



MIAMI-DADE COUNTY BUDGET

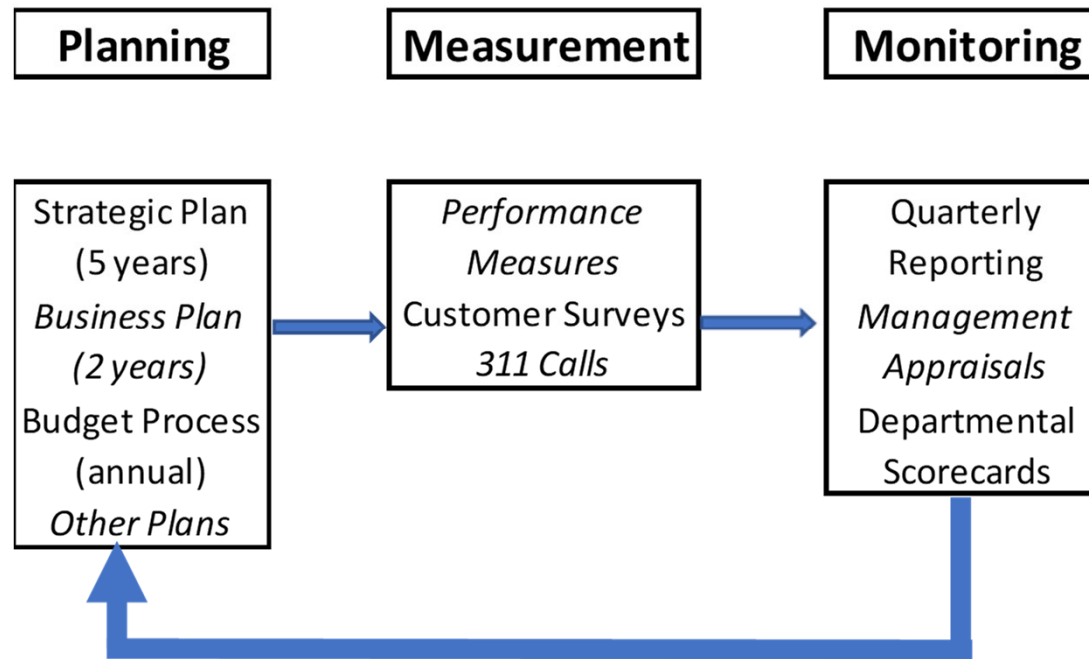
Office of Policy and
Budgetary Affairs

Board of County
Commissioners



What will we cover?

- Results-Oriented Governing:
What is a Budget?
- Budget Calendar
- Budget Submissions and Review
- How to Read the budget



Results-Oriented Government Framework

Budget Submissions and Review

- Drivers
 - Forecasting Revenues
 - Millage Rates
 - Tax Roll Growth
 - Forecasting Expenditures
 - Personnel Costs (COLA, Merits, Other Benefits)
 - Inflation
- Base Level Services
- Proposed Change to Base
- Results
 - Alignment of Budget to Strategic Plan

Budget Development Process Timeline

December – January



Budget forecasting for coming year

July



Maximum tax rates adopted by County Commission

January – April



Departmental budget preparation and meetings

August



Notices of Proposed Property Taxes mailed in August; Commission workshops held

March



Mayor's budget address

September



Two public budget hearings

July 1



Tax Roll Released

October 1



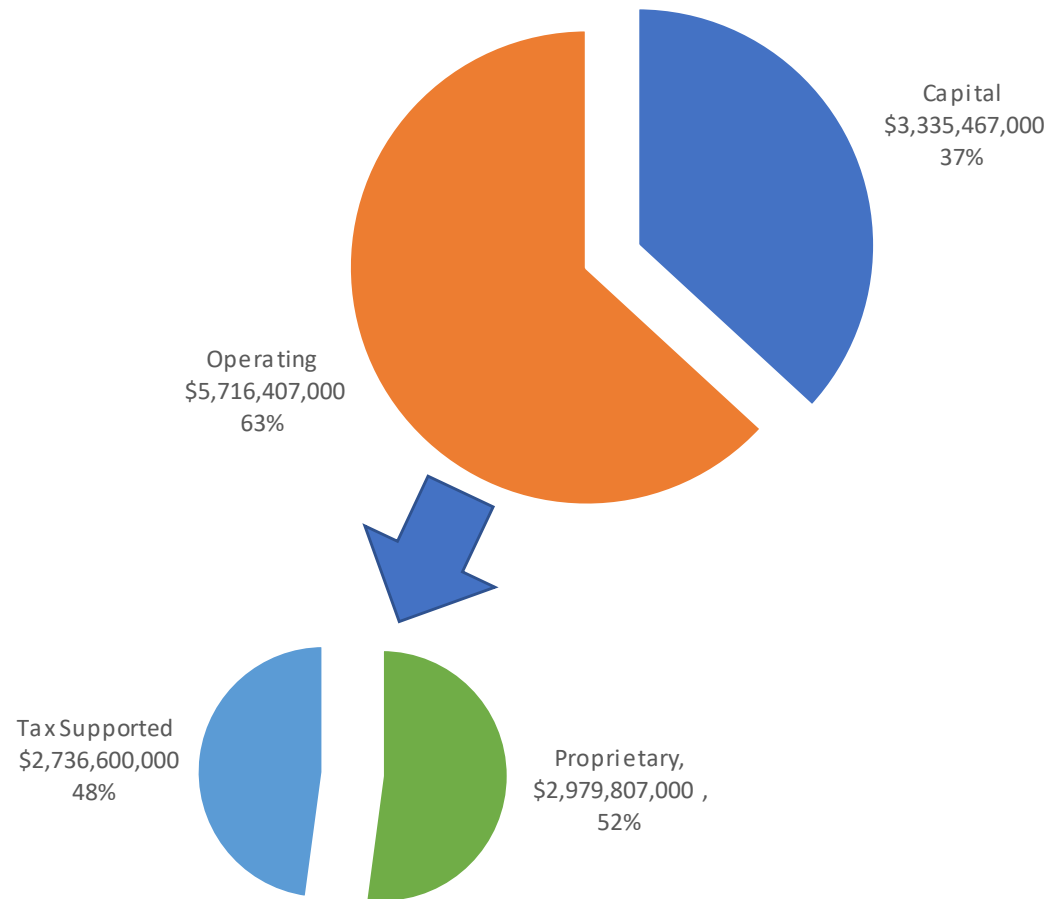
New budget becomes effective

July 15



Proposed Budget presented

**TOTAL
FY 2020-21
ADOPTED
BUDGET:
\$9,051,874,000**



Operating Budget Revenues

FUNDING SOURCE	ACTUALS						BUDGET			
	FY 2016-17	%	FY 2017-18	%	FY 2018-19	%	FY 2019-20	%	FY 2020-21	%
PROPRIETARY	\$3,179,964,000	54	\$3,515,224,000	55	\$3,854,264,000	55	\$2,556,115,000	43	\$2,531,792,000	44
FEDERAL & STATE GRANTS	\$276,600,000	5	\$269,309,000	4	\$286,282,000	4	\$286,567,000	5	\$331,770,000	6
PROPERTY TAX	\$1,626,776,000	27	\$1,765,215,000	28	\$1,886,633,000	28	\$1,993,446,000	35	\$2,094,282,000	37
SALES TAX	\$372,615,000	6	\$369,937,000	6	\$378,637,000	6	\$334,993,000	7	\$287,279,000	5
GAS TAXES	\$71,775,000	1	\$70,940,000	1	\$73,086,000	1	\$70,341,000	1	\$66,962,000	1
MISC. STATE REVENUES	\$99,861,000	2	\$105,247,000	2	\$120,476,000	2	\$120,500,000	2	\$115,413,000	2
MISCELLANEOUS	\$275,381,000	5	\$289,164,000	4	\$341,145,000	4	\$313,934,000	6	\$288,909,000	5
TOTAL OPERATING BUDGET	\$5,902,972,000		\$6,385,036,000		\$6,940,523,000		\$5,675,896,000		\$5,716,407,000	
TOTAL EMPLOYEES	26,816		27,213		27,593		28,409		28,627	



Your Dollar at Work

Operating Budget Expenditures

Total Budget \$9.052 billion
 Capital \$3.335 billion
 Operating \$5.716 billion

Proprietary \$2.98 billion
 Tax Supported \$2.737 billion

General Fund \$2.241 billion

	<i>Countywide</i>	<i>UMSA</i>
Total	\$1.723 billion	\$518 million

Mandates	\$440 million	Public Health Trust (Jackson Health System) and Maintenance of Effort for DTPW
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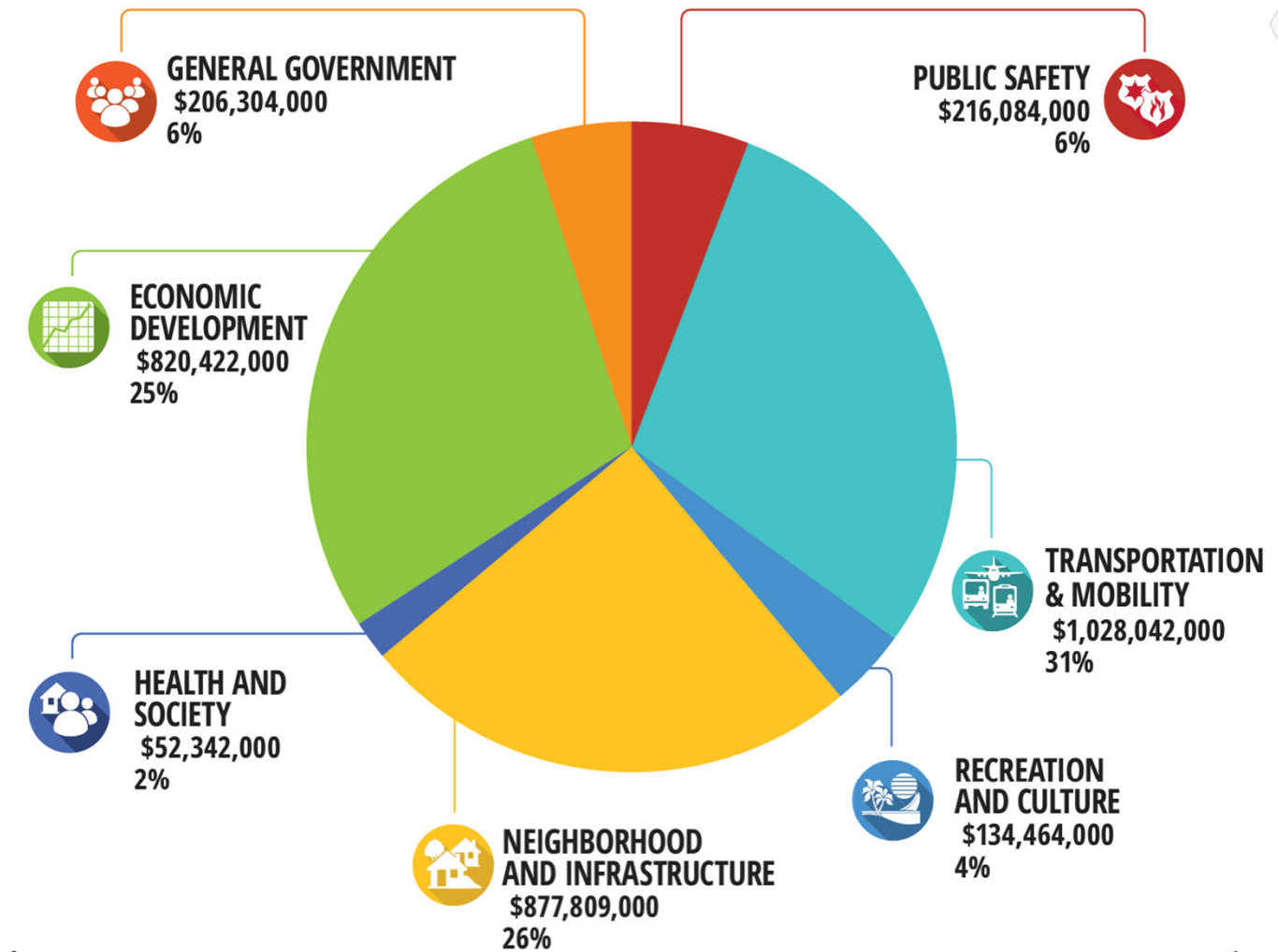
Requirements	\$930 million	\$420 million	Corrections, CW Fire Services (Air Rescue, Communications, Ocean Rescue, Emergency Management), Courts and Clerk, Medica Examiner, Police, Transportation (traffic signals, streets), Property Appraiser, Elections, Debt, State Obligations (DJJ, Medicaid), CRAs
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Everything Else	\$353 million	\$98 million	BCC, Mayor, County Attorney, Internal Support Departments, Parks, Human Services, CBOs, Reserves
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Taxes Paid - \$200,000 Home In UMSA			
AUTHORITY	MILLAGE RATE	TAX	PERCENT OF TOTAL
Countywide Operating	4.6669	\$700	26.4%
UMSA Operating	1.9283	\$289	10.9%
Fire Rescue Operating	2.4207	\$363	13.7%
Library System	0.2840	\$43	1.6%
Countywide Debt Service	0.4780	\$72	2.7%
Fire Rescue Debt Service	0.0	\$0	0.0%
Total to County	9.7779	\$1,467	55.4%
Other (<i>School Board, Children's Trust, Everglades, Okeechobee Basin, S. Fl. Water Mgmt, Inland Navigation</i>)	7.8792	\$1,183	44.6%
Total	17.6571	\$2,650	100%

Adopted Tax Rates and Taxes Paid (\$200,000 Home)

Capital Budget

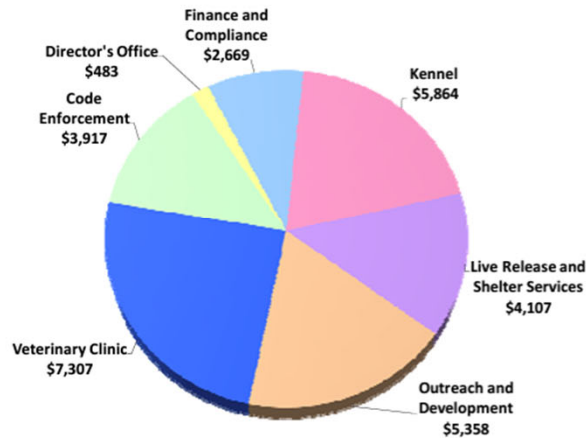


TOTAL PROPOSED CAPITAL PLAN:
\$3,335,467,000

Budget Books

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

Expenditures by Activity
(dollars in thousands)



Revenues by Source
(dollars in thousands)



Budget Narrative

Animal Services

Revenues and Expenditure Summary

Budget Narrative Animal Services

Table of Organization

<u>DIRECTOR'S OFFICE</u> Oversees all operational, administrative and policy functions of the Department		
<u>FY 19-20</u>	<u>FY 20-21</u>	
2	2	
<u>KENNEL</u> Tasked with the care of all shelter animals		
<u>FY 19-20</u>	<u>FY 20-21</u>	
89	89	
<u>VETERINARY CLINIC</u> Oversees all veterinary services to shelter animals		
<u>FY 19-20</u>	<u>FY 20-21</u>	
43	43	
<u>LIVE RELEASE AND SHELTER SERVICES</u> Oversees pet life saving programs and processing of all financial transactions for shelter services		
<u>FY 19-20</u>	<u>FY 20-21</u>	
55	55	
<u>CODE ENFORCEMENT</u> Ensures compliance with Chapter 5 of the County Code and Chapter 828 of the Florida Statutes		
<u>FY 19-20</u>	<u>FY 20-21</u>	
38	38	
<u>FINANCE AND COMPLIANCE</u> Oversees administrative functions of the Department		
<u>FY 19-20</u>	<u>FY 20-21</u>	
23	23	
<u>OUTREACH AND DEVELOPMENT</u> Responsible for grants and development, building maintenance, janitorial services, security, technology infrastructure, warehouse and inventory management, related contract oversight and public and media relations		
<u>FY 19-20</u>	<u>FY 20-21</u>	
10	10	

The FY 2020-21 total number of full-time equivalent positions is 260.8

DIVISION: LIVE RELEASE AND SHELTER SERVICES

The Live Release and Shelter Services Division oversees the no kill programs, provides customer service and coordinates community and special events with the goal of increasing the live release rates of shelter animals.

- Facilitates and processes pet adoptions
- Coordinates animal transfers to rescue groups
- Provides lost and found pet services
- Handles data entry and financial transactions for the clinic and shelter services
- Manages hundreds of community adoption events
- Oversees Petco and other off-site adoption venues
- Handles the Trap, Neuter, Vaccinate and Release (TNVR) Program
- Oversees the Transport Program by relocating homeless pets outside of the county and state
- Oversees the Foster and Volunteer Program
- Oversees the continued expansion of adoption outlets via special events and partnerships
- Oversees the Pet Retention Initiative in partnership with the American Society for the Prevention of Cruelty to Animals (ASPCA) to reduce the number of pets abandoned at the shelter

Key Department Measures, Strategic Objectives and Resiliency Drivers

Measures	SO	RD	Type	Good	FY 17-18	FY 18-19	FY 19-20	FY 19-20	FY 20-21
					Actual	Actual	Budget	Projection	Target
Save rate*	NI1-5	ES-1	OC	↑	90%	90%	90%	90%	90%
Adoptions	NI1-5	ES-1	OC	↑	9,534	9,426	9,500	8,500	9,500
Rescues	NI1-5	ES-1	OC	↑	3,359	3,140	3,650	3,000	3,500
Returns to owner	NI1-5	ES-1	OC	↑	1,502	2,156	1,500	1,900	1,900
Transports**	NI1-5	ES-1	OC	↑	785	656	750	400	500
TNVRs**	NI1-5	ES-1	OC	↑	10,254	10,378	10,250	9,500	10,000

* Save rate data is represented by calendar year and the FY 2018-19 Actuals have been updated to reflect the 2019 save rate; all other data is shown by fiscal year. ASD's save rate data and definitions are available [online](#) and audited annually for reporting purposes

** FY 2019-20 Projection and FY 2020-21 Target reflect the impact of COVID-19

Budget Narrative

Animal Services

Performance Information

Budget Narrative Animal Services

Revenue and Expenditure Detail

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 17-18	Actual FY 18-19	Budget FY 19-20	Projection FY 19-20	Budget FY 20-21
Advertising	498	722	781	580	785
Fuel	103	108	125	112	126
Overtime	175	256	260	242	280
Rent	22	26	20	20	20
Security Service	433	366	440	317	400
Temporary Services	37	15	0	56	80
Travel and Registrations	71	87	95	48	90
Utilities	363	365	385	303	396

OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 17-18	Actual FY 18-19	Budget FY 19-20	Adopted FY 20-21
Revenue Summary				
General Fund Countywide	11,543	13,945	17,368	17,236
Animal License Fees from Licensing Stations	6,256	6,694	6,250	6,800
Animal License Fees from Shelter	1,916	2,051	1,890	2,050
Animal Shelter Fees	1,504	1,444	1,451	1,409
Carryover	123	154	0	0
Code Violation Fines	1,854	1,926	1,755	1,960
Donations	159	177	122	94
Grants From Other Local Units	245	288	0	0
Miscellaneous Revenues	132	134	70	90
Surcharge Revenues	159	145	145	160
Total Revenues	23,891	26,958	29,051	29,799

Operating Expenditures

Summary				
Salary	10,486	11,170	12,166	12,894
Fringe Benefits	4,969	5,626	5,971	6,057
Court Costs	28	23	36	15
Contractual Services	1,758	1,709	2,230	2,110
Other Operating	4,095	5,103	5,541	5,680
Charges for County Services	1,125	1,650	1,666	1,650
Grants to Outside Organizations	549	676	725	700
Capital	597	670	594	599
Total Operating Expenditures	23,607	26,627	28,929	29,705

Non-Operating Expenditures

Summary				
Transfers	128	18	122	94
Distribution of Funds In Trust	0	0	0	0
Debt Service	0	0	0	0
Depreciation, Amortizations and Depletion Reserve	0	0	0	0
Total Non-Operating Expenditures	128	18	122	94

Expenditure By Program	Total Funding		Total Positions	
	Budget FY 19-20	Adopted FY 20-21	Budget FY 19-20	Adopted FY 20-21
Strategic Area: Neighborhood and Infrastructure				
Director's Office	448	483	2	2
Live Release and Shelter Services	4,036	4,107	55	55
Kennel	5,617	5,864	89	89
Veterinary Clinic	7,109	7,307	43	43
Code Enforcement	3,887	3,917	38	38
Outreach and Development	5,374	5,358	10	10
Finance and Compliance	2,458	2,669	23	23
Total Operating Expenditures	28,929	29,705	260	260

Budget Narrative Animal Services Unmet Operating Needs

Department Operational Unmet Needs			
Description	(dollars in thousands)		Positions
	Startup Costs/ Non-Recurring Costs	Recurring Costs	
Fund one Clerk 4 (Foster) to provide better service to foster parents, pets and volunteers, to conduct trainings and to continue to recruit new fosters and volunteers	\$0	\$50	1
Fund one Accountant 2 to oversee payables, receivables and purchasing card and petty cash reconciliations and to serve as a backup for lower level positions	\$0	\$66	1
Fund two Veterinary Clerks (Clerk 2) to support the data entry function associated with State mandated medical record keeping and allow for the Veterinary Technicians currently assigned to the data entry function to perform in a technical capacity, improving the level of veterinary care provided to shelter animals and expanding the number of surgeries the Department is able to provide	\$0	\$95	2
Fund one Inventory Manager to manage the Inventory Clerks and ensure they are following Standard Operating Procedures	\$0	\$50	1
Fund one Clerk 4 (Event Support) to assist with the coordination of the Department's outreach events; duties would include site visits, securing sponsors, permitting requests, selection of pets, set up and break down, staff scheduling, coordinating staff efforts and recruiting new partnership opportunities	\$0	\$50	1
Fund one Personnel Specialist 2 to oversee payroll processing and corrections, onboarding, employee records management and HR training coordination	\$0	\$53	1
Fund one Accountant 1 (Finance) to ensure compliance with payable procedures and to assist in meeting payment deadlines	\$0	\$56	1
Fund one Administrative Officer 2 (Training Bureau) to promote career mobility, reduce employee turnover and on-the-job injuries and improve the overall training of employees	\$0	\$60	1
Fund one Administrative Officer 2 (Community Liaison) to assist with special assignments, ad hoc reports and overall administrative support as well as to act as the constituent liaison, handle of phone calls, act as the 311 liaison and respond to public records	\$0	\$59	1
Fund one Investigator (Humane Services Response Team) to address proactive enforcement of backyard breeders and to respond to animal cruelty investigations, dangerous dog complaints and illegal pet sales	\$0	\$55	1
Fund one Administrative Officer 2 (Outreach Specialist) to coordinate fundraising events and other events such as the art contests, and to attend certain events when needed to assist with outreach and development	\$0	\$60	1
Fund three Transport Operators (T&R Drivers) to assist with trapping free roaming community cats around the County for TNVR services	\$0	\$94	3
Fund one Maintenance Mechanic to properly maintain the complex HVAC system and service all the facilities managed by the Department	\$0	\$55	1
Purchase an inventory system to enable the automated tracking of supplies; the system will allow for auto-orders to be placed based on thresholds assigned by operational needs	\$109	\$130	0
Total	\$109	\$933	16

FY 2020 - 21 Adopted Budget and Multi-Year Capital Plan

CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FUTURE	TOTAL
Revenue									
Capital Asset Series 2016 Bonds	914	0	0	0	0	0	0	0	914
Capital Asset Series 2020C Bonds	500	0	0	0	0	0	0	0	500
CIIP Program Revenues	0	764	3,784	0	0	0	0	0	4,548
Total:	1,414	764	3,784	0	0	0	0	0	5,962
Expenditures									
Strategic Area: NI									
Animal Services Facilities	686	228	0	0	0	0	0	0	914
Infrastructure Improvements	14	1,250	3,784	0	0	0	0	0	5,048
Total:	700	1,478	3,784	0	0	0	0	0	5,962

Budget Narrative

Animal Services

Capital Budget Summary

FUNDED CAPITAL PROJECTS

(dollars in thousands)

INFRASTRUCTURE IMPROVEMENTS - ANIMAL SERVICES FACILITIES SYSTEMWIDE

PROJECT #: 2000001284



DESCRIPTION: Acquire property adjacent to the Pet Adoption and Protection Center (PAPC), develop a dog park adjacent to the Liberty City Spay/Neuter Clinic and provide various miscellaneous infrastructure and security improvements to facilities

LOCATION: Various Sites
Various Sites

District Located:
District(s) Served:

Countywide
Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Capital Asset Series 2020C Bonds	500	0	0	0	0	0	0	0	500
CIIP Program Revenues	0	764	3,784	0	0	0	0	0	4,548
TOTAL REVENUES:	500	764	3,784	0	0	0	0	0	5,048
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Infrastructure Improvements	14	0	2,034	0	0	0	0	0	2,048
Land Acquisition/Improvements	0	1,250	1,750	0	0	0	0	0	3,000
TOTAL EXPENDITURES:	14	1,250	3,784	0	0	0	0	0	5,048

Budget Narrative

Animal Services

Capital Budget Project

Office of Policy and Budgetary Affairs

Budget Development
and Review

- Monitor current budget
 - Access to systems
 - Information regarding economic projections
 - Coronavirus Relief Fund expenditures
 - Future federal support
 - Regular updates to BCC
- Budget Development Process
 - Access to systems
 - Collaborate with Administration
- Proposed Budget Review
 - Informed by Budget Development Process
 - Alternative recommendations for consideration
 - Support for desired amendments