




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

M E M O R A N D U M

TO: Honorable Joe A. Martinez, Chairman
and Members, Board of County Commissioners

FROM: Charles Anderson
Commission Auditor 

DATE: September 7, 2011

SUBJECT: Update to Committee of the Whole Workshop Report

Subsequent to the Board of County Commissioners (BCC) Committee of the Whole Workshop on August 25, 2011, the Office of the Commission Auditor (OCA) prepared an update to its detailed report with observations and information for the Miami-Dade County FY 2011-12 Proposed Budget. This update does not reflect any changes to the aforementioned Proposed Budget that may be found in the "Information for First Budget Hearing – FY 2011-12 Proposed Budget" memorandum from the Mayor (09-08-11).

Below is a list of changes to the OCA report and includes only revisions to the original categories in the report and adds one new category as follows:

- I. Alternatives to Close the Budget Gap for FY 2011-12 (Revised)
- II. General Fund Revenues (Revised)
- IV. General Fund Support for Operating Expenditures (Revised)
- VI. Service Impacts due to Proposed Budget Reductions (Revised)
- X. Bargaining Unit Savings per Pay Period from Proposed Concessions (NEW)

Special thanks to OMB for the information provided and their assistance in this matter. Should you require additional information, feel free to contact me at (305) 375-2524.

c: Honorable Carlos Gimenez, Mayor
Ed Marquez, Deputy Mayor
R.A. Cuevas, County Attorney
Christopher Mazzella, Inspector General
Jennifer Moon, Director, Office of Management & Budget
Christopher Agrippa, Division Chief, Clerk of the Board

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I. ALTERNATIVES TO CLOSE THE BUDGET GAP FOR FY 2011-12 (Revised)

For the second consecutive year Miami-Dade County Government has faced a budget gap of more than \$400 million, and with the Proposed FY 2011-12 Budget will have reduced the operating budget by more than \$521 million in a four year period. Due to the small window of opportunity the Mayor had in developing a sound strategy for eliminating the deficit, detailed information for analysis by the Office of the Commission Auditor was limited as compared to prior budget years. However, we offer alternatives in Attachment 1(Revised) to close the budget deficit.

ATTACHMENT 1 (Revised)
ALTERNATIVES TO CLOSE THE FY 2011-12 BUDGET GAP

REVENUE/EXPENDITURE SOURCE	REALLOCATION	DESCRIPTION
Position Vacancies	\$8,384,000 in General Fund or portion thereof	<p>Proposed budget lists an estimated 500 vacancies to be deleted. The LTVR for the 3rd Quarter shows 1,630 vacancies which leaves 1,130 vacancies. After subtracting the vacancies already eliminated in the FY 11-12 Proposed Budget (257 for Police) there are 873 vacancies. The remaining attrition vacancies included in ABDS is 370 for all funds, leaving 503 vacancies (873 –370). It is estimated that 26%, or 131 of these vacancies are General Fund supported. LTVR indicates the average value of a current County vacancy is est. at \$64,000. (131 X \$64,000) = \$ 8.384 million. <i>This estimate accounts for vacancies not being filled for the entire fiscal year; however even if a vacant position is not filled for part of the year, due to a natural recruitment period, there will be built in attrition savings not otherwise shown in the budget.</i></p>
FY 2010-11 unallocated General Fund cash carryover	See Attachment 3 (pg 6)	<p>OMB has informed OCA the FY 11-12 Proposed Budget allocates the entire \$26.322 million in carryover as Reserve for Service Impacts, and this funding is used to balance the General Fund Budget. If the Board were to use the carryover funding from FY 10-11 for FY 11-12 unmet needs the Administration would have to replenish the funds through other sources such as any FY 11-12 savings from the Mayor’s Reorganization Plan, estimated at \$5 million.</p>
Overtime for Police	\$3,000,000	<p>Police – Reduce overtime through additional efficiencies as a result of MDPD Civil Process Automation Project #328610</p>

ATTACHMENT 1 (Revised)
 ALTERNATIVES TO CLOSE THE FY 2011-12 BUDGET GAP

Head Start Program	Requires analysis of Administrative Cost to determine if Program may be retained by the County	Under Mayor's proposal the County Head Start Program (Program) may not have enough Federal funding to administer the Program for FY 2011-12 (15% of total funding + In-kind). A solution may be to complete an analysis of administrative cost, including in-kind, to determine compliance with Federal guidelines. This may result in a reduction to administrative cost; however the County may be able retain the current program
Tax Increment Financing	\$3,376,000	\$826,000 of recalculated TIF is currently proposed to restore the Co-operative Extension, leaving \$2.550 million remaining in reserves. These reserves will address any delays in implementation of employee labor concessions
Master Property Insurance Program	\$560,000	6% General Fund savings from the Master Property Insurance Program as per 08-08-11 Mayor's memo (CW \$3,796M + UMSA \$1,404M) - \$4,640 (new insurance cost) = \$560k savings

II. FY 2011-12 GENERAL FUND REVENUES (Revised)

General Fund Revenues

The Office of the Commission Auditor along with the Finance Department and the Office of Management and Budget (OMB), held three Revenue Estimating Conferences during FY 2010-11 (February 4, May 18, and August 31, 2011). At each conference, estimates were discussed and adjusted accordingly. We have prepared an historical General Fund Revenue Summary from FY08-09 through Proposed FY11-12 with a comparison between the FY 2010-11 and the FY 2011-12 Proposed Budget (Attachment 2). Overall, the General Fund is \$124.121 million (7.4%) less in FY 2011-12 than in FY 2010-11, indicating further deterioration of this particular revenue stream.

General Fund Revenue is allocated to designated departments and to non-departmental expenditures. In the FY 2011-12 Proposed Budget, the departments are allocated \$1.407 billion and Non-Departmental Expenditures are allocated \$157.289 million. Non-departmental Expenditures are funded by General Fund Revenue Sources, such as: Property Tax, Administrative Reimbursements, State of Florida Sales Tax, Fuel Taxes, County Revenue Sharing, Municipal Revenue Sharing, and cash carryover.

The proposed non-department expenditure of \$157.289 million is for expenses not allocated within a given department's budget and reserves. Reserves within non-departmental expenditures include but are not limited to: Contingency Reserve \$5 million, Tax Equalization Reserve \$4.92 million, Wage Adjustment, FRS, Separation and Energy Reserve \$24.703 million. Additionally, non-departmental expenditures allocation includes \$4.7 million for Save Our Seniors Homeowners Relief Fund.

Cash Carryover

The Proposed Budget FY 2011-12 allocates \$108.195 million as General Fund carryover under Countywide/Unincorporated Municipal Service Area General Revenue. The higher proposed carryover is attributed in part to FRS savings, employee concessions from the non-bargaining employees, and the implementation of the three percent savings plan in FY 2010-11. Year-end FY 2009-10 actual General Fund carryover was \$83.727 million in comparison to the adopted \$21.331 million. As a result of this higher carryover into FY10-11, it is important to note that \$36.014 million of unallocated carryover has been earmarked to be used as illustrated (Attachment 3).

II. FY 2011-12 GENERAL FUND REVENUES (Revised)

Administrative Reimbursement

Collection for administrative fees is an additional source of General Fund revenue. Proprietary departments such as Aviation, Water and Sewer, Solid Waste Management, etc., pay this fee for the use of centralized services. For example, the Finance Department may provide bond administration services or the Human Resources Department may provide personnel services to the proprietary departments. If the proprietary departments were authorities, the centralized services would either be contracted out or additional staff could be hired to perform the functions. Consequently, the County assesses a fee to execute these types of services. .

The administrative reimbursement fee percentage is 2.35% (page 67, Proposed Budget FY 2011-12). The administrative reimbursement amount charged to the proprietary departments totals \$42.712 million, as stated in the Proposed Budget FY 2011-12. A spreadsheet detailing prior years reimbursement and the proposed fee for each County Department is provided for your review (Attachment 4 Revised).

Historically, administrative reimbursement rates in FY 2008-09, FY 2009-10, FY 2010-11 were 3.2%, 3.4%, 3.61%, respectively. This three-year increase in administrative reimbursement is duly noted; however there is a reduction to the FY 2011-12 proposed administrative reimbursement in proportion to the proposed departmental budgets.

**ATTACHMENT 3
GENERAL FUND CASH CARRYOVER
\$ in thousands (OOOs)**

	FY 2010-11
GF Carryover (Adopted)	47,713
Carryover from FY09/10	83,727 (*)
Unallocated Carryover	36,014
 <u>Uses of Unallocated Carryover</u>	
BCC Carryover	3,976
Community Periodical Program	750
Save Our Seniors-Homeowners Relief Fund	4,685
Human Rights and Fair Employment Practices	106
Cultural Affairs (Miami Children's Museum)	175
Reserve for Service impacts	26,322
 Total	 36,014

(*) Source: FAMIS fiscal month 14, FY 2009-2010

ATTACHMENT 4 (Revised)
GENERAL FUND REVENUES
ADMINISTRATIVE REIMBURSEMENTS

ADMINISTRATIVE REIMBURSEMENTS	Actual FY 05-06	Actual FY 06-07	Actual FY 07-08	Actual FY 08-09	Actual FY 09-10	Adopted FY 10-11	Proposed FY 11-12
ARTS IN PUBLIC PLACES (CUA)	17,000	22,000	11,000	20,000	20,000	23,000	23,000
GF ADM REIM AVIATION	9,002,312	7,308,857	7,847,238	8,183,711	7,533,207	6,628,000	6,080,000
Aviation repayment to FTA	(984,312)	(2,257,000)	(2,257,000)	(2,257,000)	(2,257,000)		
NET AVIATION REIMBURSEMENT	8,018,000	5,051,857	5,590,238	5,926,711	5,276,207	6,628,000	6,080,000
BLDG & NEIGHBORHOOD COMPLIANCE	1,024,000	1,233,000	1,224,000	747,000	751,000	928,000	900,000
BLDG CODE COMPLIANCE	361,000	428,000	395,000	406,000	383,000	0	0
CAPITAL IMPROVEMENT	0	0	147,000	158,000	169,000	112,000	100,000
CITIZENS' INDEP. TRANSPORTATION TRUST					0	68,000	0
CONSUMER SVC.	127,000	200,000	181,000	239,000	339,000	262,000	208,000
DERM	1,474,000	1,663,000	1,820,000	1,668,000	1,726,000	1,425,000	1,301,000
FIRE RESCUE	5,942,000	7,608,000	9,164,000	11,188,000	10,427,000	10,000,000	10,000,000
HOMELESS TRUST	36,000	47,000	55,000	56,000	56,000	49,000	56,000
HOUSING FINANCE AUTHORITY	0	0	0	0	0	57,000	52,000
IMPACT FEE- PZ	93,000	180,000	93,000	0	0	0	0
LIBRARY	1,471,000	2,286,000	2,462,000	2,861,000	2,861,000	2,192,000	1,753,000
PLANNING & ZONING	296,000	419,000	370,000	325,000	325,000	171,000	199,000
PROCUREMENT	0	0	327,000	346,000	414,000	318,000	400,000
PUBLIC HOUSING AGENCY					0	2,176,000	1,338,000
PUBLIC WORKS(DORM)	0	0	205,000	507,000	507,000	663,000	481,000
PUBLIC WORKS (ENGINEER SVCS)	303,000	372,000	400,000	392,000	392,000	357,000	273,000
PUBLIC WORKS (RICKENBACKER CSWY)	148,000	234,000	280,000	256,000	256,000	156,000	153,000
PUBLIC WORKS (SPEC TAX DISTRICT)	209,000	250,000	270,000	77,000	336,239	61,000	75,000
PARKS & RECR.	12,000	13,000	0	0	0	0	0
SEAPORT	1,315,000	1,800,000	1,900,000	2,000,000	2,200,000	2,192,000	2,500,000
SOLID WASTE MGT	4,196,000	4,347,000	4,788,000	4,701,000	5,289,000	4,717,000	4,157,000
TOURISM	398,135	835,000	907,536	372,495	93,977	317,000	317,000
VIZCAYA	78,000	0	0	0	0	0	0
WATER & SEWER	34,638,000	13,790,000	14,984,000	14,380,000	17,620,000	14,491,000	12,346,000
Total	60,156,135	40,778,857	45,573,774	46,626,206	49,441,423	47,363,000	42,712,000

Source - Actual Famis fiscal month 14; however FY 09-10 Actual per OMB REC 3 Aug 17, 2011. Adopted FY10-11 and Proposed FY11-12 as per Budget Books

IV. GENERAL FUND SUPPORT FOR OPERATING EXPENDITURES (Revised)

Overall the FY 2011-12 Proposed General Fund support of Departments' and Non-Departmental expenditures decreases over \$124 million (-\$108 million) in Countywide (CW) funding, and (-\$16 million) in Unincorporated Area (UMSA) funding (Attachment 7). Some highlights include:

COUNTYWIDE

- Corrections and Rehabilitation (-\$43.378 million), Park and Recreation (-\$11.661 million) and Police (-\$9.647 million) receive the greatest reductions.
- Total Capital Outlay Reserve (COR) expenditures from all strategic areas increase (\$13.705 million), Elections (\$6.53 million) and General Services Administration (GSA) (\$3.98 million) increase the most.

UMSA

- Police (-\$14.54 million), Building Neighborhood and Code Compliance (-\$2.267 million) and Non-Departmental expenditures (-\$2.904) decrease the most.
- Park and Recreation (\$6.598 million), GSA (\$2.744 million) and COR expenditures from all strategic areas (\$2 million) increase in UMSA expenses.

Other observations include:

- Transit overall GF support shows a net increase of \$3.519 million, due to the 3.5% required Maintenance of Effort. Highlights include Operational Support reduced by \$7.882 million and Metrorail increased by \$16.746 million
- Fire Rescue CW expenses decrease (-\$5.742 million) primarily due to the elimination of the fire boat at the Port of Miami, and a reduction in Ocean Rescue and Air Rescue.

ADMINISTRATIVE ACTIVITIES

The table (Attachment 8 Revised) shows administrative activity type expenses and positions by department. Administrative employees provide "support" to operational or production employees. They are "staff" rather than "line" employees. Examples of administrative functions include labor relations and personnel (human resources employees), payroll and finance (including budgeting and benefits management), records maintenance, accounting and tax, marketing and advertising, quality control, public relations, and government relations), legal services, and some computer-related jobs (such as network, internet and database administration).

Overall, the FY 2011-12 Proposed Budget reduces expenses associated with administrative functions by nearly \$25 million and 89 positions. The table, which was created from Appendix A in the Proposed Budget, does not capture all administrative type expenditures in the County, nor are all activities labeled "administration" to be considered as 100% administrative expenditures. However, the table serves to represent that part of County operations which are primarily considered by the departments as administrative in function and may indicate expenditure trends for budgeting purposes.

ATTACHMENT 8 (Revised)
ADMINISTRATIVE ACTIVITIES EXPENSE
 \$ in thousands (000s)

Departmental Administrative Activities	Administrative Activity Total Operating Expenses		Administrative Activity Position Count		% of Total Department Positions for Administrative Activities			% of Total Department Funding for Administrative Activities		
	10-11 Budget	11-12 Proposed	10-11 Budget	11-12 Proposed	10-11 Budget	11-12 Proposed	% Increase/D ecrease	10-11 Budget	11-12 Proposed	% Increase/D ecrease
POLICY FORMULATION										
County Executive Offices										
Administrative Support	\$838	\$928	3	3	5.45%	6.82%	1.36%	11.41%	15.80%	4.39%
Board of County Commissioners										
Support Staff	\$1,621	\$1,244	16	15	8.00%	8.15%	0.15%	7.13%	7.34%	0.21%
County Attorney's Office										
Executive Office Support	\$912	\$914	5	5	4.00%	4.20%	0.20%	3.88%	4.20%	0.33%
Corrections and Rehabilitation										
Management Services	\$10,726	\$9,480	100	101	3.46%	3.49%	0.03%	3.31%	3.42%	0.10%
MDCR Office of The Director	\$10,730	\$9,866	79	80	2.73%	2.77%	0.03%	3.31%	3.56%	0.24%
PUBLIC SAFETY										
Fire Rescue										
Administration	\$21,716	\$18,180	94	57	3.64%	2.36%	-1.28%	5.44%	5.23%	-0.21%
Support Services (est. 59% administration)	\$45,456	\$44,556	157	141	6.09%	5.85%		11.40%	12.83%	1.43%
Juvenile Services										
Office of the Director	\$1,139	\$259	11	2	10.28%	1.94%	-8.34%	10.06%	2.56%	-7.50%
Medical Examiner										
Administration	\$1,523	\$1,735	9	9	13.04%	12.68%	-0.37%	15.39%	18.40%	3.00%
Police										
Administration	\$5,507	\$4,639	41	37	0.94%	0.90%	-0.04%	0.97%	0.87%	-0.10%
TRANSPORTATION										
Aviation										
Administration	\$42,832	\$45,936	127	122	10.12%	10.09%	-0.03%	10.72%	10.81%	0.09%
Executive	\$7,378	\$7,883	35	37	2.79%	3.06%	0.27%	1.85%	1.85%	0.01%
Public Works										
Office of the Director and Administration	\$2,432	\$2,142	21	20	4.04%	4.19%	0.15%	1.73%	1.67%	-0.07%
Port of Miami										
Office of Deputy Port Director	\$2,166	\$1,844	17	14	4.08%	3.66%	-0.41%	2.77%	2.49%	-0.28%
Office of the Port Director	\$827	\$844	4	4	0.96%	1.05%	0.09%	1.06%	1.14%	0.08%
Transit										
Office of the Director	\$1,319	\$1,308	10	9	0.31%	0.28%	-0.03%	0.35%	0.34%	0.00%
RECREATION AND CULTURE										
Cultural Affairs										
Administration	\$2,532	\$2,891	22	22	64.71%	64.71%	0.00%	8.21%	11.22%	3.01%
Park and Recreation										
Administration	\$6,718	\$7,034	52	53	5.63%	5.75%	0.11%	6.68%	7.17%	0.49%
Office of the Director	\$1,760	\$1,557	10	9	1.08%	0.98%	-0.11%	1.75%	1.59%	-0.16%
Library										
Administration	\$2,126	\$2,037	14	14	2.25%	3.26%	1.00%	2.94%	4.14%	1.20%
NEIGHBORHOOD AND INFRASTRUCTURE										
Animal Services										
Budget and Finance	\$1,555	\$1,258	16	16	13.79%	14.41%	0.62%	15.92%	13.43%	-2.48%
Director's Office	\$1,144	\$1,400	2	2	1.72%	1.80%	0.08%	11.71%	14.95%	3.24%
Building, Neighborhood and Code Compliance										
Administrative Services	\$7,074	\$5,235	48	44	15.34%	15.07%	-0.27%	17.90%	15.94%	-1.96%
Environmental Resources Management										
Administration	\$4,090	\$3,612	21	21	4.33%	4.36%	0.03%	7.01%	6.73%	-0.28%
Office of the Director	\$1,072	\$966	7	7	1.44%	1.45%		1.84%	1.80%	-0.04%
Planning and Zoning										
Administration	\$2,626	\$2,081	16	16	13.91%	14.41%	0.50%	19.03%	17.30%	-1.73%
Public Works										
Office of the Director and Administration	\$2,215	\$2,093	22	22	2.48%	2.67%	0.19%	2.92%	3.00%	0.07%
Solid Waste Management										
Administration	\$40,072	\$38,704	105	98	10.53%	9.83%	-0.70%	12.94%	12.84%	-0.11%
Water and Sewer										
Office of the Director	\$29,711	\$21,401	39	40	1.49%	1.52%	0.04%	6.90%	5.51%	-1.39%

ATTACHMENT 8 (Revised)
ADMINISTRATIVE ACTIVITIES EXPENSE
 \$ in thousands (000s)

Departmental Administrative Activities	Administrative Activity Total Operating Expenses		Administrative Activity Position Count		% of Total Department Positions for Administrative Activities			% of Total Department Funding for Administrative Activities		
	10-11 Budget	11-12 Proposed	10-11 Budget	11-12 Proposed	10-11 Budget	11-12 Proposed	% Increase/D decrease	10-11 Budget	11-12 Proposed	% Increase/D decrease
HEALTH AND HUMAN SERVICES										
Community Action Agency										
Administration	\$1,979	\$1,882	31	32	4.74%	12.90%	8.16%	1.91%	1.96%	0.05%
Public Housing Agency										
Administration Division	\$3,045	\$3,746	33	32	8.23%	7.98%	-0.25%	3.62%	5.40%	1.78%
Office of the Director	\$1,271	\$1,262	32	33	7.98%	8.23%	0.25%	1.51%	1.82%	0.31%
Human Services										
Administration	\$5,906	\$3,541	31	19	5.71%	3.76%	-1.95%	2.79%	1.71%	-1.08%
ECONOMIC DEVELOPMENT										
Housing and Community Development										
Office of the Director	\$3,284	\$2,327	13	6	18.06%	8.57%	-9.48%	1.42%	1.41%	0.00%
Consumer Services [1]										
Administration	\$1,373	\$1,108	11	10	9.65%	10.53%	0.88%	11.16%	7.84%	-3.33%
Miami-Dade Economic Advocacy Trust										
Administration	\$529	\$329	6	6	60.00%	60.00%	0.00%	23.23%	10.96%	-12.27%
Small Business Development										
Administration and Fiscal Management	\$681	\$550	4	3	11.11%	9.09%	-2.02%	15.30%	14.02%	-1.28%
Office of the Director	\$954	\$911	3	3	8.33%	9.09%	0.76%	21.43%	23.22%	1.79%
GENERAL GOVERNMENT										
Audit and Management Services										
Administration	\$377	\$285	6	5	12.24%	11.63%	-0.62%	6.30%	5.74%	-0.57%
Capital Improvements										
Administration	\$720	\$670	4	4	16.00%	17.39%	1.39%	17.85%	20.00%	2.15%
Elections										
Governmental Affairs	\$1,349	\$1,089	10	10	10.99%	10.99%	0.00%	7.50%	4.13%	-3.37%
Office of the Supervisor of Elections	\$554	\$487	3	3	3.30%	3.30%	0.00%	3.08%	1.85%	-1.23%
Enterprise Technology Services										
Office of the Director	\$2,021	\$1,644	11	11	2.01%	2.00%	-0.01%	1.66%	1.40%	-0.26%
Finance										
Director's Office	\$619	\$691	5	5	1.75%	1.69%	-0.07%	1.62%	1.86%	0.23%
General Services Administration										
ADA Coordination	\$0	\$190	0	1	0.00%	0.12%	0.12%	0.00%	0.08%	0.08%
Administration and Business Services	\$23,717	\$22,004	111	111	13.93%	13.77%	-0.16%	8.63%	8.78%	0.14%
Government Information Center										
Administrative Support Services	\$1,317	\$922	11	7	5.56%	3.85%	-1.71%	7.19%	5.86%	-1.33%
Grants Coordination										
Executive Office	\$1,081	\$858	5	5	14.29%	14.71%	0.42%	12.57%	22.03%	9.47%
Human Resources										
Office of the Director	\$1,989	\$1,688	9	9	8.49%	8.49%	0.00%	19.82%	19.86%	0.04%
Procurement Management										
Administrative and Fiscal Management	\$1,622	\$1,435	10	9	10.87%	9.89%	-0.98%	16.85%	14.83%	-2.03%
Office of the Director	\$986	\$776	5	5	5.43%	5.49%	0.06%	10.24%	8.02%	-2.23%
Office of the Property Appraiser										
Administrative Support	\$3,191	\$3,015	6	6	1.62%	1.62%	0.00%	9.32%	8.87%	-0.45%
Office of Management and Budget										
Administration	\$1,240	\$1,022	7	6	20.59%	21.43%	0.84%	22.48%	22.28%	-0.20%
	\$274,166	\$249,903	1,313	1,220						

[1] Consumer Services Cooperative Extension and Agricultural Manager restored per Mayor, which will change totals

VI. SERVICE IMPACTS FROM PROPOSED BUDGET REDUCTIONS (Revised)

Based on analysis of the FY 2011-12 Proposed Budget OCA has identified \$170 million in expenditure reductions to various strategic areas across the County with almost \$6 million restored by the Mayor subsequent to the release of the Proposed Budget including: re-opening 13 regional libraries (\$4.30 million), restoring Co-operative Extension (\$826 thousand) and Agricultural Manager (\$160 thousand), and reimbursement to Parks & Recreation from the Children's Trust (\$190 thousand).

Explanation of service impacts due to reductions came through the Office of Management and Budget or from the departments impacted. Many of these reductions will be accomplished through operational efficiencies; however some reductions will have service impacts as provided in Attachment 10 (Revised).

ATTACHMENT 10 (Revised)
VIII. SERVICE IMPACTS OF FY 2011-12 PROPOSED BUDGET REDUCTIONS

Department	Item Description	FT County Positions Eliminated	Proposed \$ Amount of Reductions	Budget Book Page No.	Impact to County Services / Comments
Board of County Commissioners	Subsidy to the Board of County Commissioners is reduced by 10 percent	(16)	(\$1,818,000)		
Board of County Commissioners	Take projected fund balance at the end of FY 2010-11 and give to general fund services		(\$2,670,000)		
County Attorney	Eliminate positions	(6)	(\$1,776,000)	28	The FY 11-12 Proposed Budget for 119 positions, reduces 6 budgeted vacant positions from the Adopted FY 10-11 budget. The reduction of staff will decrease the number of attorneys available to provide legal services. Workload will be redistributed
Office of the Mayor	Eliminate positions	(11)	?	28	
Animal Services	Eliminate 5 positions	(5)	(\$394,000)	30	Increase response time for calls from public
Corrections & Rehabilitation	Close Boot Camp Program	(21)	(\$4,764,000)	28	Adjudication of Boot Camp Inmates will determine if there is an increase in population for other County jails. No major impact if jail population remains stable
Corrections & Rehabilitation	Close Women's Detention Center	(21)	(\$2,952,000)	28	Closing WDC will create additional inmate classification challenges at other jails. No major impact if jail population remains stable
Corrections & Rehabilitation	Reduce Inmate Counseling Services	(10)	(\$738,000)	28	Loss of attorney visits, medical requests, and counseling services may create additional tension in jail system which could become a life-safety issue
Corrections & Rehabilitation	Convert 51 sworn posts to civilian positions to save overtime on posts that must be covered by sworn staff	0	(\$2,722,000)	28	This is an efficiency measure with no major service impacts
Corrections & Rehabilitation	Conversion of positions to fill vacant supervisor positions				
Corrections & Rehabilitation	Reduce operating and capital expenditures as a result of lower inmate populations	0	(\$10,807,000)	28	\$3 million in attrition savings. Other line item reductions include: deferred building maintenance projects, equipment expenses, and training expenses. Increased prices of inmate uniforms, and other required operating expenses will create challenges to maintain adequate services.
Emergency Management	Eliminate 9 positions	(9)	(\$1,220,000)	28	This is a major impact to the way Emergency Management does business. Programs cut include: general public emergency preparedness, logistics coordination for disasters, human services, coordination for non-profits. Department was lead agency for Haiti earthquake response, H1N1, and is lead agency for disaster preparedness (e.g. terrorism, hurricanes). Most emergency training for County Depts will end
Emergency Management	Transfer one position to ETSD	0			
Emergency Management	Reduce various operating expenditures	0			
Fire Rescue	Eliminate Fire Boat 1 and Fire Boat 2 and the associated positions	(36)	(\$5,366,000)	28	No Fire Boat #1, Port of Miami area fire service which is a life-safety issue. Department is also impacted by lost GF revenue, since transferred Fire Boat #1 firefighters must now be paid out of the Fire District. Mayor has indicated that he is attempting to keep FB #1 in service at some level that does not impact the budget
Fire Rescue	Eliminate staffing for Fire HQ cafeteria	(2)	(\$59,000)	28	Impacts training center marketability, and efficiency of operations since it requires employees, etc. to drive off the premises for meals.

ATTACHMENT 10 (Revised)
VIII. SERVICE IMPACTS OF FY 2011-12 PROPOSED BUDGET REDUCTIONS

Department	Item Description	FT County Positions Eliminated	Proposed \$ Amount of Reductions	Budget Book Page No.	Impact to County Services / Comments
Fire Rescue	Reduce Communications staff	(5)	(\$612,000)	28	Communications service will continue
Fire Rescue	Reduce other operating savings from Communications	0			
Fire Rescue	10% reduction in Ocean Rescue coverage during non-peak months	(3)	(\$905,000)	28	Some life-guard towers to close at certain times of year, which presents a risk to swimmers.
Fire Rescue	Reduce operating expenses in Air Rescue and Ocean Rescue	0			No major impact
Fire Rescue	Eliminate 56 vacant sworn positions, 62 filled civilian positions, 9 vacant civilian positions	(127)	(\$5,682,000)	28	54 civilian employees to be laid off. Department's ability to perform basic administrative functions will be impacted.
Fire Rescue	Reduce other operating expenditures	0			
Juvenile Services	Reduce allocation for rent at Guardian Ad Litem	0	(\$123,000)	28	"At-risk juveniles and their families will continue to have access to diversion programs"
Juvenile Services	Reduce staff salaries in Guardian Ad Litem	0			
Juvenile Services	Elimination of 1 Deputy Director and 6 staff positions	(7)	(\$874,000)	28	No direct services to youth to be impacted, but staff must absorb higher case loads
Juvenile Services	Reduce other operating expenditures	0			
Police	Eliminate all current vacant positions and positions that become vacant during the fiscal year, 214 sworn and 58 civilian positions	(272)	(\$8,258,000)	28	Dept will need to eliminate squads like GIU, homicide cold cases, and other less pro-active units. No Academy classes planned for 11-12, which is the 2nd fiscal year in a row without any police academy classes. Without proposed labor concessions "hundreds of public safety positions will be eliminated"
Police	Reduce overtime for targeted enforcement activities	0	(\$2,349,000)	28	No major service impact

ATTACHMENT 10 (Revised)
VIII. SERVICE IMPACTS OF FY 2011-12 PROPOSED BUDGET REDUCTIONS

Department	Item Description	FT County Positions Eliminated	Proposed \$ Amount of Reductions	Budget Book Page No.	Impact to County Services / Comments
Police	Reduce operating expenses	0	(\$16,152,000)	29	Maintenance and repair of aging vehicles becomes an economic issue as far as the feasibility of repairing vs buying a new vehicle. Computers in patrol cars have reached their useful life expectancy
Police	Equipment purchases are deferred including replacement vehicles, defibrillators and computers	0			
Police	Eliminate one position in the Training Bureau	(1)			
Police	Eliminate staff in Fire Rescue and deploy to Public Corruption Bureau	0		29	No major impact
Public Health Trust	Maintenance of Effort Reduction	0	(\$4,934,000)	68	Reduction of Maintenance of Effort will require operational changes and possible service adjustments impacting services Countywide
Cultural Affairs	Reduce grants to cultural organizations is reduced 10%	0	(\$1,496,000)	29	\$661,000 from County Majors (facilities) and \$835,000 from the Cultural CBO organizations
Cultural Affairs	Reduce funding for County major facilities	0			
Library	The S.M.A.R.T. program is eliminated at all branches = 1 FT position (\$84,000) and operating expenses (\$464,000)	(1)	(\$548,000)	29	Approximately 1,000 students per week will not receive tutoring services during the school year.
Library	Two Bookmobiles will provide services in areas where libraries have been closed = 4 FT positions (\$185,000), and operating expenses (\$222,000)	(4)	(\$407,000)	29	Bookmobile stops will be reduced from 48 per week to 28 per week.
Library	Sunday hours and extended evening hours are eliminated at regional libraries = 53 FT positions, 56 PT positions (\$3.951 million)	(53)	(\$3,951,000)	29	Patrons will have fewer hours during the week in which to access the library system.
Library	All non-regional libraries will operate four days a week.	0	(\$3,325,000)	29	
Library	Reduced operating expenses	0		29	
Parks and Recreation	Eliminate Art and Culture Division office, reduce 2 FT positions and operating expenses	(2)	(\$320,000)	29, 68	Increases the span of control and workload of park management staff in Park Operations
Parks and Recreation	One position at Deering Estate, which supports the EcoAdventures program, is frozen	(1)	(\$54,000)	29, 68	Increases the span of control and workload of remaining park management staff at Deering Estate

ATTACHMENT 10 (Revised)
VIII. SERVICE IMPACTS OF FY 2011-12 PROPOSED BUDGET REDUCTIONS

Department	Item Description	FT County Positions Eliminated	Proposed \$ Amount of Reductions	Budget Book Page No.	Impact to County Services / Comments
Parks and Recreation	Eliminate positions	(12)	(\$1,268,000)	29, 68	The elimination of these positions will not impact direct services to the public, however, the delay in renovation and construction of pools delays the public's use of those facilities
Parks and Recreation	Conversion of F/T positions to P/T positions			29	
Parks and Recreation	Delay of renovation of Marva Bannerman pool			29	
Parks and Recreation	Delay of construction of Southridge pool			29	
Parks and Recreation	Reduced operating expenses by \$100,000			22	
Consumer Services	Eliminate the Deputy Director and 5 staff positions	(6)	(\$629,000)	31	Eliminate CSD Deputy Director position will impact the CSD's ability to implement and carry out new commission directed regulatory programs/initiatives, i.e. pain clinics, taxicab, passenger motor carrier, and towing industry reform. Reduction of 3 Consumer Protection Enforcement Officer positions (2 are long term vacant and have no impact). The reduction of 1 currently filled CP EO position will require that the responsibility for the Moving Ordinance and Locksmith Ordinance enforcement activity be shifted over to other staff. Elimination of 1 currently filled OSSII position will require that the support function for the entire Enforcement Unit be absorbed into the supervisory and field staff responsibilities. Elimination of 1 vacant Secretary which is responsible for providing staff support to the licensing and enforcement units will be absorbed by the Administrative Secretary.
Aviation	Eliminate 47 positions	(47)	(\$3,672,000)	29	No impact. Aviation department has targeted positions that can be eliminated through efficiencies
Public Works	Contract out mosquito spraying services	(2)	(\$163,000)	30	The Department will continue to provide aerial spraying and larviciding through contractual services, as well as ground spraying through the use of our trucks, as needed. No anticipated service impacts.
Public Works	Eliminate 51 positions due to department re-organizations	(51)	(\$3,588,000)	30	Since capital funds have continued to decrease and ARRA funding will cease by the end of this year, the Department cannot afford to maintain the current staffing levels. However, divisions are being reorganized and staff cross trained for maximum efficiency.
Public Works	Resources supporting the Community Image Advisory Board are eliminated	(7)	(\$1,339,000)	30	Although the Public Works Department places a high level of importance on the aesthetics of our roadways, safety is the PWD top priority. The elimination of funding for tree canopy translate into no new trees or replacements next fiscal year. This impacts the requirement of the Tree Master Plan to expand the overall canopy by 30% by 2020.
Public Works	Funding for tree canopy replacement is eliminated.				
Public Works	Reduce number of traffic signs replaced from 42,000 to 35,000 and reduce overtime in Traffic and Signal Signs Division	(3)	(\$252,000)	30	The 3 positions eliminated are two sign installers and one engineer position whose duties are being merged with the Chief position as an efficiency. The Department currently repairs and installs 40,000 signs annually with 16 crews. By eliminating these positions, 5,000 fewer signs will be repaired or installed, backlog will increase, and safety may be compromised.
Public Works	Reduce contracted roadside safety tractor mowing cycles for large swale areas and roadway landscape maintenance cycles for arterial roadways by 25 percent.	(2)	(\$790,000)	30	These reductions will decrease the aesthetic appearance of the County's roadways, therefore, increasing the amount of citizen complaints due to overgrown vegetation, an increase in litter / debris, and encroachment into pedestrian walkways, which may result in potential accidents and claims. Cycles will be adjusted during rainy and dry seasons to minimize this impact.

ATTACHMENT 10 (Revised)
VIII. SERVICE IMPACTS OF FY 2011-12 PROPOSED BUDGET REDUCTIONS

Department	Item Description	FT County Positions Eliminated	Proposed \$ Amount of Reductions	Budget Book Page No.	Impact to County Services / Comments
Public Works	Trimming of overgrown vegetation will be contracted out and only done as needed to address line of sight and other safety issues.	(2)	(\$211,000)	30	Mechanical Trimming Operations provide vertical trimming along roadway edges where flat mowing is not feasible due to curbs or other obstructions. It also provides vertical trimming along safety shoulders, swales and other areas where vegetation may cause obstructions to the right of way and or pedestrian walkways. Eliminating two (2) Mechanical Trimming maintenance crews will create a safety hazard due to overgrown vegetation encroaching upon public rights-of-way such as roadways and pedestrian walkways, which may result in potential accidents and claims. Additionally, it will decrease the aesthetic appearance of the County's roadways, therefore, increasing the amount of citizen complaints due to overgrown vegetation and an increase in litter/debris.
Transit	Eliminate 12 positions in the Engineering Division and 27 positions in administration and operative	(39)	(\$13,863,000)	29	No direct service mile impacts, but administrative and overhead positions will be reduced
Transit	Reduce operating expenses	0			
Transit	Decrease in reimbursement of Formula Grant	0	(\$2,700,000)	29	The decline in federal funds as a result of the UZA population shifts was offset by increase in fare box revenue
Community Action Agency	Transfer all Head Start program slots to delegate agencies	(395)	(\$3,579,000)	30, 68	CAA (Head Start Program) will keep \$13.054M (78 positions) for Administration, monitoring, training and technical assistance. CAA Head Start will have to contribute a match of \$3.264M (25%) and can only use \$2.448M for Administrative Costs (15%).
Community Action Agency	Reduction of the Water Conservation Program		(\$100,000)	30	Unknown service impact at this time. No positions impacted with this reduction, and no service impact to CAA clients
Community Action Agency	Eliminate 8 vacant positions	(8)	(\$626,000)	30	No major impact
Community Action Agency	Reduce contracts with Greater Miami Service Corps	0	(\$576,000)	30,339	The number of youth served will be reduced from 175 to 157.
Community Action Agency	Eliminate 3 F/T positions	(3)		339	Three positions will be eliminated with minimal impact to services
Economic Advocacy Trust	Reduction of subsidy to the Miami-Dade Economic Advocacy Trust	0	(\$30,000)	31	The reduction will have a direct impact on MDEAT's economic development efforts to engage the Black business community by enhancing their growth and development. Initiatives impacted include: Miami-Dade Business Expo, Miami-Dade Business Profile and MDEAT Business Summit
Economic Development and International Trade	Reduce operating expenses	0	(\$98,000)	31	Some cuts will not present significant service level impacts; however the following items will have impact: Elimination of Miami Trade Statistical Guide (\$30,000) will impact marketing South Florida both locally and abroad, eliminate economic study (\$15,000) impacts economic development policy recommendations, reduction of sponsorships for trade related events (\$8,000), cut to trade database (\$6,000) will impact the ability to increase opportunities for international trade
Economic Development and International Trade	Eliminated the Director of Film and Entertainment and transferred the department functions to OEDIT	(1)	(\$213,000)	31	OEDIT Executive Director will also serve as the Director of Film and Entertainment
Housing and Community Development	Eliminate 2 positions due to reduced grant funding	(2)	(\$195,000)	31	No Service impact. Department must maintain compliance with all federal rules and regulations while remaining within budget.

ATTACHMENT 10 (Revised)
VIII. SERVICE IMPACTS OF FY 2011-12 PROPOSED BUDGET REDUCTIONS

Department	Item Description	FT County Positions Eliminated	Proposed \$ Amount of Reductions	Budget Book Page No.	Impact to County Services / Comments
Housing Finance	Eliminate 3 positions	(3)	(\$352,000)	31	The HFA staff was reduced as a result of three retirements. By eliminating the three positions, the department provided the reductions in expenditures that exceeded the amount requested by Management and Budget. Remaining staff have assumed those job responsibilities eliminated by the three positions to maintain service levels.
Human Services	Reduce 30 positions	(30)	(\$3,258,000)	31	30 positions are reduced impacting clerical and managerial workloads, but without impacting direct services
Human Services	Add 1 Foster Grandparent Supervisor position and eliminate 4 Home Care Aid positions	(3)	(\$121,000)	31	Due to changes in federal grants, the Elderly Services add one Foster Grandparent Supervisor position and eliminated four Home Care Aide positions for a net elimination of three positions. There will be no service impact. As referrals are received, clients will be handled by existing Home Care Aides within the Home Care Services Unit.
Human Services	A net 6 positions are eliminated from the Employment and Training Division	(6)	(\$399,000)	31	Due to contractual obligations, in the Employment and Training Division a net of six positions were eliminated affecting employment services to approximately 120 targeted individuals.
Human Services	CDBG funding reduction	0	(\$150,000)	31	Community Development Block Grant funding for the TASC program reduces the number of clients treated for substance abuse from 168 to 144, a reduction of 24 clients.
Human Services	Byrne Grant funding reduction	0	(\$76,000)	31	Byrne Grant funding reductions eliminates counseling to 168 perpetrators of domestic violence.
Seaport	Eliminate 35 positions	(35)	(\$2,387,000)	29	Streamline operations and merge functions. The department has nine (9) vacant positions as shown in RFRO. Twenty- nine (29) positions reduced from Capital Development, Eleven (11) from Maritime Services and Four (4) from Office of the Deputy Port Director. No service impact caused by the positions eliminated.
Building and Neighborhood Compliance	Eliminate 21 positions	(21)	(\$1,474,000)	30	Elimination of code enforcement positions affect the response time to neighborhood complaints throughout UMSA.
Capital Improvement	Eliminate 2 positions	(2)	(\$330,000)	31	The workload associated is being redistributed. No service impact.
Elections	Reduce operating expenses, training and printing costs	0	(\$1,640,000)	32	Reducing training may result in delays addressing issues on election day.
Elections	Reduce mailing costs	0	(\$1,120,000)	32	May result in voters possibly not being notified of possible changes to their voting precinct as a result of the redistricting project.
Elections	Reduce ballot printing	0		32	May result in delays in voting should a polling location run out of ballots.

ATTACHMENT 10 (Revised)
VIII. SERVICE IMPACTS OF FY 2011-12 PROPOSED BUDGET REDUCTIONS

Department	Item Description	FT County Positions Eliminated	Proposed \$ Amount of Reductions	Budget Book Page No.	Impact to County Services / Comments
Elections	Reduce election related costs	0	(\$1,699,000)	32	The limited supplies may delay processing and assistance to voters.
Elections	Reduce ETSD support	0		32	Will result in slower resolution of technical problems and delays at early voting sites.
Elections	Reduce security	0		32	May result in crowd control issues or security breaches with election equipment during voting hours.
Elections	Reduce seasonal employees	0		32	Could delay processing voters on election day.
Elections	Reduce poll workers	0		32	Could delay processing voters on election day.
Elections	Reduce vehicle costs	0		32	Could delay delivery and pick up of equipment.
Environmental Resources Management	Eliminate 3 positions	(3)	(\$241,000)	30	No major impact
Planning and Zoning	Eliminate 4 positions	(4)	(\$342,000)	30	Elimination of these positions will affect the ability to conduct studies.
Planning and Zoning	Reduce operating expenses	0	(\$372,000)	30	No major impact
Planning and Zoning	Receive additional grant revenue	0		30	No major impact
Solid Waste Management	Eliminate 12 positions	(12)	(\$7,539,000)	30	No major impact
Solid Waste Management	Reduce number of deliveries to Medley Landfill	0		30	Would deplete county-owned landfill capacity; however, capacity is currently at approximately 12 years system-wide.
Solid Waste Management	Deferral of capital improvements at Resources Recovery Plant	0		30	No major impact
Solid Waste Management	Operating adjustments	0		30	No major impact
Water and Sewer	Reduce overtime expenses	0	(\$5,968,000)	30	No apparent impact, awaiting Department response
Water and Sewer	Reduce operating expenses	0		30	No apparent impact, awaiting Department response

ATTACHMENT 10 (Revised)
VIII. SERVICE IMPACTS OF FY 2011-12 PROPOSED BUDGET REDUCTIONS

Department	Item Description	FT County Positions Eliminated	Proposed \$ Amount of Reductions	Budget Book Page No.	Impact to County Services / Comments
Agenda Coordination	Eliminate 1 position	(1)	(\$142,000)	31	Increase workload among remaining staff. Delay processing of departmental items and agendas. Reduce the number of department training sessions. Limit hours at the desk, in front of the Chambers. Desk will be staffed until the conclusion of public hearings for both BCC and committee meetings.
Agenda Coordination	Reduce operating expenses	0			
Audit and Management Services	Eliminate 6 positions	(6)	(\$578,000)	31	Critical to AM&S' mission is developing and retaining qualified professionals. Six positions were eliminated in 2010, five in 2011, and six more are scheduled for FY 2012. These reductions continue to diminish the County's ability to assure: fraud, waste, and abuse mitigation; key policies, procedures, and contractual agreements compliance.
Commission on Ethics	Eliminate 3 positions	(3)	(\$362,000)	31	Eliminating one of the two attorneys from the advice-giving unit would require the remaining attorney to prepare opinions for 300+ requests each year. One attorney cannot shoulder that workload. Cutting one of the two outreach positions decimates the (award winning model program) education and outreach component. Reducing the investigative staff will hamper the County's mandate to conduct investigations throughout the County and all M-D municipalities. An independent auditor is needed to conduct post-election audits, work with the investigators and/ or handle audit work assigned by the Executive Director.
Commission on Ethics	Reduce operating expenses	0			COE does not have a full-time secretary or receptionist. The Administrative Law Clerk handles such duties. COE has one vacant investigator position that can be eliminated and is prepared to freeze all salary increases and other benefits for the year.
ETSD	Contract modifications	0	(\$10,112,000)	32	No material service impact. These were changes in the pricing or payment schedule only.
ETSD	Reduce operating expenses	0		32	Most of these reductions will have no material service impact. However, this item includes O/T reduction which may result in some work being performed during business hours. If so, customers will be notified.
Finance	Delay of Accounts Payable Workflow project	0	(\$636,000)	32	Delays technology enhancements implementation. Cannot streamline the Accounts Payable's current manual invoice process. Unable to benefit from the resulting
Finance	Unpredictable Planning Financings	0	TBD	73	The impact to capital projects is dependent on funding source, e.g., with GO Bonds, we stay within the millage rate, if additional debt is not issued when sufficient funds
General Services Administration	Eliminate 2 positions and merger of ADA into GSA	(2)	(\$283,000)	32	Eliminating 2/3 of the ADA staff will make it difficult to meet statutory mandates. GSA will have to assign a professional with technical (building) knowledge in order for ADA to carry out site investigations. Only the Director will be available to attend CODI meetings and activities. More than 80% of the regularly-scheduled annual trainings may not be performed
General Services Administration	Reduce funding for facility repairs and maintenance			32	Reduction will result in a negative effect on the state and quality of facilities. Fewer maintenance dollars results in higher repair or replacement costs later, issues with indoor air quality and the avoidable degradation in the quality of our facilities that regularly-scheduled maintenance would eliminate or drastically reduce.

ATTACHMENT 10 (Revised)
VIII. SERVICE IMPACTS OF FY 2011-12 PROPOSED BUDGET REDUCTIONS

Department	Item Description	FT County Positions Eliminated	Proposed \$ Amount of Reductions	Budget Book Page No.	Impact to County Services / Comments
General Services Administration	Reduce operating expenses	0	(\$4,211,000)	32	Reduced operating expenses at the Mental Health Diversion Facility have limited operating impact. Other reductions – electricity at night during janitorial work – results in janitorial work being done during the day, which would impact normal business operations. Reducing payroll costs for a Maintenance Mechanic will result in slower response to maintenance requests and fewer requests being handled.
General Services Administration	Reduce work order funding	0	(\$1,600,000)	32	Funding reductions limit repairs to life/safety situations and allow the other repairs to wait until they become critical or other funding is identified. Failure to perform adequate repairs will result in the (avoidable) degradation of those facilities and higher repair or replacement costs later.
Government Information Center	Eliminate 10 positions	(10)	(\$830,000)	32	Current staffing levels for 311 will be adequate to continue at current service levels however, additional staff would be required to accomplish new or enhanced service levels. In administration, the HR unit will be left with one position to support a workforce of 182, therefore, some administrative may be affected. The second position will have an impact on the Director's ability to carry out routine administrative tasks in a timely and effective manner. Two of the three positions designated for outreach activities are vacant and will not have an impact on the operation of the department.
Government Information Center	Eliminate 5 MDTV related positions	(5)	(\$600,000)	32	At least 50 % of the requests (over 500) will not be possible due to staff reduction. Photography services will be provided on a first come, first serve basis for the remaining photographer. Services will be unavailable when the photographer is on leave. Weekend service will be limited based on the weekly schedule of assignments.
Government Information Center	Eliminate one photographer position	(1)		32	
Grants Coordination	Eliminate 1 position	0	\$0	32	No major impact since Energy Efficiency and Conservation Block Grant will end 9-30-11, and employee has since transferred to another department
Grants Coordination	Reduce various operating line items	0	(\$184,000)	32	Elimination of temporary help to the Mom and Pop Grant Program will delay the business monitoring and payment tracking. Elimination of a Service Delivery and Service Provider Management Information System agreement with ETSD will hinder the production of reports for CBOs and Mom and Pops. A reduction in GSA Pool Vehicle charges will contribute to reduced site visits to monitor the CBOs and Mom and Pops. Reimbursement of mileage for staffers that perform site visits will be reduced. Workshop packages provided during technical assistance, training and marketing materials will not provided. No formal future staff training. No employee professional development. No travel prohibits the ability to keep apprised of grant updates and securing additional funding opportunities.

ATTACHMENT 10 (Revised)
VIII. SERVICE IMPACTS OF FY 2011-12 PROPOSED BUDGET REDUCTIONS

Department	Item Description	FT County Positions Eliminated	Proposed \$ Amount of Reductions	Budget Book Page No.	Impact to County Services / Comments
Grants Coordination	Reduce certain CBO funding by 50%	0	(\$3,605,000)	32	Mom and Pop allocation to each district will be reduced from \$89,250 to \$44,625 for FY 11-12. CBO funding to be reduced by 50% Countywide except for elderly and children services Level of funding and corresponding service levels reduced 50% for the following service categories: Health; Immigrants/New Entrants; Other; Special Needs; and Workforce Development. Based on the 2009-10 service level (115,307 persons served) a 50% funding and service level reduction for the above service categories may result in an estimated, 15,358 fewer persons served (approximate 13.3% reduction).
Human Resources	Transfer 1 position to GIC	0	(\$135,000)	32	No major impact. The transferred position will continue to support the Idea Machine function and related employee recognition efforts.
Human Resources	Eliminate funding for mid-manager training courses	0	(\$500,000)	32	No major impact. Mid-manager training was completed as scheduled and all identified mid-managers were trained. Future mid-manager training will be developed and conducted in house with a neutral financial impact.
Human Rights and Fair Employment Practices	Eliminate 2 positions	(2)	(\$140,000)	32	Losing two more positions would render the anti-discrimination effort completely ineffective to respond to community and employee needs and would be tantamount to shutting down OHRFEP. The budget strictly covers staff costs and does not permit sufficient programming to meet the mission: to eliminate workplace bias and discrimination. Service delivery has been drastically reduced since OFEP and Human Rights merged. Performance impacts have affected internal employee and countywide cases and the effectiveness of the BCC-appointed Commission on Human Rights (CHR). The current vacancies exist due to the dire financial constraints and the need to fill the positions with only high-performing personnel capable of handling the heavy work demands. The internal caseload has more than tripled and the CHR/External cases have become more complex, generates increased clerical demands and constant procedures revamping to increase efficiency. Due to the merger, 3 employees are now responsible for the caseloads and appeals backlog (dating back to 2003) formerly maintained by 15 employees.
Inspector General	Freeze 2 positions	0	(\$203,000)	32	Freezing two positions has impacted the ability to complete audits, inspections, reviews, and investigations in as timely a manner. It has hindered the ability to address certain concerns impacting the county. Careful workload prioritization and multi-tasking personnel when expediciencies are required have helped to minimize these obstacles.
Management and Budget	Eliminate 6 positions	(6)	(\$463,000)	32	Causes reductions in the number of studies conducted. Lengthens time required to response to requests and to meet deadlines. Results in redistribution of budgetary and management analysis work to all department members, including executive and support staff.
Procurement Management	Transfer 1 position to the Department of Human Resources	0	(\$117,000)	32	The position transfer to HRD will expand the shared services model. HRD will provide management support to DPM and develop the HR Departmental Representative model to centralize additional HR support to small and medium departments. The shared services model does offer efficiencies, however personnel action delays may occur as more departments eliminate HR related positions and require support from HRD. No major impact is anticipated.

ATTACHMENT 10 (Revised)
VIII. SERVICE IMPACTS OF FY 2011-12 PROPOSED BUDGET REDUCTIONS

Department	Item Description	FT County Positions Eliminated	Proposed \$ Amount of Reductions	Budget Book Page No.	Impact to County Services / Comments
Small Business Development	Eliminate 3 positions	(3)	(\$321,000)	31	Elimination of the Technical Assistant Coordinator will reduce resources available for outreach and technical services to small businesses throughout the county. Elimination of the Human Resource Manager will reduce resources available to process department purchases and will require a Shared Service agreement with the Human Resources Department to manage personnel issues. Elimination of the Special Projects Administrator 1 will require the absorption of administration of the County's Wage Theft Ordinance by remaining SBD staff.
			(\$171,658,000)		

**IX. BARGAINING UNIT SAVINGS PER PAY PERIOD DEPENDENT ON
RATIFICATION OF MAYOR'S PROPOSED COLLECTIVE BARGAINING
AGREEMENTS**

Under the Mayor's FY 2011-12 Budget Proposal, the County's bargaining units (BU) will make salary and fringe benefit concessions estimated to save \$238.813 million. Based on the full time position count for the Proposed Budget, and part time positions in the payroll system, OCA calculated the savings per pay period from these BU concessions (Attachment 23). Please note that since savings for non-bargaining unit employees are not contingent upon ratification of a collective bargaining agreement, those savings are considered effective October 1, 2011.

BARGAINING UNIT SAVINGS PER PAY PERIOD DEPENDENT ON RATIFICATION OF MAYOR'S PROPOSED COLLECTIVE BARGAINING AGREEMENTS

BARGAINING UNIT ¹		SAVINGS BY FY 2011-12 PAY PERIOD ^{2,3,4}																											
CODE	DESCRIPTION	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	TOTAL	
		(10/03/11 - 10/16/11)	(10/17/11 - 10/30/11)	(10/31/11 - 11/13/11)	(11/14/11 - 11/27/11)	(11/28/11 - 12/11/11)	(12/12/11 - 12/25/11)	(12/26/11 - 01/08/12)	(01/09/11 - 01/22/12)	(01/23/12 - 02/05/12)	(02/06/12 - 02/19/12)	(02/20/12 - 03/04/12)	(03/05/12 - 03/18/12)	(03/19/12 - 04/01/12)	(04/02/12 - 04/15/12)	(04/16/12 - 04/29/12)	(04/30/12 - 05/13/12)	(05/14/12 - 05/27/12)	(05/28/12 - 06/10/12)	(06/11/12 - 06/24/12)	(06/25/12 - 07/08/12)	(07/09/12 - 07/22/12)	(07/23/12 - 08/05/12)	(08/06/12 - 08/19/12)	(08/20/12 - 09/02/12)	(09/03/12 - 09/16/12)	(09/17/12 - 09/30/12)		
L	NON-BARGAINING ⁵	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A	WATER & SEWER - ⁶ AFSCME LOCAL 121	230,032	230,032	230,032	230,032	230,032	230,032	230,032	230,032	230,032	230,032	230,032	230,032	230,032	230,032	230,032	230,032	230,032	230,032	230,032	230,032	230,032	230,032	230,032	230,032	230,032	230,032	230,032	5,980,832
C	FIREFIGHTER - ⁷ IAFF LOCAL 1403	455,539	455,539	455,539	455,539	455,539	455,539	455,539	455,539	455,539	539,250	543,192	567,288	524,680	568,527	533,452	564,095	601,521	611,852	707,589	564,817	586,937	698,011	688,106	664,261	677,487	688,329	14,429,244	
D	TRANSIT WORKERS - ⁸ LOCAL 291	584,140	584,140	584,140	584,140	584,140	584,140	584,140	584,140	584,140	584,140	584,140	584,140	584,140	735,488	704,920	790,725	821,826	799,516	718,580	721,006	713,982	720,348	678,336	699,591	733,026	717,165	17,148,326	
E	POLICE - ⁹ PBA RANK & FILE UNIT	2,615,994	2,615,994	2,615,994	2,615,994	2,615,994	2,615,994	2,615,994	2,615,994	2,615,994	2,615,994	2,615,994	3,110,984	3,179,637	3,189,890	3,173,129	3,145,478	3,377,055	3,328,125	3,326,975	3,219,125	3,248,074	3,253,360	3,309,421	3,353,623	3,469,586	3,372,987	77,833,386	
P	POLICE LIEUTENANTS - ⁹ PBA SUPERVISORY UNIT	195,735	195,735	195,735	195,735	195,735	195,735	195,735	195,735	195,735	195,735	195,735	240,884	244,418	230,689	239,136	224,408	266,841	271,390	268,861	251,796	244,485	236,426	243,529	241,944	288,377	245,593	5,891,866	
F	SOLID WASTE - ¹⁰ AFSCME LOCAL 3292	149,599	149,599	149,599	149,599	150,337	173,105	168,182	165,260	172,408	171,008	174,194	170,531	181,918	172,573	190,359	190,744	183,963	173,351	186,303	182,058	187,397	181,049	179,618	179,439	184,258	184,496	4,500,945	
G	AVIATION - ¹¹ AFSCME LOCAL 1542	198,452	198,452	198,452	198,452	198,452	198,452	198,452	198,452	198,452	198,452	235,081	224,198	230,272	244,400	237,380	229,709	233,603	237,093	239,360	250,234	257,214	260,847	249,798	240,613	237,072	244,094	5,835,485	
H	GENERAL - ¹² AFSCME LOCAL 199	1,322,938	1,322,938	1,322,938	1,322,938	1,322,938	1,322,938	1,322,938	1,322,938	1,322,938	1,322,938	1,456,434	1,468,346	1,478,760	1,475,991	1,440,249	1,486,128	1,491,236	1,520,851	1,522,816	1,537,447	1,559,413	1,530,701	1,551,083	1,574,773	1,579,671	1,580,813	37,484,095	
K	GOVT SUPERVISORS ¹³ ASSOC. - SUPERVISORS LOCAL 100	939,923	939,923	939,923	939,923	939,923	939,923	939,923	939,923	939,923	939,923	939,923	939,923	939,923	939,923	939,923	939,923	939,923	939,923	1,120,203	1,107,934	1,083,613	1,187,504	1,099,390	1,141,045	1,178,711	1,123,306	25,960,323	
M	GOVT SUPERVISORS ¹³ ASSOC. - PROFESSIONAL LOCAL 100	378,856	378,856	378,856	378,856	378,856	378,856	378,856	378,856	378,856	378,856	378,856	378,856	378,856	378,856	378,856	378,856	378,856	378,856	445,990	438,799	430,658	470,582	434,433	430,445	449,851	440,760	10,360,921	
TOTAL:		\$ 7,071,208	\$ 7,071,208	\$ 7,071,208	\$ 7,071,208	\$ 7,071,946	\$ 7,094,714	\$ 7,089,791	\$ 7,086,869	\$ 7,094,017	\$ 7,176,329	\$ 7,353,581	\$ 7,915,183	\$ 7,972,635	\$ 8,166,370	\$ 8,067,436	\$ 8,180,098	\$ 8,524,856	\$ 8,490,989	\$ 8,766,710	\$ 8,503,248	\$ 8,541,804	\$ 8,768,860	\$ 8,663,745	\$ 8,755,765	\$ 9,028,070	\$ 8,827,575	\$ 205,425,424	

1 Savings estimates are based on the date the salary benefits are proposed to be suspended in FY 2011-12 for each Bargaining Unit. Suspension dates differ for each Bargaining Unit based on the rolling-year agreement in current contract, and may also differ between the salary categories (e.g. FLEX, PREMIUM, LONGEVITY, MERIT and COLA).

2 Totals shown include savings from suspension of **FLEX** dollars, **PREMIUM** pay, **LONGEVITY** bonus and **MERIT** increases, which includes rescinding the two one-pay step selective pay adjustments which were effective on September 6, 2010 and September 5, 2011 for specific PBA sworn classifications. The associated FICA, MICA and FRS savings associated with the salary benefits savings are included in the totals.

3 Rescinding the recent 3% **COLA** increase, which became effective June 27, 2010, for all Bargaining Unit members is estimated in the saving amounts. It is assumed the COLA savings includes all 26 pay periods of FY 2011-12 for all Bargaining Units. The associated FICA, MICA and FRS savings associated with the COLA savings are also included in the totals.

4 Totals include the 3% savings estimated from the Mayor's proposed 8% reduction to the pay plan as an alternative to eliminate the existing and proposed healthcare contributions. The FICA, MICA and FRS savings from the 3% reduction to the pay plan is included in the total amounts. The savings estimates are based on the implementation of the 3% pay play reduction the first pay period of FY 2011-12 for all Bargaining Units. Also, the 5% current health contribution is replaced by 5% reduction to the pay plan rates and does not involve any additional savings to FICA and MICA; the additional savings to FRS is included in the totals.

5 Savings for non-bargaining unit employees are not contingent upon ratification of a Bargaining Unit contract, therefore, no savings are shown since reductions are effective October 1, 2010.

6 Amounts shown for **Bargaining Unit A** include the savings from rescinding the COLA increase and the proposed 3% reduction to the pay plan. Due to the rolling-year agreement in the current contract, members in Bargaining Unit A will receive the other salary benefits (FLEX, PREMIUM, LONGEVITY and MERIT) throughout FY 2011-12.

7 The savings shown for **Bargaining Unit C** are based on: **FLEX** - suspended indefinitely per the current contract, however, the County contributes to the Union's group insurance plan therefore no savings realized. **PREMIUM** - receive Hazardous Duty pay adjustment in place of Premium pay, which was not suspended; no savings realized. **LONGEVITY** - bonus pay out continues from pay periods 1 to 9 and the proposed savings is from pay periods 10 to 26. **MERIT** - increases continue from pay periods 1 to 9 and the proposed savings is from pay periods 10 to 26.

8 The savings shown for **Bargaining Unit D** are based on: **FLEX** - includes all 26 pay periods of FY 2011-12. **PREMIUM** - includes all 26 pay periods of FY 2011-12. **LONGEVITY** - bonus pay out continues from pay periods 1 to 13 and the proposed savings is from pay periods 14 to 26. **MERIT** - increases continue from pay periods 1 to 13 and the proposed savings is from pay periods 14 to 26.

9 The savings shown for **Bargaining Units E** and **P** are based on: **FLEX** - benefit continues from pay periods 1 to 11 in FY 2011-12 and the proposed savings is from pay periods 12 to 26. **PREMIUM** - receive Hazardous Duty pay adjustment in place of Premium pay, which was not suspended; no savings realized. **LONGEVITY** - bonus pay out continues from pay periods 1 to 13 and the proposed savings is from pay periods 14 to 26. **MERIT** - increases continue from pay periods 1 to 13 and the proposed savings is from pay periods 14 to 26.

10 The savings shown for **Bargaining Unit F** are based on: **FLEX** - includes all 26 pay periods of FY 2011-12. **PREMIUM** - includes all 26 pay periods of FY 2011-12. **LONGEVITY** - bonus pay out continues from pay periods 1 to 5 and proposed savings is from pay periods 6 to 26. **MERIT** - increases continue from pay periods 1 to 4 and the proposed savings is from pay periods 5 to 26.

11 The savings shown for **Bargaining Unit G** are based on: **FLEX** - includes all 26 pay periods of FY 2011-12. **PREMIUM** - includes all 26 pay periods of FY 2011-12. **LONGEVITY** - bonus pay out continues from pay periods 1 to 10 and the proposed savings is from pay periods 11 to 26. **MERIT** - increases continue from pay periods 1 to 10 and the proposed savings is from pay periods 11 to 26.

12 The savings shown for **Bargaining Unit H** are based on: **FLEX** - includes all 26 pay periods of FY 2011-12. **PREMIUM** - includes all 26 pay periods of FY 2011-12. **LONGEVITY** - bonus pay out continue from pay periods 1 to 10 and the proposed savings are from pay periods 11 to 26. **MERIT** - increases continue from pay periods 1 to 10 and the proposed savings are from pay periods 11 to 26.

13 The savings shown for **Bargaining Units K** and **M** are based on: **FLEX** - includes all 26 pay periods of FY 2011-12. **PREMIUM** - includes all 26 pay periods of FY 2011-12. **LONGEVITY** - bonus pay out continues from pay periods 1 to 18 and the proposed savings are from pay periods 19 to 26. **MERIT** - increases continue from pay periods 1 to 18 and the proposed savings are from pay periods 19 to 26.