

Office of Grants Coordination Business Plan

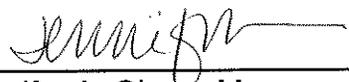
Fiscal Years: 2010 and 2011
(10/1/09 through 9/30/11)

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Attachment 1

DEPARTMENTAL PROFILE

- Table of Organization
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Attachment 2

BUSINESS PLAN REPORT

DEPARTMENT PURPOSE/MISSION

The Purpose of the Office of Grants Coordination (OGC) is to 1) Administer and monitor Community-Based Organization (CBO) contracts; 2) Manage federal grants assigned to OGC to ensure performance and compliance; and 3) Identify grant funding opportunities to maximize revenue support to County departments and community organizations.

The Mission of the Office of Grants Coordination is to: 1) Enhance the County's ability to draw down federal, state, foundation, and other funding and sponsorship opportunities; 2) Manage contracts and grants and 3) Provide training, technical assistance, and grant information to Department staff and Community-Based Organizations.

Additional departmental information can be found in the Departmental Profile (Attachment 1).

STRATEGIC ALIGNMENT

I. The Department's efforts align with the following Miami-Dade County Strategic Plan Goals:

1. Allocate County Government resources in support of activities that increase and diversify jobs and incomes while eliminating socio-economic disparities in underserved areas. (ED1)
2. Ensure universal access to timely and accurate service information and community resources. (HH2)
3. Promote independent living through early intervention and support services. (HH4)
4. Ensure high quality standard of care and customer service Countywide. (HH7)
5. Capitalize on technology to improve service, increase efficiency, and provide greater information access and exchange. (ES4)
6. Attract, develop, and retain an effective, diverse and dedicated team of employees. (ES5)
7. Deliver on promises and be accountable for performance. (ES9)

II. Department-related Strategic Plan Outcomes, Departmental Objectives, Programs, and Initiatives:

- 1.1. Resource maximization based on leveraging federal, state, and other funds. (ED1-7)
 - 1.1.a. Maximize resource and grant opportunities by fostering cooperation within and across County departments and CBOs in the development of competitive grant proposals.
 - o Coordinate County grants initiatives to pursue new and/or additional funding to strengthen and enhance programs.

Departmental Business Plan and Outlook

Department Name: Office of Grants Coordination (OGC)

Fiscal Years: 2009-10 & 2010-11

- Proactively collaborate with government partners to compose and support local, state, and federal legislation that generates new and/or additional funding for County initiatives.
- Provide grant-related technical assistance, workshops, training, capacity building and support to County departments and CBOs. (ongoing process)
- Develop and maintain grant web pages and web-based resources to identify and promote grant opportunities; and monitor and pursue local, state, and federal legislation for potential funding opportunities. (ongoing process)
- Actively pursue and secure private-sector and other non-governmental, alternative funding, sponsorships and/or donations for County initiatives and projects.
- Manage federal grants assigned to the Department to ensure grant implementation and compliance.

1.2. Reduction of health and human service unmet needs. (HH7-2)

1.2.a. Develop, implement, and continuously improve a competitive solicitation process for funding allocations to community-based organizations.

- Standardize the Request for Proposal (RFP) for CBOs. (Begin in FY 09-10)
- Develop and implement a CBO competitive funding/decision-making process. (Begin in FY 09-10).
- Improve the contract execution process and payment procedures to ensure advances and reimbursements are processed in a timely manner.
- Improve the reporting of contracted services provided by funded CBOs in order to increase the transparency of CBO activities and to improve the coordination of CBO efforts; this objective also applies to the Mom and Pop Business Grants Program.
- Improve transparency and accountability of funds received by CBOs through improved reporting; this objective also applies to the Mom and Pop Business Grants Program.
- Improve monitoring and evaluation of CBO allocations and contracts including Mom and Pop funding, through efficient and effective monitoring processes, technological improvements, and streamlined internal processes.
- Improve the internal review process of CBO performance outcomes to evaluate community impact and ensure best use of funding.
- Provide direct staff support to five (5) advisory boards: Miami-Dade HIV/AIDS Partnership; Youth Crime Task Force; CBO Advisory Board; Dade-Miami Criminal Justice Council, and the Addiction Services Board for the purpose of fostering ongoing dialogue, feedback, priority needs assessment, and consensus building among all target service populations.
- Improve outreach efforts to service providers for building consensus and getting community input on the CBO funding program.

Departmental Business Plan and Outlook

Department Name: Office of Grants Coordination (OGC)

Fiscal Years: 2009-10 & 2010-11

- 1.2.b. Distribute federal grant funds to HIV/AIDS service organizations, community-based clinics, and public institutions located throughout the County to address the need for HIV/AIDS-related services among the economically disadvantaged and underserved program eligible residents of our community. (annual initiative)
- Continue to meet and/or exceed national guidelines and established standards in the provision of care and services for low income individuals living with HIV or AIDS.
 - Prepare the County's annual Ryan White Grant applications and maintain compliance with all federal grant requirements.
 - Contract, reimburse, and monitor services provided to eligible persons living with HIV or AIDS to include: ambulatory outpatient medical care, prescription drugs, oral health care, substance abuse counseling/treatment, mental health therapy/counseling, psychosocial support services, medical case management, health insurance services (prescription drug co-payments, insurance premiums, and deductibles), outreach services, legal assistance, food assistance, and transportation services. (ongoing process)
 - Provide direct support to the Miami-Dade HIV/AIDS Partnership (planning council).
 - Continue to participate in various Committees of the Miami-Dade HIV/AIDS Partnership.
 - Continue to oversee the Service Delivery Information System; the computer network for tracking client eligibility, medical case management functions, service utilization, reporting, and billing.
 - Oversee a Continuous Quality Improvement (CQI) Plan and process to ensure high quality service provision and increased access to healthcare and related support services to program eligible persons living with HIV or AIDS.
- 1.2.c. Improve the financial viability and program effectiveness of CBOs and Mom and Pop Business Grants Program through training, technology, and other capacity building initiatives.
- 1.3. County processes improved through information technology. (ES4-6)
- 1.3.a. Leverage new technology that meets the requirements of accountability, transparency, efficiency, and communications regarding all services funded and/or provided.
- Work with ETSD to design and complete, in a timely manner and at a reasonable cost, a Service Delivery and Service Provider MIS system to administer, monitor, and generate reports for CBOs and the Mom and Pop Business Grants Program; as well as to enhance the Ryan White Program payment notification process and general grant notification process.

Departmental Business Plan and Outlook

Department Name: Office of Grants Coordination (OGC)

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- Improve the Grants inventory and database to identify and promote grant opportunities and pursue potential funding opportunities. (ongoing process)
- Maximize automation.

1.4. Retention of excellent employees. (ES5-2)

- Create an internal monitoring system that tracks employee performance appraisals and ensures timely performance evaluation submission.
- Develop and implement employee assessment tools to improve employee performance.
- Develop and implement employee performance standards and benchmarks.
- Develop a process to recognize excellent job performance.

1.5. Motivated, dedicated workforce team aligned with organizational priorities. (ES5-3)

1.5.a. Increase employee motivation (ongoing)

- Research and implement opportunities to recognize employees.

1.5.b. Promote cross-training (ongoing)

- Identify specific positions where cross-training is possible to ensure uninterrupted services.

1.6. Workforce skills to support County priorities. (ES5-4)

- Continue to provide internal training to new and existing staff to ensure proficiency in administering and monitoring CBO contracts for compliance (under Contracts and Grants Division). (ongoing process)
- Continue to encourage the professional development of staff by encouraging internal and external training opportunities. (ongoing process)
- Participate in the County Manager's Urban Fellows Program.

1.7. Achievement of performance targets. (ES9-3)

- Continue monthly internal performance review meetings of ActiveStrategy (ASE).

PERFORMANCE MEASURES AND TARGETS

For ease of reference, specific information regarding departmental objectives and performance measures including the targets for FY 2009-10 and FY 2010-11 can be found in Attachment 2 – Business Plan Report.

Departmental Business Plan and Outlook

Department Name: Office of Grants Coordination (OGC)

Fiscal Years: 2009-10 & 2010-11

CRITICAL SUCCESS FACTORS

1. Availability of financially viable and effective community-based organizations serving Miami-Dade County.
2. Impact of economic downturn on the availability of both private and public funding resources.
3. Continued funding under the Ryan White HIV/AIDS Treatment Extension Act of 2009.
4. Successful implementation of the Business Plan is dependent on the ability to obtain adequate resources and ability to improve staffing levels in order to improve OGC's management standards and policies in all divisions. The elimination of four filled positions under the Contracts and Grants Management Division for Fiscal Year 2009-10 will impact the administration, monitoring, and payment processing of CBOs and vendors under the Mom and Pop Business Grant Program.
5. Impact of increasing budget constraints and lack of funding for Service Delivery and Service Provider MIS system reduces ability to improve quality of work while managing increased workloads.
6. Maintain knowledgeable and experienced workforce trained to deliver excellent services to customers (including Community-based organizations, Mom and Pop grant recipients, board support, etc).
7. Limited funding for ongoing staff training impairs professional development.
8. Increase and improve communication with employees.
9. Support and cooperation of enabling departments (Finance, GSA, Procurement, County Attorney's Office, and ETSD) in order to improve CBO-related processes.
10. Support and cooperation of grant-seeking departments to make sure appropriate and complete information is provided in a timely manner.
11. Potential impact of political factors and/or decisions.
12. Impact of layoffs, salary reductions, and other budgetary cuts potentially impact staff morale and motivation.

INTERNAL SUPPORT REQUIREMENTS

1. Continuation of the Service Level Agreement (SLA) with the Enterprise Technology Services Department (ETSD) to provide network, server, and computer maintenance. (department wide)
2. Continuation of the Service Level Agreement (SLA) with Government Information Center (GIC) to maintain OGC's website in order to continue providing the community with information. (department wide)
3. Utilize technology to improve service delivery, provision, fiscal and performance monitoring for all CBO funded contracts. (department wide)

Departmental Business Plan and Outlook

Department Name: Office of Grants Coordination (OGC)

Fiscal Years: 2009-10 & 2010-11

SUSTAINABILITY

1. Initiative to purchase recyclable paper. (Track total amount of paper purchased during the fiscal year and how much of it was recyclable quality)
2. Increase staff awareness regarding Water Conservation, Energy Use, and Renewable Energy. (Initiative to provide staff with educational information and/or trainings)
3. Reduction in the number of original reproductions of the executed Community-based Organization contracts per agency. (Initiative to reduce printed contracts from five copies to three copies per agency)

3 to 5 YEAR OUTLOOK

The Office of Grants Coordination was created on October 1, 2008 in order to administer and monitor funding provided to CBOs and small businesses through the Mom and Pop Business Grants Program, manage federal grants assigned to the Department, and identify grant funding opportunities to maximize revenue support to County departments and community organizations.

During FY 2008-09, the Department met most of its Business Plan goals and objectives after a significantly challenging budget cycle. As a result of the economic downturn, during FY 2009-10 funding to the Mom and Pop Business Grants Program was reduced by 30 percent and 70 percent of the value of FY 2008-09 CBO allocations was funded; with the exception of allocations for senior or elderly programs which remained at 100 percent. The reduction in funding to the Mom and Pop Business Grants Program and Community-based organizations resulted in the elimination of four filled, full-time direct service positions within OGC.

In order to meet our goals and objectives within the Business Plan, the Department will need to obtain adequate funding. However, the constant need for budgetary reductions will present additional challenges in our ability to continue to improve the monitoring, administration, and payment process of CBO contracts, including Mom and Pop grants.

In the next three to five years; OGC will continue to:

- Identify and promote grant and revenue generating opportunities; and provide grant-related technical assistance, training, and support to County departments and CBOs.
- Coordinate County grant and sponsorship initiatives.
- Provide direct administrative support to five advisory boards (Miami-Dade HIV/AIDS Partnership, Youth Crime Task Force, CBO Advisory Board, Dade-Miami Criminal Justice Council, and the Addiction Services Board).
- Manage the federal Ryan White HIV/AIDS Treatment Extension Act grant and other federal grants assigned to the Department.

Departmental Business Plan and Outlook

Department Name: Office of Grants Coordination (OGC)

Fiscal Years: 2009-10 & 2010-11

Attachment I

DEPARTMENTAL PROFILE

Department Description

The Office of Grants Coordination (OGC) is responsible for the administration and monitoring of Community-based Organization (CBO) contracts including the Mom and Pop Business Grants Program to ensure compliance; provides training and technical assistance to CBOs; and identifies grant funding opportunities to maximize revenue support to County departments and community organizations. The Office was created on October 1, 2008 to serve as a one-stop shop to manage CBO allocations and contracts; provide direct administrative support to five advisory boards (Miami-Dade HIV/AIDS Partnership, Youth Crime Task Force, CBO Advisory Board, Dade-Miami Criminal Justice Council, and the Addiction Services Board); administer the federal Ryan White HIV/AIDS Treatment Extension Act grant; manage other federal grants assigned to the Department; and leverage the County's limited resources through the effective development of alternative revenue sources by identifying and promoting grant and revenue generating opportunities.

OGC is comprised of four divisions. **The Executive Division** manages overall operations, coordinates all administrative functions (human resources, fiscal and budget, procurement, business planning, agenda coordination, and performance management); directs Department policy; monitors resources allocated to CBOs; and manages local, state, and federal grant implementation and compliance. Additionally, the Division implements policy directives from the Board of County Commissioners, Mayor, County Manager, and Advisory Boards. OGC is charged with providing direct support to five (5) community advisory boards: Miami-Dade HIV/AIDS Partnership; Youth Crime Task Force; CBO Advisory Board; Dade-Miami Criminal Justice Council, and the Addiction Services Board.

The Ryan White Program Division manages and administers the Federal Ryan White HIV/AIDS Treatment Extension Act of 2009 (federal grant reauthorized in 2009 to address the health care and service needs of people living with HIV and their families in the United States). **The Contracts and Grants Management Division** distributes and monitors CBO allocations and services; and also reviews and processes reimbursement requests for CBO contracts, including Mom and Pop grant funding. The Division also administers the Edward Byrne Memorial Justice Assistance Grant (JAG) Program. **The Revenue Maximization Division** proactively researches and promotes grant and revenue generating opportunities for our community to draw down funding, sponsorships, and donations to support County departments and CBO's programmatic and fiscal operations. In addition, the Division manages grant programs; provides technical assistance, including grant writing to County departments seeking funding; and serves as a countywide resource and knowledge base that provides expertise in assessing any potential changes that may impact the continuity of future funding to Miami-Dade County.

Table of Organization

OFFICE OF GRANTS COORDINATION

EXECUTIVE OFFICE

- Manages overall operations, directs policy of the Department, and monitors resources allocated to CBOs; performs all departmental human resources, fiscal, budgetary, procurement, business planning, agenda coordination, and performance management functions

<u>FY 08-09</u>	<u>FY 09-10</u>
4	6

CONTRACTS AND GRANTS MANAGEMENT

- Distributes and monitors CBO allocations and contracts, including Mom and Pop funding; processes and manages timely and accurate reimbursements for CBOs; administers the Edward Byrne Memorial Justice Assistance Grant (JAG); provides direct support to the Youth Crime Task Force, CBO Advisory Board, Dade-Miami Criminal Justice Council, and the Addiction Services Board

<u>FY 08-09</u>	<u>FY 09-10</u>
30	24

RYAN WHITE PROGRAM

- Manages and administers the Ryan White HIV/AIDS Treatment Extension Act of 2009, which offers health and support services to low-income residents affected with HIV/AIDS; provides direct support to the Miami-Dade HIV/AIDS Partnership (planning council)

<u>FY 08-09</u>	<u>FY 09-10</u>
11	11

REVENUE MAXIMIZATION

- Assists County departments and organizations in researching and applying for opportunities to draw down federal, state, and alternative funding to support operations; provides technical assistance, including grant writing, to County departments and CBOs seeking funding; in addition to providing support for the County's Energy Efficiency Conservation Efforts

<u>FY 08-09</u>	<u>FY 09-10</u>
4	5

Departmental Business Plan and Outlook
Department Name: Office of Grants Coordination (OGC)
Fiscal Years: 2009-10 & 2010-11

Financial Summary

(dollars in thousands)	Actual FY 07-08	Budget FY 08-09	Adopted FY 09-10
Revenue Summary			
General Fund Countywide	0	4,291	2,756
General Fund UMSA	0	185	504
Ryan White Grant	0	25,030	26,175
Carryover	0	259	0
Federal Grants	0	0	130
Total Revenues	0	29,765	29,565
Operating Expenditures Summary			
Salary	0	3,415	3,091
Fringe Benefits	0	993	1,004
Other Operating	0	25,204	25,436
Capital	0	153	34
Total Operating Expenditures	0	29,765	29,565

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 08-09	Adopted FY 09-10	Budget FY 08-09	Adopted FY 09-10
Strategic Area: Health and Human Services				
Ryan White Program	25,289	26,175	11	11
Strategic Area: Enabling Strategies				
Addiction Services Board	0	130	0	1
Contracts and Grants	2,768	1,895	30	23
Management				
Executive Office	1,304	1,004	4	6
Revenue Maximization	404	361	4	5
Total Operating Expenditures	29,765	29,565	49	46

Capital Budget Summary

Not Applicable

Current Business Environment

OGC works with CBOs, the Board of County Commissioners (BCC), County departments, County Advisory Boards, and other entities seeking funding opportunities. The Department works under compact agreements or Memorandum of Understandings (MOUs) with Miami-Dade County Public Schools; municipal police departments; Miami-Dade Police Department; Enterprise Technology Services Department; Department of Human Services; Clerk of the Courts; State Attorney's Office; Public Defender; Florida Power and Light; Homestead Utility; and collaborative partnerships with the City of Miami, United Way, the Miami-Dade County Health Department, The Children's Trust, South Florida Workforce; and the Eleventh Judicial Circuit of the Administrative Office of the Courts.