




**BOARD OF COUNTY COMMISSIONERS
OFFICE OF THE COMMISSION AUDITOR**

M E M O R A N D U M

TO: Honorable Esteban Bovo Jr., Chairman
and Members, Board of County Commissioners

FROM: Neil R. Singh, CPA
Acting Commission Auditor 

DATE: September 6, 2017

**SUBJECT: Fiscal Year 2017-2018 Proposed Budget – Proposed Adjustments by
Department**

To assist the Board of County Commissioners with the Fiscal Year 2017-18 Proposed Budget, the Office of the Commission Auditor has prepared the Proposed Adjustments by Department report with preliminary observations and information.

Should you require additional information, feel free to contact me at (305) 375-2524.

Attachment

c: Honorable Carlos Gimenez, Mayor
Abigail Price-Williams, County Attorney
Edward Marquez, Deputy Mayor
Jennifer Moon, Director, Office of Management and Budget
Christopher Agrippa, Director, Clerk of the Board

**Fiscal Year 2017-2018 Proposed Budget
Proposed Adjustments by Department**

DEPARTMENT	DIVISION	DESCRIPTION / IMPACT	NET FISCAL IMPACT	
			Revenue	Expenditure
Animal Services	Veterinary Clinic	The Proposed Budget includes six Veterinary Technician overage positions from FY 2016-17 as part of the support staff needed to meet operational demands related to the opening of the new facility, enhance customer service and improve animal health and welfare (\$300,630).		\$300,630
Animal Services	Code Enforcement	The Proposed Budget includes one Animal Control Officer overage position to respond timely to animal bites and other public health issues, as well as support field retention services (\$65,964).		\$65,964
Animal Services	Outreach and Development	The Department will pursue a new shelter technology that improves data management and reporting on all facts of the Department (clinical, compliance, adoptions)(\$46,000).		\$46,000
Animal Services	Outreach and Development	The Proposed Budget includes one Inventory Clerk overage position to support warehouse and inventory functions, as part of the support staff needed to meet operational demands related to the opening of the new facility, enhance customer service and improve animal health and welfare (\$48,904).		\$48,904
Animal Services	Finance and Compliance	The Proposed Budget includes three overage positions (two Licensing Clerks and one Administrative Officer 2 to support administrative functions), as part of the support staff to meet operational demands related to the opening of the new facility, enhance customer service and improve animal health and welfare (\$170,354).		\$170,354
Aviation	Administration	The Proposed Budget includes the addition of one Airport Records Center Clerk position to address increasing workload volume (\$57,000), three Telecommunications Technician positions to increase IT support service levels to meet current demand (\$150,000), and three Airport Inventory Control Specialist positions to allow more control and oversight for existing stock rooms (\$208,000).		\$415,000
Aviation	Business Retention and Development	The Proposed Budget includes the addition of two Senior Aviation Property Manager positions to support and respond to increased demands for leasable space (\$217,000) and one Airport Secretary position to provide additional office support functions (\$60,000).		\$277,000
Aviation	Finance and Strategy	The Proposed Budget includes the addition of two Aviation Senior Cost Managers to provide support with the Terminal Optimization Program (TOP) and the development of other new programs such as the Cargo Optimization, Redevelopment and Expansion (CORE) and Central Terminal (\$235,000), one Project Graphical Tracking System (PGTS) Coordinator to track contracts and process invoices (\$100,000), and one Administrative Officer position to ensure that staffing levels keep up with increasing workload (\$80,000).		\$415,000
Aviation	Finance and Strategy	The Proposed Budget includes the addition of nine Airport Operations Agent positions and eight Airport Operations Specialist positions to minimize overtime and implement recommendations made by a workforce study (\$1,084,000), and ten Landside Operations Officer positions to comply with TSA mandates and to ensure the safety and security at the arrival and departure areas, new taxi metering lot, cargo area and operations (\$741,000).		\$1,825,000
Aviation	Policy Advisement	The Proposed Budget includes the addition of one Customer Service Manager position to handle increased passenger volume, passenger complaints and issues and to enhance the Department's various customer service programs (\$118,000), and one Professional Compliance Manager to provide additional assistance (\$153,000).		\$271,000

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Communications	311 Contact Center Operations	The Department will conclude its Service Level Agreement with the Water and Sewer Department (WASD) to manage approximately 30 percent of customer service/non-payment calls for WASD; as a result, the Proposed Budget includes the transfer of eleven 311 Call Center Specialist positions and one 311 Senior Call Center Specialist position to WASD (\$822,202).		(\$822,202)
Communications	Integrated Communications	The Proposed Budget includes the transfer of one Web Publisher position from the Information Technology Department (\$92,326).		\$92,326
Communications	Creative and Branding Services	The Proposed Budget includes the transfer of one Graphic Designer position from the Department of Regulatory and Economic Resources (\$94,449).		\$94,449
Communications	Capital Highlights and Operational Impacts	The Proposed Budget and Multi-Year Capital Plan includes the purchase of one vehicle (\$29,000)		\$29,000
Community Action and Human Services	Head Start	The Proposed Budget includes the elimination of seven vacant positions: one Clerk, two Accountant 2, and four Administrative Officer 2 as part of as part of the Department's ongoing reorganization efforts (\$528,000).		(\$528,000)
Community Action and Human Services	Rehabilitative Services	The Proposed Budget includes the addition of one Marchman Act Coordinator position and one Marchman Act Court Navigator position to coordinate involuntary admissions, assessment and treatment related to substance abuse for approximately 2,300 clients annually (\$156,000).		\$156,000
Community Action and Human Services	Elderly & Disability Services	The Proposed Budget includes an additional (\$47,000) for the Respite for Elders Living in Everyday Families (RELIEF) program to fund caregivers providing constant care.	\$47,000	
Cultural Affairs	Grants and Programs	The Proposed Budget includes \$11.204 million in funding to support the cultural competitive grants and programs which is a decrease of (\$271,000) from last year's budgeted amount of \$11.475 million; the reduction in funding is the result of decreasing Tourist Development Tax (TDT) revenues, which funds the cultural grants and programs; the decrease in TDT revenues is due to a variety of economic factors that drive tourism in South Florida that include but are not limited to the strong US dollar, economic changes in South America, Zika, terrorism, and the increase in room inventory resulting in lower rates - all impact the revenues collected to support these programs.	(\$271,000)	
Cultural Affairs	Grants and Programs	The Proposed Budget includes the continuation of a grant from The Children's Trust in the amount of \$1.246 million, a (\$250,000) increase from FY 2016-17's originally budgeted grant of \$996,000; the Children's Trust grant provides project-based funding to enrich the lives of children and families through the arts by making live arts experiences available to more children and youth throughout Miami-Dade County.	\$250,000	

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Cultural Affairs	Grants and Programs	In November 2016, the Sandrell Rivers Theater located at the Audrey M. Edmonson Transit Village in Liberty City opened its doors to the community; the theater, funded with \$5 million in Building Better Communities Bond Program proceeds, currently has two resident companies: Fantasy Theatre Factory, Florida's premier touring children's theater company, and The M Ensemble Company, Florida's longest-established African-American theater company; to support and advance the Sandrell Rivers Theater's cultural commitment to the community, the County entered into a Management and Operating Agreement with Fantasy Theatre Factory and provided \$619,000 in operational support and start-up costs in FY 2016-17 and has committed (\$400,000) in FY 2017-18.		\$400,000
Cultural Affairs	Administration	The Proposed Budget includes the conversion of one part-time position to full-time (\$81,000).		\$81,000
Cultural Affairs	South Miami-Dade Cultural Arts Center	The Proposed Budget includes 15 positions converted from part-time to full-time; these positions play a significant role in the operations of the facility (\$832,000).		\$832,000
Cultural Affairs	Cultural Facilities	The Department has applied for and received three State of Florida Cultural Facilities Grants totaling \$1.5 million (\$500,000 each for African Heritage Cultural Arts Center, Joseph Caleb Auditorium and Miami-Dade County Auditorium) to augment the Building Better Communities General Obligation Bond proceeds (BBC GOB) approved for each facility for critical renovations and necessary upgrades.	\$1,500,000	
Cultural Affairs	Cultural Facilities	The Proposed Budget includes the conversion of two part-time positions to full-time (\$133,000).		\$133,000
Cultural Affairs	Cultural Facilities	The Proposed Budget also includes the conversion of one part-time position to full-time (\$72,000).		\$72,000
Cultural Affairs	Cultural Facilities	The Proposed Budget includes (\$517,000) in funding to support for the Joseph Caleb Auditorium and the conversion of two part-time positions to full-time (\$127,000); the Auditorium is a 962-seat theater that has been the gathering place in the Liberty City community for the performing arts for more than 36 years.		\$644,000
Elections	Poll Worker Recruitment and Training	The Proposed Budget includes funding for a poll worker recruitment campaign; the campaign will assist the Department in maintaining its target database number of 10,000 poll workers and provide consistent succession planning with training and utilization of new poll workers (\$100,000).		\$100,000
Elections	Capital Highlights and Operational Impacts	The Proposed Budget and Multi-Year Capital Plan includes the purchase of three hybrid sedan vehicles (\$67,000).		\$67,000
Finance	Tax Collector's Office	The Proposed Budget includes the addition of three Senior Tax Records Specialists to monitor and enforce compliance with internal and external requirements including Florida State Statutes (\$182,000).		\$182,000
Finance	Business Solutions Support	The Proposed Budget includes the addition of three positions to staff the ERP project; the positions will be funded by the ERP Capital Project resources (\$355,758).		\$355,758
Fire Rescue	Administration	The Proposed Budget includes funding for the replacement of external consultants with two full-time positions, that will manage the Certified Public Expenditure Program and result in a net savings of approximately (\$500,000).		(\$500,000)

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Fire Rescue	Administration	The Proposed Budget includes funding for an additional six full-time positions that include a Senior Legal Liaison, Accountant 3, and other administrative support related positions (\$331,000).		\$331,000
Fire Rescue	Administration	The Proposed Budget includes an Increased Homestead Exemption (HEX) Mitigation Reserve in the Fire-Rescue District to address the fiscal impact of extending the Homestead Banding from \$50,000 to \$75,000 in Assessed Value for FY 2019-20 (\$11.2 million), other Operating Reserves (\$3.290) and Tax Equalization Reserves (\$1 million).		\$15,490,000
Fire Rescue	Technical/Support Services	The Proposed Budget includes funding for one Captain and two Lieutenants in the Fire Prevention Division (\$531,000) that will enable the division to meet workload demands.		\$531,000
Fire Rescue	Technical/Support Services	The Proposed Budget includes funding for an additional 17 full-time positions; six Information Technology related positions, required for Cloud computing, one Facilities Supervisor, three Breathing Apparatus Maintenance Technicians, and seven other Technical and Support Services related positions that will enhance operational efficiency (\$1,829,000).		\$1,829,000
Fire Rescue	Suppression and Rescue	In FY 2017-18, effective April 2018, 18 positions will be added to deploy one new Suppression unit in Southwest Miami-Dade (\$1.4 million), 13 positions to deploy a new rescue unit at the Miami-Dade Seaport Department due to increased demand and the opening of a new cruise terminal (\$900,000), and nine positions to staff Squad 69 (\$696,000).		\$2,996,000
Fire Rescue	Suppression and Rescue	The Proposed Budget includes a minimum of three Firefighter recruitment classes (two certified and one non-certified) to provide personnel for the new suppression unit, new rescue unit and increased attrition due to retirements; if necessary, more classes will be added to guarantee the replacement of those positions that are expected to become vacant during the fiscal year and to minimize the impact to overtime (\$5,745,223).		\$5,745,223
Human Resources	Payroll and Information Management	In FY 2017-18, Human Resources along with the Information Technology Department, Office of Management and Budget, Finance Department and Internal Services Department will begin implementation of the Enterprise Resource Planning (ERP) System; it is anticipated that Payroll and Information Management will be heavily involved in this project for the next five years including (\$355,000) in reimbursement from the ITD Funding Model for personnel required for implementation.	\$355,000	
Human Resources	Benefits Administration	The Proposed Budget reflects the transfer of a position from the Board of County Commissioners to the Benefits Division to manage and facilitate employee recognition awards (88,000).		\$88,000
Human Resources	Recruitment, Testing, and Career Development	In FY 2017-18, the Department is budgeted to receive \$400,000 from various Departments for training classes including Supervisory Certification, Front Line, and New Employee Orientation.	\$400,000	
Information Technology	Enterprise Applications	ITD has initiated the analysis and requirements gathering for MDPD's Law Records Management System (LRMS), which will provide a single and comprehensive operational policing system to manage Incident Crime information; the requirement document is scheduled to be completed by the end of the fiscal year.		TBD

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Information Technology	Enterprise Applications	ITD has initiated the analysis and requirements gathering for the modernization of MDPD's Laboratory Information Management System (LIMS); the first milestone has been reached and the project is scheduled to be completed by the first quarter of 2018.		TBD
Information Technology	Enterprise Architecture	The Proposed Budget includes the transfer of one Web Publisher position to the Communications Department as part of the County's ongoing reorganization efforts (\$122,000).		(\$122,000)
Information Technology	Enterprise Architecture	The Proposed Budget includes the conversion of two contractor to two permanent System Analyst Programmer 2 position for continued support to the Communications Department, saving (\$66,000).		(\$66,000)
Information Technology	Enterprise Security	The Proposed Budget includes the conversion of two contractors to two permanent Senior Security Systems Engineer positions for the continued IT support provided to the Department of Transportation and Public Works, saving (\$96,000).		(\$96,000)
Information Technology	Enterprise Solutions	The FY 2017-18 Proposed Budget includes the conversion of two contractors to two Senior System Analyst Programmer positions for continued support and enhancements of the ECM system in the Regulatory and Economic Resources Department, saving (\$137,000).		(\$137,000)
Information Technology	Field Services	The Proposed Budget includes the conversion of one temporary position to a Clerk 4 permanent position for the enterprise field services support administration, saving (\$1,000).		(\$1,000)
Information Technology	Shared Services	During FY 2017-18, the planned migration of the land lines telecommunication system of record to the new Pinnacle system will retire several legacy systems and will introduce process improvements and efficiencies.		TBD
Information Technology	County Services	The Proposed Budget includes the elimination of one vacant Senior System Analyst Programmer position (\$114,000).		(\$114,000)
Internal Services	Fleet Management	The Proposed Budget includes the addition of three new positions: one Contract Specialist, one Accountant 2, and one Account Clerk to coordinate a new Countywide fleet acquisition model (\$156,600).		\$156,600
Internal Services	Fleet Management	The Proposed Budget includes the upgrade of the automated fueling system to include software, hardware and IT network infrastructure at the 29 Fleet managed fueling stations (\$500,000).		\$500,000
Internal Services	Procurement Management Services	In FY 2017-18, Internal Services Department along with the Information Technology Department, Office of Management and Budget, Finance Department, and Human Resources Department will begin implementation of the Enterprise Resource Planning (ERP) System; it is anticipated that Procurement Management will be heavily involved in this project for the next five years including (\$336,000) in reimbursement from the ERP capital bond.	\$336,000	
Internal Services	Risk Management	The Proposed Budget includes the addition of four Liability Claims Adjuster positions needed to improve overall claims handling by decreasing excessive claims volume per adjuster (\$157,000).		\$157,000
Juvenile Services	Guardian Ad Litem	The Proposed Budget supports the acquisition of two hybrid vehicles to replace the Department's aging fleet; vehicles will be used by the Department's case management staff (\$60,000).		\$60,000

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Library	Community Engagement, Partnerships and Programming	The Proposed Budget includes funding to establish a local author series to showcase the talents of authors in Miami-Dade County and to re-establish MDPLS in the local literary scene (\$15,000).		\$15,000
Library	Library Services and Collection Development	The Proposed Budget includes additional service hours and staffing at the Allapattah, Coral Gables, Coral Reef, Main, Miami Lakes, Pinecrest, and Shenandoah branches; this includes 32 additional service hours that will provide an additional day of service at both the Allapattah and Shenandoah branches (currently 5-day operations), and improved operating hours (later closings and earlier opening times) at Coral Gables, Coral Reef, Miami Lakes, and Pinecrest, which are among the highest circulating and most heavily used neighborhood branches; additional positions at the Main Library are also included to improve public service levels and outreach activities, improve oversight of the Collection, including acquisitions, cataloging, digitization and archival of special collections, and preservation of materials of historic and cultural significance; the 18 additional full-time positions required for these enhancements are two Library Assistant 1 positions, two Library Assistant 2 positions, one Library Assistant 3 positions, four Youth Services Specialist positions, one Librarian 1 position, one Marketing Specialist, four Librarian 2 positions, three Librarian 3 positions, and five part-time Library Pages (\$1,524,070).		\$1,524,070
Library	Library Services and Collection Development	The Proposed Budget increases the materials budget to \$4.5 million, a (\$500,000) increase from the FY 2016-17 budget; the additional funding will be utilized to reduce wait times on high demand titles, both in print and eBook formats.	\$500,000	
Library	Fiscal, Capital, and Business Operations	The Proposed Budget includes an increase in contracted security and police services for various library locations (\$196,000).		\$196,000
Library	Fiscal, Capital, and Business Operations	The Proposed Budget places into reserve \$1.824 million in anticipation of revenue impacts to the Library Taxing District that could be realized in FY 2019-20, if a Statewide Referendum to increase the Homestead Exemption is approved by the voters in November 2018.		\$1,824,000
Library	Fiscal, Capital, and Business Operations	The Proposed Budget includes the transfer of one Web Designer 2 to the Information Technology Department as part of the IT consolidation (\$111,289).		(\$111,289)
Management and Budget	Management Planning and Performance Analysis	The Proposed Budget includes a Senior Business Analyst that was transferred to the Miami-Dade Corrections and Rehabilitation Department to assist with staffing and process analyses (\$140,000).		(\$140,000)
Medical Examiner	Death Investigation and Education	The Proposed Budget includes the addition of two Forensic Evidence Recovery Technicians (FERT) to optimize the staffing level of the unit, improve response time and reduce overtime strain (\$151,000).		\$151,000
Parks, Recreation and Open Spaces	Causeway Operations	In FY 2017-18, the Department expects to complete the bicycle safety lane (green paint) program for both Rickenbacker and Venetian Causeways; the lane program for the Rickenbacker Causeway will extend the lanes from their current terminus on Key Biscayne through Virginia Key to the toll plaza on the mainland (\$1,420,000).		\$1,420,000
Parks, Recreation and Open Spaces	Golf Enterprise	The Golf Enterprise projects paying \$375,000 in debt service related to Country Club of Miami expenses; the debt service will be retired in FY 2017-18; with the retirement of the debt and the completion of capital improvements that the debt financed, there is no further funding for capital improvements at any of the golf courses.		\$375,000

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DEPARTMENT	DIVISION	DESCRIPTION / IMPACT	NET FISCAL IMPACT	
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Parks, Recreation and Open Spaces	Landscape Maintenance - Open Spaces	The Department will reduce grounds maintenance along County rights-of-way for medians from 17 to 15 cycles (\$340,000).		(\$340,000)
Parks, Recreation and Open Spaces	Landscape Maintenance - Open Spaces	The sports turf maintenance cycles will be decreased from 90 cycles to 63 cycles (\$289,000).		(\$289,000)
Parks, Recreation and Open Spaces	Park Stewardship Operations	The Department will implement parking fee increases and expand the collection of parking fees to new locations and to special events; the Department will also implement fee increases for various park services, within the limits of fee ranges previously approved by the Board of County Commissioners (\$2,192,000).	\$2,192,000	
Parks, Recreation and Open Spaces	Park Stewardship Operations	The Department will reduce the level of grounds maintenance for contracted parks; neighborhood and community parks will be reduced from 20 to 15 and from 16 to 12 mowing cycles respectively (\$416,000).		(\$416,000)
Parks, Recreation and Open Spaces	Planning, Design and Construction Excellence	The Department will complete construction of the next phase of the ADA transition plan implementation; this phase consists of making all restrooms and park offices in the top ten parks ADA accessible (\$1,590,000).		\$1,590,000
Parks, Recreation and Open Spaces	Special Taxing District	The Proposed Budget includes 1,070 active Special Taxing Districts (902 Street Lighting, 44 Security Guard, 122 Multipurpose Maintenance and two Capital/Road Maintenance Special Taxing Districts), of which 909 districts will require a special assessment rate increase (\$37,174,000).	\$37,174,000	
Police	Police Services	The Proposed Budget includes three Police Officer recruitment classes, which will replace approximately 120 positions that are expected to become vacant during the fiscal year and add an additional 15 officers (\$3,881,939).		\$3,881,939
Police	Administration	The Proposed Budget includes attrition savings for 61 sworn vacancies (\$10.5 million) and 141 civilian vacancies (\$9.5 million) anticipated by the end of FY 2017-18.		(\$20,000,000)
Port of Miami	Port Operations	The Proposed Budget includes the addition of one Special Projects Administrator position to perform various business analytics and one Seaport Berthing Officer position to address additional workload from increased berthing operations (\$155,000).		\$155,000
Port of Miami	Port Operations	In FY 2017-18, the Division will conduct various improvements to crane operations with the replacement of rails (\$2 million) and the removal of corrosion and painting of four cranes (\$400,000).		\$2,400,000
Port of Miami	Port Operations	The Proposed Budget includes the elimination of one vacant Semi-Skilled Laborer position, one vacant Principal Planner Position, and one Engineer position (\$273,000).		(\$273,000)
Port of Miami	Business Development	The Proposed Budget includes the addition of one Special Projects Administrator position to perform studies related to economic development and one Media and Public Relations Officer position to liaison with various media providers (\$193,000).		\$193,000
Port of Miami	Capital Development	The Proposed Budget includes funding to perform a major upgrade to the parking system that will improve operations (\$800,000).	\$800,000	

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Port of Miami	Finance	The Proposed Budget includes the addition of one Clerk position to provide additional clerical support (\$68,000).		\$68,000
Port of Miami	Safety and Security	The Proposed Budget includes the refurbishment of one police boat for security operations and the addition of one police dog to detect explosives (\$425,000).		\$425,000
Port of Miami	Safety and Security	The Proposed Budget includes the addition of one Fire Rescue Unit expected to enter service in April 2018, in conjunction with Miami-Dade Fire Rescue (\$900,000).		\$900,000
Port of Miami	Safety and Security	The Proposed Budget includes a Departmental reorganization that eliminates one vacant Seaport Security Supervisor position and one vacant Seaport Security Enforcement Officer position (\$186,000).		(\$186,000)
Regulatory and Economic Resources	Construction, Permitting, and Building Code	The Proposed Budget includes the addition of 7 positions to help meet performance targets given the increased demand of permitting activities, and to implement permit customer improvement efforts (\$427,000).		\$427,000
Regulatory and Economic Resources	Environmental Resources Management	The Proposed Budget includes the addition of four positions to meet increased demand for environmental activities, and the converting of five part-time to full-time positions for environmental monitoring and natural resources sections (\$354,000).		\$354,000
Regulatory and Economic Resources	Development Services	The Proposed Budget includes the addition of one Principal Planner to improve application review timeframes and the transfer of one position to the Communications Department (\$109,000).		\$109,000
Regulatory and Economic Resources	Administration	The Proposed Budget includes the transfer of two positions from the Construction, Permitting, and Building Code Division for IT oversight and coordination of major projects an rollouts, as well as performance management and process improvements, and the conversion of three part-time positions to full-time for personnel activities (\$170,001).		\$170,001
Regulatory and Economic Resources	Office of Resilience	The Proposed Budget includes the addition of one position and the conversion of one part-time position to full-time to enhance resiliency planning, policy development, coordination, measurement, and implementation(\$119,000).		\$119,000
Solid Waste Management	Disposal Operations	The Proposed Budget includes the addition of 10 positions, including six Landscape Attendants to maintain the grounds at all active and closed landfills, and four Waste Attendant 1 to provide traffic control and ‘spotting’ for incoming traffic on the landfill; these positions will replace the use of temporary employees (\$481,301).		\$481,301
Solid Waste Management	Environmental and Technical Services	The Proposed Budget includes the financing of 122 vehicles for Waste Collection Operations (\$2.614 million annual debt service payment) and of 93 vehicles for Waste Disposal Operations (\$1.127 million annual debt service payment).		\$3,741,000

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Transportation and Public Works	Engineering	As a result of lower full-fare transit ridership, reductions to the State's Transportation Disadvantaged Trust Fund, and underperforming Charter County Transit System Surtax revenue, the Proposed Budget includes a number of adjustments: modification of ten bus routes by starting the first bus service later, ending the last bus service earlier, and increasing the distance to the closest bus stop impacting an estimated 2,011 daily riders saving \$2.828 million in overtime and \$2.247 million in bus parts and commodities (total savings of \$5.075 million in FY 2017-18); eliminating two bus routes impacting an estimated 659 riders saving \$792,000 in overtime and \$675,000 in bus parts and commodities (total savings of \$1.467 million in FY 2017-18); transferring the South Beach Local bus route to the City of Miami Beach in November 2017 saving \$1.4 million in overtime and \$1.51 million in bus parts and commodities (total savings of \$2.91 million in FY 2017-18); contracting out 14 bus routes delivering the same level of service saving \$4.298 million in overtime, \$2.576 million in bus parts and commodities and cost \$3.127 million in contracting services (net savings of \$3.747 million in FY 2017-18); reducing bus service by providing Sunday schedule service to six regular schedule service holidays and 31 Saturday schedule service bus routes and adjusting the frequency on non-peak Max service bus routes saving \$7.215 million in personnel cost by eliminating 40 bus operational positions through attrition; and (through administrative authority) adjusting various routes impacting daily riders by waiting longer for the next bus service, starting the first bus service later, and ending the last bus service earlier saving \$1.9 million in overtime and \$2.1 million in bus parts and commodities (total savings of \$4 million in FY 2017-18).		(\$24,414,000)
Transportation and Public Works	Metromover	The Proposed Budget includes the addition of 30 Metromover maintenance positions that will provide maintenance service to Aviation's MIA Mover (funded with Aviation revenues) (\$2,083,000).		\$2,083,000
Transportation and Public Works	Metrorail	As a result of lower full-fare transit ridership and reductions to the State's Transportation Disadvantaged Trust Fund, the Charter County Transit System Surtax, and the County's non-property tax revenues. The Proposed Budget includes increasing peak service headways to 7.5 minutes from 5 minutes, closing Metrorail services daily by one hour, opening Metrorail services by one hour later on Saturday and Sunday, and increasing service headways into Miami International Airport orange line to 30 minutes from 15 minutes, all of which will result in savings of \$1.246 million in overtime, \$2.7 million in electrical services, \$634,000 in security services and \$276,000 in inventory.		(\$4,856,000)
Transportation and Public Works	Mobility and Passenger Transportation Services	Effective July 1, 2017, State Legislation prevents the County from regulating Transportation Network Entities impacting the transportation regulatory fees and resulting in the elimination of five vacant positions (\$381,000).		(\$381,000)
Transportation and Public Works	Operational Support	The Proposed Budget increases security guard and police services to cover at risk areas identified by a vulnerability assessment (\$2,950,000).		\$2,950,000
Transportation and Public Works	Traffic Operations	The Countywide General Fund Maintenance of Effort (MOE) for transit services will increase to \$190.265 million; a 3.5 percent increase above the FY 2016-17 MOE of \$183.831 million; a balance of \$1.871 million remains of the \$5.876 million deferred in the FY 2014-15 agreement and is required to be repaid by FY 2019-20, as adopted in the People's Transportation Plan and as amended on January 2015.	\$6,434,000	

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Water and Sewer	Office of the Director	The Proposed Budget includes a modification to the Department's current tier-based fee structure that will maximize revenues and eliminate some subsidization between tiers, while maintaining current rates; under the revised rate structure, the monthly bill for the median retail water and sewer residential customer which uses approximately 700 cubic feet (7ccf) per month (or 5,236 gallons) will be \$42.53, or \$7.44 higher from the current estimated bill of \$35.10; the Proposed Budget includes a six percent increase in revenues generated by these adjustments to cover current and future operational and debt obligations (\$32,100,000).	\$32,100,000	
Water and Sewer	Office of the Director	Effective October 1, 2017, the wholesale wastewater rate will increase to \$3.0937 from \$2.9477, or by \$0.1460 per thousand gallons; the water wholesale rate will increase to \$1.8341 from \$1.7341, or by \$0.1000 per thousand gallons; wholesale customers' bills include a true-up adjustment to recover actual cost for FY 2015-16 (\$621,000).	\$621,000	
Water and Sewer	Office of the Director	The Proposed Budget includes the addition of a rate category for Mixed-Use buildings with one meter serving both residential and non-residential areas (\$1,300,000).	\$1,300,000	
Water and Sewer	Finance and Administrative Compliance	In FY 2017-18, the Department will also be funding an additional reserve of \$17.075 million in order to strengthen bonding capacity and meet additional bonds' tests necessary to issue debt to support the Department's \$13 billion capital program; a combined balance of \$118.9 million is projected between these reserves, and the Department will have a year-end fund balance of \$74.1 million in the operating budget as required for bond ordinances.		\$17,075,000
Water and Sewer	Customer Initiatives and Internal Operations	The Proposed Budget includes an additional 11 Customer Service Representative positions transferred from Communications due to elimination of the call center service level agreement and two meter readers to help meet the demands of customers and improve call wait time (\$797,585).		\$797,585

GLOSSARY

Revenue - Funds received from external sources such as taxes, fees, charges for services, special assessments, grants, and other funds collected and received by the County in order to support services provided to the public. An increase in revenues is deemed to have a positive net fiscal impact.

Expenditure - A decrease in financial resources for procurement of assets or the cost of goods and/or services received. An increase in expenditures is deemed to have a negative net fiscal impact.

Revenue Maximization - Processes, policies, and procedures designed to identify, analyze, develop, implement, and support initiatives that expand and enhance revenue sources, reduce operational and development costs, and improve compliance with federal and state requirements.