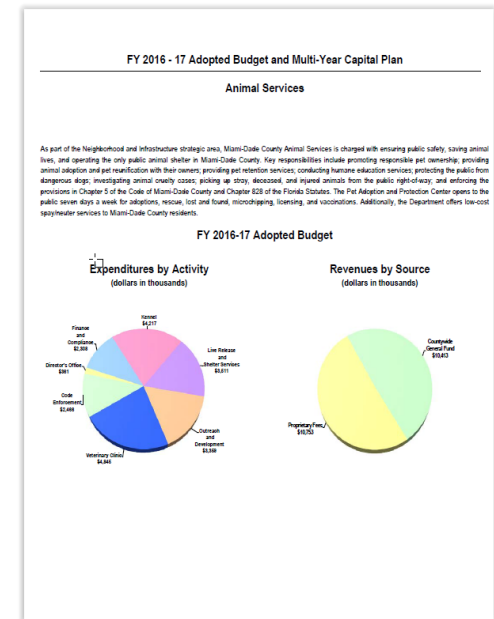
Trend

Targets displayed to end of NEXT fiscal year

Targets displayed  
to end of NEXT  
fiscal year



# Aligning Strategy to Budget



# Sample Objective Alignment Scorecard to Budget Narrative

Details					
	As Of	Actual	Target	FYTD Actual	FYTD Target
▼ 1.0 Customer					
▼ 1.1 Reduce the Number of Juvenile Arrests in Miami-Dade County (JSD)					
Number of Juvenile Arrests Processed at the Juvenile Services Department	Dec '17	230	255	741	775
Number of Youth Released to Secure Detention	Dec '17	136	153	429	524
▼ 1.2 Increase the Number of Youth Referred to Juvenile Services for Diversion and At Risk Delinquency Initiative (JSD)					
Percentage Of Diversion Recommendations Approved By State Attorney's Office (statewide average of 40%)	Dec '17	90%	90%	89%	90%
Total Number of Youth Referred to Diversion and Prevention Programs (Roll-UP)	Dec '17	255	178	688	494
Number of Intervention, Prevention and Outreach Services	'18 FQ1	63	63	63	63
▼ 1.3 Provide Screenings, Assessments, and Referrals to Arrested and At Risk Youth (JSD)					
Total Number of Screening and Assessments administered to at-risk youth to identify substance abuse, family, and mental health issues	Dec '17	693	645	2,093	1,652
▼ 1.4 Improve the Successful Completion Rate for Youth Referred to Diversion Programs (JSD)					
Percentage of Youth Successfully Completing Diversion Programs	Dec '17	65% (132/156)	80%	79% (340/433)	80%

## DIVISION: OFFICE OF THE DIRECTOR

### Strategic Objectives - Measures

- PS1-1: Reduce crimes of public concern

Objectives	Measures			FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Budget	FY 16-17 Actual	FY 17-18 Target
Reduce the number of Juvenile arrests in Miami-Dade County	Percentage of diversion recommendations approved by the State Attorney's Office	OC	↑	92%	93%	90%	93%	90%

- PS1-3: Support successful re-entry into the community

Objectives	Measures			FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Budget	FY 16-17 Actual	FY 17-18 Target
Reduce the number of youth released to secure detention	Youth released to secure detention	OC	↓	2,123	2,095	2,035	1,954	1,980

## DIVISION: OPERATIONS

### Strategic Objectives - Measures

- PS1-1: Reduce crimes of public concern

Objectives	Measures			FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Budget	FY 16-17 Actual	FY 17-18 Target
Reduce the number of Juvenile arrests in Miami-Dade County	Juvenile arrests processed	OP	↔	3,669	3,504	3,700	3,095	3,300
	Youth referred to Civil Citation	OP	↔	1,352	1,271	1,300	1,082	1,240
	Percentage of youth successfully completing diversion programs	OC	↑	77%	81%	80%	81%	80%

- PS1-3: Support successful re-entry into the community

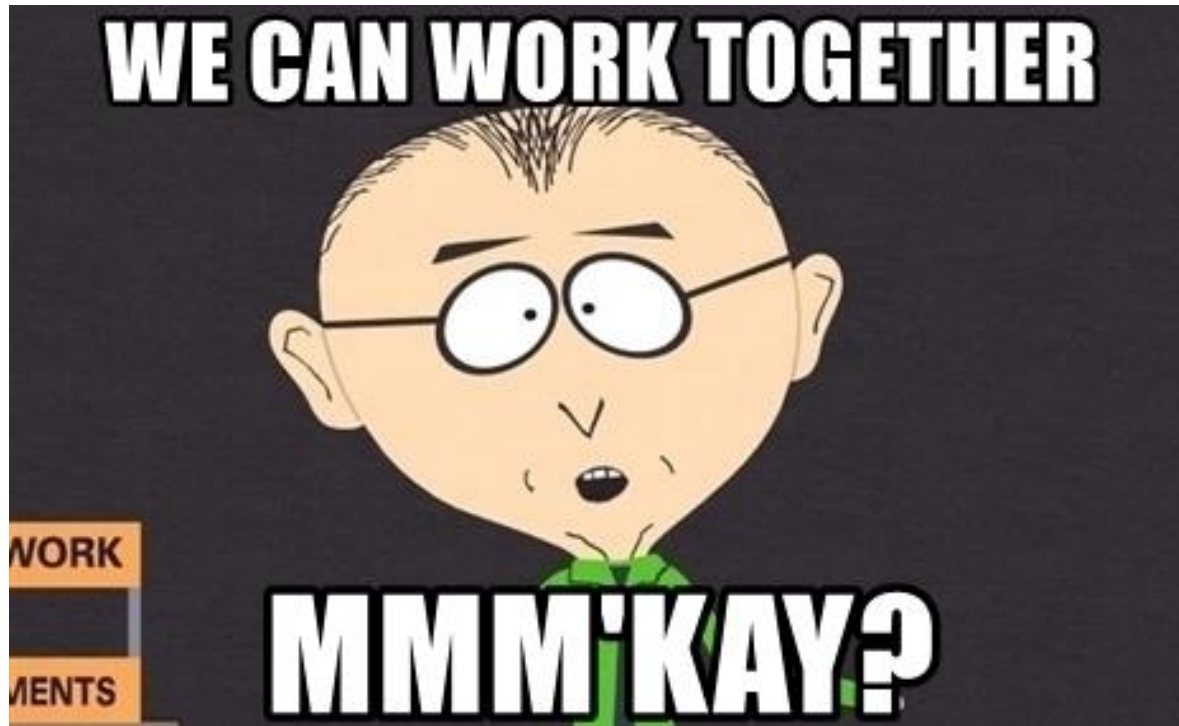
Objectives	Measures			FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Budget	FY 16-17 Actual	FY 17-18 Target
Increase the number of youth referred to JSD for diversion and prevention programs	Screening and assessments administered to at-risk youth to identify substance abuse, family, and mental health issues*	OP	↔	5,574	7,051	5,300	9,001	8,500
	Youth referred to diversion and prevention programs	OP	↔	2,904	2,469	2,900	2,284	2,560





# Budget Roles

- Office of Management and Budget
  - Budget & MPPA
- Departments



# FY18-19 Budget Development Process Timeline



**December - January**  
Budget forecasting for coming year



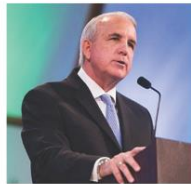
**July 24**  
Maximum tax rates adopted by County Commission



**January - April**  
Departmental budget preparation and meetings



**August**  
Notices of Property Taxes mailed; Commission workshops held



**March**  
Mayor's budget address

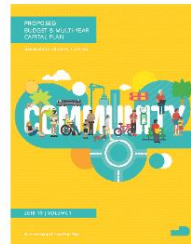


**September 6**  
First public budget hearing

**September 20**  
Second public budget hearing



**July 1**  
Tax Roll Released



**October 1**  
New budget becomes effective



**July 15**  
Proposed Budget presented



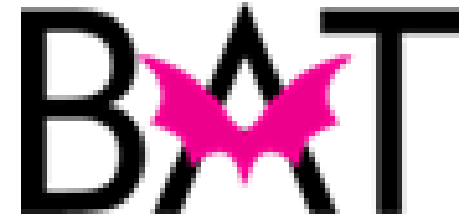


# Budget Calendar

- Budget Phases
  - Budget Preparation (October – July)
    - ✓ OMB Director Business Plan Instructions (October)
    - ✓ OMB Director Budget Submission Memo (November)
    - ✓ Review of Departmental Business Plan and Budget Submission (February 11, 2019)
    - ✓ Departmental Budget Meetings (If necessary)
    - ✓ Proposed Budget Book submitted to Board of County Commissioner
  - Board Adoption (July – September)
    - ✓ Proposed Millage Adopted
    - ✓ August Budget Townhall Meeting
    - ✓ Review and Input from Budget Committee and Committee of the Whole
    - ✓ Additional Information/Revisions to Proposed Budget
    - ✓ Approval of Budget by passing Budget/Appropriation Ordinances
  - Implementation (Annually)
    - ✓ Prepare Budget Ordinances Amendments and Supplements
    - ✓ Monitoring performance to planned targets
    - ✓ Reductions and/or Freezes
  - Reporting (Annually)
    - ✓ Budget Quarterly Report



# Budget Submissions and Review



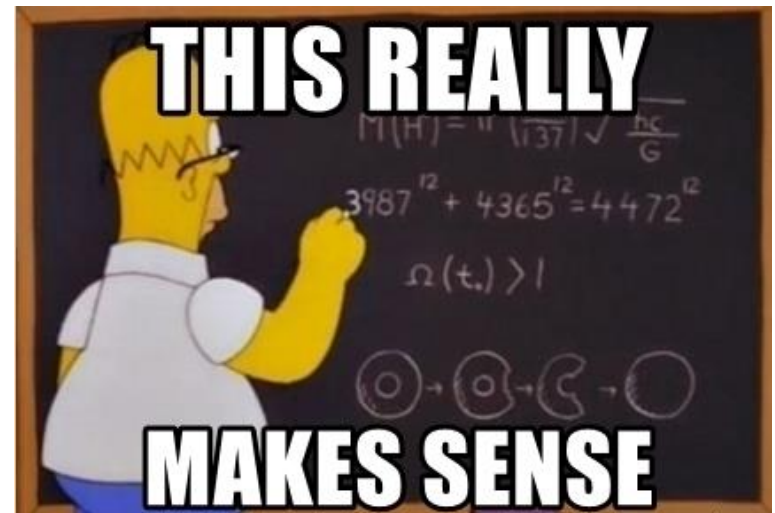
- What are you supposed to do?
- County's Strategic Plan/Resiliency Plan
- Department Business Plan
  - Future Outlook
  - Identify Needs
- Base Level Services
  - Maintenance of the existing system/infrastructure/program
  - Enhancement of operating or capital resources
  - Eliminating activities that don't support County/Department objective
- Unmet Needs/Proposed Change to Base
- Results
  - Alignment of Budget to Strategic Plan



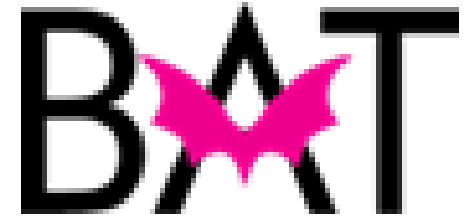
# Budget Submissions and Review



- Drivers
  - Forecasting Revenues
    - Trends/Performance Measure
    - New or increase Fees
    - Implementing Order
  - Forecasting Expenses
    - Personnel Costs (ATTRITION)
    - Trends/Performance Measure



# Budget Submissions Checklist

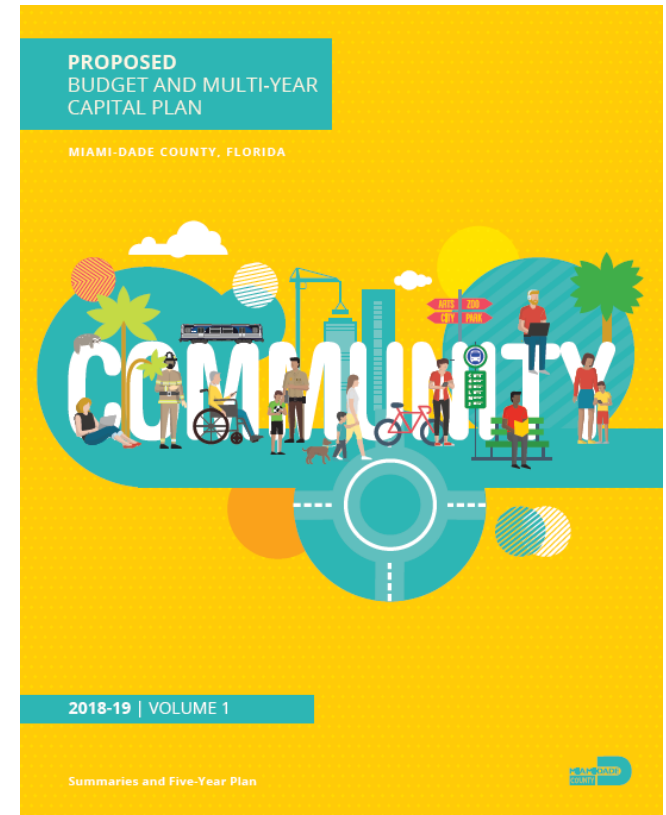


- Operating and capital Adjustments
  - Enhancements
  - Reductions
- Revenue Estimating Conference
- New Proposed Fees or Adjustments to Existing
  - Implementing Orders
- Unmet Needs
- Span of Control and Staffing Charts
- Multi-Year Pro-Forma



# Proposed Budget

- Budget-In-Brief
  - Includes visual interpretations
- Budget Story
  - Describes the organization, the process, the Proposed Budget
- Summary Data
  - Tables that include operating and capital budget by department for multiple years for comparative purposes
- Narratives
  - Describe each department and portray the budget by activity, illustrating the linkages to the strategic plan

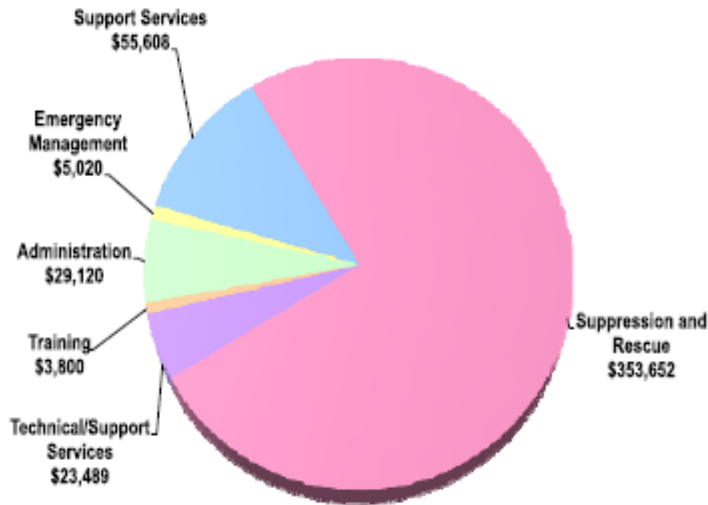


# Budget Narratives – Operating Budget

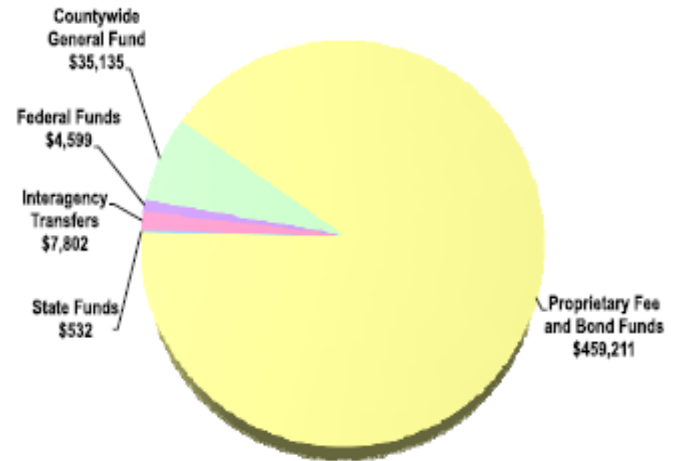
## Fire Rescue

### FY 2018-19 Proposed Budget

**Expenditures by Activity**  
(dollars in thousands)



**Revenues by Source**  
(dollars in thousands)

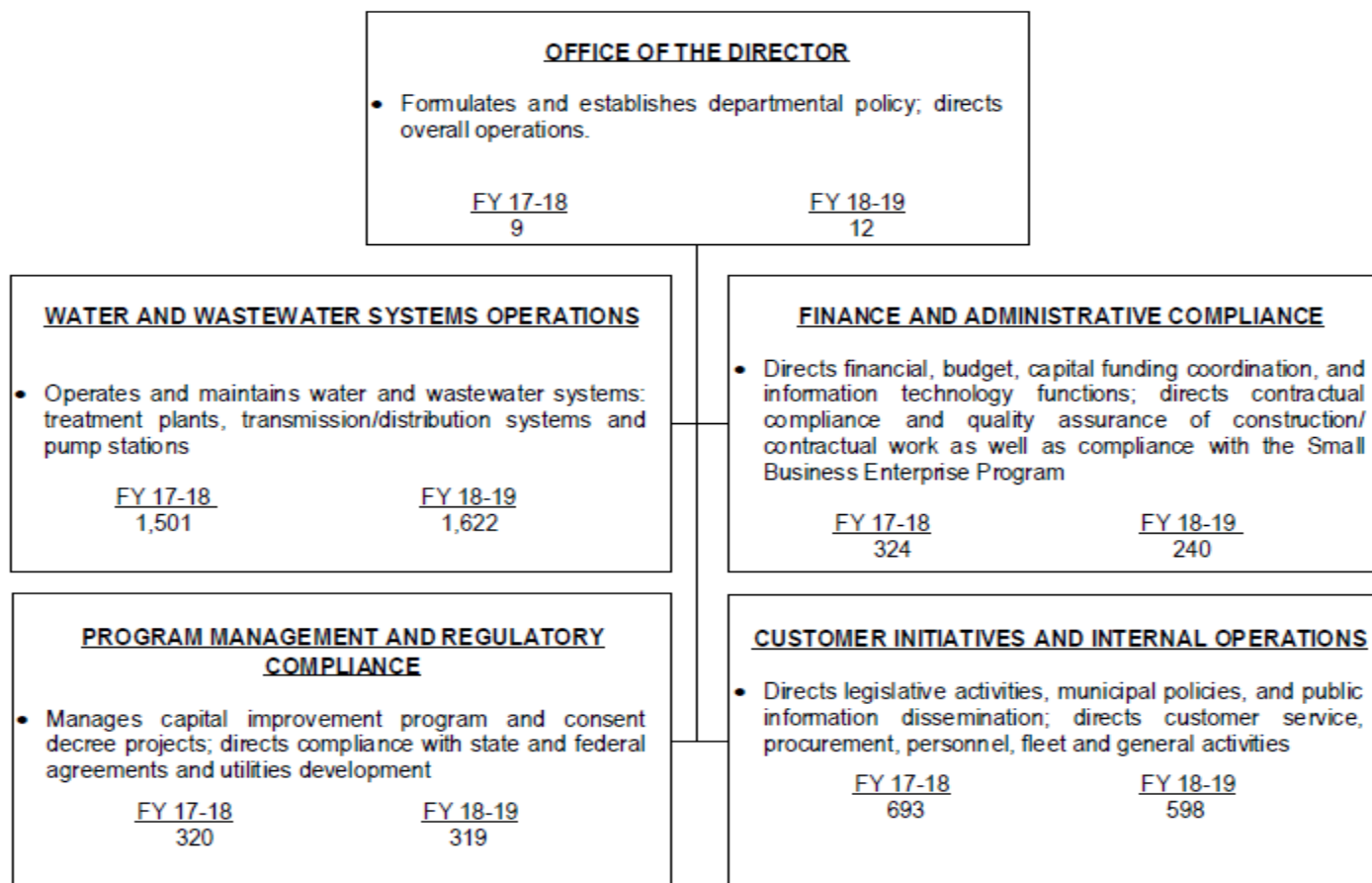




# Budget Narratives

## Water and Sewer

### TABLE OF ORGANIZATION



The FY 2018-19 total number of full-time equivalent positions is 2,791.8.



# Budget Narratives

## Seaport

### FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 15-16	Actual FY 16-17	Budget FY 17-18	Proposed FY 18-19
<b>Revenue Summary</b>				
Carryover	48,700	67,117	80,419	79,161
FDOT Revenues	0	4,000	12,500	17,000
Proprietary Fees	147,822	150,858	153,881	169,094
Total Revenues	196,522	221,975	246,800	265,255
<b>Operating Expenditures</b>				
<b>Summary</b>				
Salary	21,363	23,088	22,888	24,971
Fringe Benefits	7,964	8,545	9,070	10,812
Court Costs	16	10	17	17
Contractual Services	16,464	16,965	17,567	18,904
Other Operating	9,044	10,755	12,310	14,216
Charges for County Services	19,809	22,302	24,398	27,750
Grants to Outside Organizations	0	0	0	0
Capital	549	557	1,580	1,814
Total Operating Expenditures	75,209	82,222	87,830	98,484
<b>Non-Operating Expenditures</b>				
<b>Summary</b>				
Transfers	-498	375	540	500
Debt Service	54,694	57,222	77,833	82,493
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	0	80,597	83,778
Total Non-Operating Expenditures	54,196	57,597	158,970	166,771

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 17-18	Proposed FY 18-19	Budget FY 17-18	Proposed FY 18-19
<b>Strategic Area: Transportation</b>				
Office of the Port Director	2,555	2,569	14	14
Deputy Director's Office	1,760	1,684	16	16
Port Operations	29,115	25,223	130	92
Business Development	2,604	2,922	13	14
Capital Development	8,765	11,149	30	77
Finance	22,464	32,454	39	46
Safety and Security	20,567	22,483	83	86
Total Operating Expenditures	87,830	98,484	325	345



# Budget Narratives

## Parks, Recreation and Open Spaces

### DIVISION: LANDSCAPE MAINTENANCE - OPEN SPACES

Provides Right-of-Way Assets and Aesthetics Management (RAAM), right-of-way tree maintenance, and other open space landscaping and grounds maintenance services.

- Maintains the grounds of County-owned rights-of-way
- Trims and maintains the trees along public rights-of-way and at various public areas throughout the County
- Maintains 40 county-owned parks containing baseball, softball, soccer, and football fields
- Provides contracted landscaping services to other County departments

### DIVISION COMMENTS

- During FY 2017-18, the Department concluded its Hurricane Irma debris clean-up efforts with the removal of 476,000 cubic yards of debris, 70,816 hanging limbs, 1,843 leaning trees and 3,343 stumps in an area that included three debris reduction sites, 270 countywide parks, the County's Metrorail System, and Miami-Dade County owned roadways in approximately 1,310 grid sections
- In FY 2018-19, the Department will continue to provide 36 cycles of litter pick-up and 24 cycles of mowing along the 22 miles of Metrorail rights-of-way, 21 Metrorail stations, 19 Metromover stations, 20.5 miles of Busway, and all Miami-Dade Transit Maintenance Facilities (\$1.696 million)
- In FY 2018-19, the Department will continue providing lot clearing and maintenance services for County-owned vacant lots and remediation enforcement of privately-owned vacant lots in violation of local codes; and will continue to the FY 2017-18 level of mowing cycles in the lot clearing program specific to the 18th Avenue Corridor, funded through Pay-As-You-Go Capital Improvement Fund (CIF)
- In FY 2018-19, the Department will increase its grounds maintenance along County rights-of-way for medians to 20 cycles per year from 17 cycles per year; roadside maintenance cycles will remain at 12 cycles per year
- The FY 2018-19 Proposed Budget includes funding for countywide and UMSA tree canopy enhancement \$500,000 each for a total of \$1 million, funded through Pay-As-You-Go Capital Improvement Fund (CIF)
- The FY 2018-19 Proposed Budget includes five PROS Landscape Technician positions converted from part-time to full-time that will improve service delivery by reducing turnover and the transfer of one Landscape Technician position from Natural Areas Management to meet customer demand levels for landscape maintenance activities



# Budget Narratives

## Transportation and Public Works

Strategic Objectives - Measures								
• TP1-3: Provide reliable transit service								
Objectives	Measures			FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 18-19
				Actual	Actual	Budget	Projection	Target
Maintain a safe, cost efficient, and reliable bus system	Bus on-time performance*	OC	↑	68%	70%	78%	69%	78%
	Peak hour bus availability*	OC	↑	98%	99%	100%	99%	100%

\*Measure does not include contracted routes

• TP1-4: Expand public transportation								
Objectives	Measures			FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 18-19
				Actual	Actual	Budget	Projection	Target
Maintain a safe, cost efficient, and reliable bus system	Average weekday bus boardings (in thousands)	IN	↔	208	187	168	166	145
	Bus service (revenue) miles (in millions)*	OP	↔	28.8	28.2	26.8	26.8	26.8

\*FY 2016-17 Actual has been updated to reflect end of year adjustments; FY 2017-18 Budget has been corrected to reflect planned revenue miles

• TP3-2: Provide attractive, well-maintained facilities and vehicles								
Objectives	Measures			FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 18-19
				Actual	Actual	Budget	Projection	Target
Maintain a safe, cost efficient, and reliable bus system	Percentage of preventive maintenance completed on schedule*	EF	↑	97%	85%	90%	90%	90%
	Mean distance between mechanical breakdowns (in miles)**	OC	↑	3,109	2,955	4,000	3,000	4,000

\*FY 2016-17 Actual has been updated to reflect end of year adjustments; measure does not include contracted routes

\*\*Measure does not include contracted routes; FY 2017-18 Projection reduction in mean distance between breakdowns reflects an aging bus fleet; average age of fleet is now 11.2 years with 73 percent of the fleet exceeding FTA recommended retirement guidelines of 12 year or 500,000 miles





# Budget Narratives

## Community Action and Human Services

Department Operational Unmet Needs			
Description	(dollars in thousands)		Positions
	Startup Costs/ Non Recurring Costs	Recurring Costs	
Add two Home Care Aide positions and one Home Care Aide Supervisor to assist in the provision of medical services and the coordination of admissions to the 24 hour residential treatment program	\$0	\$168	3
Add one Social Services Administrator position to provide for the proper execution of administrative service support to include assisting with contract monitoring and compliance, and community collaboration for the residential and three outpatient locations	\$0	\$107	1
Add two Social Worker 1 positions to perform comprehensive assessments in the homes of clients, referrals, management and development of care plans for Miami-Dade County's at-risk elderly population and provide quality assurance and data management as required by funders, i.e. Department of Elder Affairs Client Information and Referral Tracking System	\$0	\$138	2
Add five Home Care Aide Supervisor positions to oversee additional Home Care Aides required to serve 120 additional clients in the Elderly and Disability Services Division	\$0	\$346	5
Add one Social Worker 2 position to provide supervision of the Care Planning staff of eight and review case files in accordance with funding stipulations	\$0	\$80	1
Add 20 Home Care Aide positions to provide service to 120 additional clients and reduce waitlist of 3,400 elderly residents requiring in-home support services	\$0	\$909	20
Add one Rehabilitative Services Supervisor position to coordinate the treatment provided to an average 90 drug court clients at Diversion Treatment - MDC; as a consequence of not having this position, group therapy sessions are not facilitated as scheduled and documentation of treatment is deficient, all potentially negatively impacting the Department's accreditation	\$0	\$89	1
Add one Rehabilitative Services Counselor 2 position to help to address the waitlist created due to a 40 percent increase in the number of referrals from Miami-Dade County Drug Court and the increase in requests for services from the community due to the opioid epidemic	\$0	\$83	1
Add one Adult Center Manager position to provide supervision of all Rehabilitative Services Counselors, temps and support personnel, and to oversee facility safety and cleanliness	\$0	\$83	1
Add two Social Worker 1 positions to address the extensive case management needs of the population served who are mostly homeless, unemployed, and indigent	\$0	\$144	2
Add two Rehabilitative Services Counselor 1 positions to provide night coverage at the residential treatment program; one employee on duty during midnight and weekend shifts is a safety hazard	\$0	\$144	2
Provide funding for home rehabilitation for homeowners from a waitlist of 145 currently unserved by federal/state/local grants	\$0	\$1,800	0
Fund one Outreach Counselor position to work with community based organizations, Miami-Dade County Public Schools, foster care, and state and county justice providers to connect young people ages 18-24 to positive services that provide education and training leading to employment and/or post-secondary placement	\$50	\$50	1
<b>Total</b>		<b>\$4,141</b>	<b>40</b>



# Budget Narrative

## Police

### CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FUTURE	TOTAL
<b>Revenue</b>									
BBC GOB Financing	2,265	951	373	0	0	0	0	0	3,589
BBC GOB Series 2014A	19	0	0	0	0	0	0	0	19
E911 Fees	438	0	0	0	0	0	0	0	438
IT Funding Model	4,286	300	0	0	0	0	0	0	4,586
ITD Operating Revenue	0	700	0	0	0	0	0	0	700
Law Enforcement Trust Fund (LETF)	1,394	0	0	0	0	0	0	0	1,394
Pay-As-You-Go CIF	6,414	97	0	0	0	0	0	0	6,511
Police Impact Fees	6,582	1,449	350	0	0	0	0	0	8,381
Police Operating Revenue	0	188	0	0	0	0	0	0	188
Total:	21,398	3,685	723	0	0	0	0	0	25,806
<b>Expenditures</b>									
<b>Strategic Area: PS</b>									
Computer and Systems Automation	1,410	1,300	0	0	0	0	0	0	2,710
Equipment Acquisition	938	258	0	0	0	0	0	0	1,196
Facility Expansion	992	176	0	0	0	0	0	0	1,168
Facility Improvements	9,758	3,489	373	0	0	0	0	0	13,620
Improvements to County Processes	2,744	1,842	0	0	0	0	0	0	4,586
New Police Facilities	250	250	250	0	0	0	0	0	750
Security Improvements	250	100	100	0	0	0	0	0	450
Telecommunications Equipment	0	1,326	0	0	0	0	0	0	1,326
Total:	16,342	8,741	723	0	0	0	0	0	25,806





# Budget Narrative

## Aviation

### CAPITAL HIGHLIGHTS AND OPERATIONAL IMPACTS

- ✎ The FY 2018-19 Proposed Budget and Multi-Year Capital Plan includes the Terminal Optimization Program (TOP) that will expand the functionality of existing terminal buildings, modernize older terminals, and provide safe and efficient terminal facilities for the next 20 to 30 years; TOP consists of six projects: the Central Base Apron and Utilities, the Concourse E Rehabilitation, the South Terminal Improvements, the Passenger Boarding Bridges Program, the Support Projects and the Miscellaneous Projects (total project cost \$1.45 billion; \$293.240 million in FY 2018-19); the Department anticipates that these improvements will generate greater efficiency in the movement of passengers and planes through MIA, which may result in long term operating savings and increase revenues
- ✎ The FY 2018-19 Proposed Budget and Multi-Year Capital Plan includes construction of interior service roads at Miami Opa-Locka Executive Airport, replacement of buildings at Miami Executive Airport, relocation of MIA's ID Section, and MIA's Credentialing and Identity Management System and the installation of safety equipment at concourse J gates (total project costs \$25.1 million, \$14.39 million in FY 2018-19)
- ✎ The Department's FY 2018-19 Proposed Budget and Multi-Year Capital Plan includes the purchase of 80 vehicles (\$5.681 million); over the next five years, the Department has budgeted \$5.289 million to replace 127 vehicles as part of its fleet replacement plan; the County's fleet replacement plan is included under Non-Departmental project #2000000511



# Budget Narrative

Election

1

## ADA COMPLIANT VOTING SYSTEM

DESCRIPTION: Purchase 1,000 ADA compliant voting units and associated software and hardware mandated by the State F.S.101.56075; state statutes mandate that all Counties must be compliant in providing a paper trail for voters with disabilities by the year 2020

4

LOCATION: 2700 NW 87 Ave  
Doral

District Located:  
District(s) Served:

Countywide  
Countywide

2

PROJECT #: 2000000815

3

REVENUE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Future Financing	0	6,115	0	0	0	0	0	0	6,115
<b>TOTAL REVENUES:</b>	<b>0</b>	<b>6,115</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,115</b>
EXPENDITURE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Technology Hardware/Software	0	6,115	0	0	0	0	0	0	6,115
<b>TOTAL EXPENDITURES:</b>	<b>0</b>	<b>6,115</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,115</b>

5

Estimated Annual Operating Impact will begin in FY 2019-20 in the amount of \$478,000 and includes 0 FTE(s)



# Budget Narrative

## Cultural Affairs

### UNFUNDED CAPITAL PROJECTS

PROJECT NAME	LOCATION	(dollars in thousands) ESTIMATED PROJECT COST
ADRIENNE ARSHT CENTER - MISCELLANEOUS FACILITY IMPROVEMENTS	1300 Biscayne Blvd	5,200
AFRICAN HERITAGE CULTURAL ARTS CENTER - BUILDING ENVELOPE (SEAL AND PAINT)	6161 NW 22 Ave	90
AFRICAN HERITAGE CULTURAL ARTS CENTER - NEW FACILITY	6161 NW 22 Ave	20,000
AFRICAN HERITAGE CULTURAL ARTS CENTER - PARKING LOT (DRAINAGE IMPROVEMENTS)	6161 NW 22 Ave	125
AFRICAN HERITAGE CULTURAL ARTS CENTER - REPAIRS AND RENOVATIONS	6161 NW 22 Ave	3,000
COCONUT GROVE PLAYHOUSE - REHEARSAL SPACE, SCENE AND COSTUME SHOP	3500 Main Hwy	10,000
JOSEPH CALEB AUDITORIUM - BUILDING ENVELOPE (SEAL AND PAINT)	5400 NW 22 Ave	120
JOSEPH CALEB AUDITORIUM - BUILDING ENVELOPE (IMPACT GLASS)	5400 NW 22 Ave	350
JOSEPH CALEB AUDITORIUM - REPAIRS AND RENOVATIONS	5400 NW 22 Ave	5,000
JOSEPH CALEB AUDITORIUM - THEATER WALKWAYS (DRAINAGE IMPROVEMENTS)	5400 NW 22 Ave	75
MIAMI-DADE COUNTY AUDITORIUM - BUILDING ENVELOPE (SEAL AND PAINT)	2901 W Flagler St	150
MIAMI-DADE COUNTY AUDITORIUM - BUILDING ENVELOPE (IMPACT GLASS)	2901 W Flagler St	1,350
MIAMI-DADE COUNTY AUDITORIUM - PARKING GARAGE	2901 W Flagler St	20,000
MIAMI-DADE COUNTY AUDITORIUM - PARKING LOT (DRAINAGE IMPROVEMENTS)	2901 W Flagler St	1,375
MIAMI-DADE COUNTY AUDITORIUM - REPAIRS AND RENOVATIONS	2901 W Flagler St	10,000
SOUTH MIAMI-DADE CULTURAL ARTS CENTER - BANDSHELL	10950 SW 211 St	3,000
SOUTH MIAMI-DADE CULTURAL ARTS CENTER - CAFE BUILD OUT	10950 SW 211 St	500
SOUTH MIAMI-DADE CULTURAL ARTS CENTER - FACILITY IMPROVEMENTS	10950 SW 211 St	480
SOUTH MIAMI-DADE CULTURAL ARTS CENTER - FURNITURE, FIXTURES, EQUIPMENT, AND VARIOUS REPAIRS	10950 SW 211 St	1,000
SOUTH MIAMI-DADE CULTURAL ARTS CENTER - PARKING GARAGE	10950 SW 211 St	12,500
VIZCAYA - FARM VILLAGE	3251 S Miami Ave	50,000
WESTCHESTER CULTURAL ARTS CENTER - ADDITIONAL FACILITY IMPROVEMENTS	7900 SW 40 St	3,000
<b>UNFUNDED TOTAL</b>		<b>147,315</b>



# Thank you!

