

# FY 2008 - 09 Adopted Budget and Multi-Year Capital Plan

## Strategic Business Management

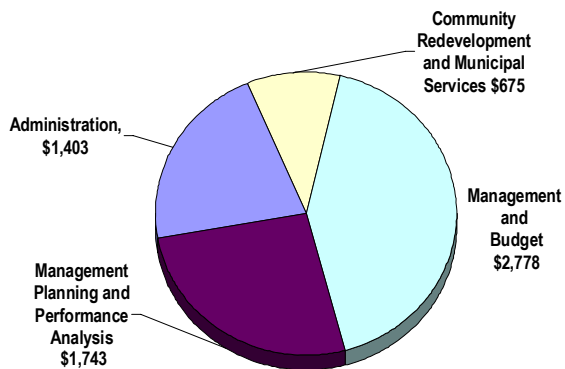
The Office of Strategic Business Management (OSBM) supports the County's results-oriented government activities to maximize the use of the County's annual resources. The Department's activities include supporting the strategic planning process, preparing and monitoring the County's resource allocation plan, providing management consulting and other program evaluation services to County departments, facilitating performance reporting mechanisms, and administering and coordinating the Miami-Dade County Tax Increment Financing (TIF) Program.

As part of the Enabling Strategies and Economic Development strategic areas, OSBM provides policy analysis regarding incorporation, annexation, and interlocal service contracting; supports the County's strategic planning and business planning processes; conducts organizational, management, and business process reviews; promotes efforts to revitalize distressed areas or areas with impediments to private and public development; and develops the County's annual resource allocation plan.

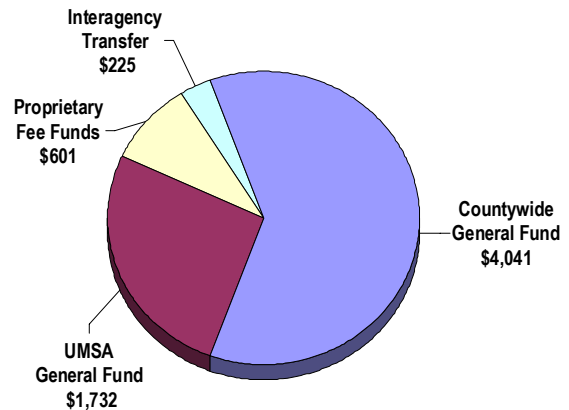
Stakeholders include the Mayor, the Board of County Commissioners, all County departments, other governmental entities, residents involved in incorporations or annexations, CRA district property owners, private developers, municipalities, Unincorporated Municipal Services Area (UMSA) CRA boards, and advisory boards.

### FY 2008-09 Adopted Budget

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



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



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## TABLE OF ORGANIZATION

<b><u>DIRECTOR'S OFFICE</u></b>					
<ul style="list-style-type: none"> <li>Establishes and implements departmental policy; reviews and coordinates agenda submissions, departmental personnel; and reviews, coordinates, and implements policy enacted by the Board of County Commissioners (BCC) and County Executive Office</li> </ul>					
<u>FY 07-08</u> 9		<u>FY 08-09</u> 9			
<b><u>MANAGEMENT PLANNING AND PERFORMANCE ANALYSIS</u></b>		<b><u>MANAGEMENT AND BUDGET</u></b>		<b><u>COMMUNITY REDEVELOPMENT AND MUNICIPAL SERVICES</u></b>	
<ul style="list-style-type: none"> <li>Responsible for the implementation of the County's results-oriented framework that includes an organization wide cultural change focusing on planning, and being accountable for the implementation of those plans bases on measuring results</li> </ul>		<ul style="list-style-type: none"> <li>Ensures the financial viability of the County through sound financial management policies</li> </ul>		<ul style="list-style-type: none"> <li>Administers and coordinates the Miami-Dade County Tax Increment Financing (TIF); oversees the activities of all Community Development Areas (CRAs) and supports Unincorporated Municipal Service Area (UMSA) CRAs; and administers and coordinates annexation/incorporation efforts</li> </ul>	
<u>FY 07-08</u> 14		<u>FY 08-09</u> 12		<u>FY 07-08</u> 4	
<u>FY 07-08</u> 17		<u>FY 08-09</u> 16			
<u>FY 07-08</u> 17		<u>FY 08-09</u> 3			
<b><u>REVENUE MAXIMIZATION</u></b>					
<ul style="list-style-type: none"> <li>Proactively identifies opportunities for our community to draw down federal and state funding to support operations; and distributes and monitors the Ryan White HIV/AIDS Treatment Modernization Act Grant for the County</li> </ul>					
<u>FY 07-08</u> 17		<u>FY 08-09</u> 0			

## FY 2008 - 09 Adopted Budget and Multi-Year Capital Plan

### FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 06-07	Budget FY 07-08	Adopted FY 08-09
<b>Revenue Summary</b>			
General Fund Countywide	4,084	4,540	4,041
General Fund UMSA	2,568	2,039	1,732
CRA Administrative Reimbursement	345	316	601
Carryover	574	0	0
Ryan White Care Act	23,999	25,493	0
Interagency Transfers	225	225	225
Total Revenues	31,795	32,613	6,599
<b>Operating Expenditures Summary</b>			
Salary	5,695	5,565	4,514
Fringe Benefits	1,478	1,464	1,137
Other Operating	24,153	25,393	831
Capital	37	191	117
Total Operating Expenditures	31,363	32,613	6,599

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 07-08	Adopted FY 08-09	Budget FY 07-08	Adopted FY 08-09
<b>Strategic Area: Health and Human Services</b>				
Ryan White	25,493	0	13	0
<b>Strategic Area: Economic Development</b>				
Community Redevelopment & Municipal Services	596	675	4	3
<b>Strategic Area: Enabling Strategies</b>				
Administration	1,223	1,403	9	9
Annexation and Incorporation	0	0	0	0
Management and Budget	2,703	2,778	17	16
Management Planning and Performance Analysis	2,008	1,743	14	12
Revenue Maximization	590	0	5	0
Total Operating Expenditures	32,613	6,599	62	40

### SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 05-06	Actual FY 06-07	Budget FY 07-08	Actual FY 07-08	Budget FY 08-09
Legal Notices	44	84	80	51	60
Travel	26	33	40	26	33
Transfers and Reimbursements					
• Finance - Salary Reimbursement	175	175	175	175	175
• Metropolitan Planning Organization - Salary Reimbursement	50	50	50	50	50
• Ryan White - Salary Reimbursement	30	0	0	0	0

## FY 2008 - 09 Adopted Budget and Multi-Year Capital Plan

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### **DIVISION: ADMINISTRATION**

This Division is responsible for establishing and implementing Department policy.

- Reviews and coordinates agenda submissions and departmental personnel activities
- Reviews, coordinates, and implements County policy
- Coordinates and monitors payment to community-based organizations (CBOs) funded from the Elected Officials Discretionary Reserve

### **Strategic Plan Outcome - Measures**

- ES9-3: Achievement of performance targets (priority outcome)

<b>Objectives</b>	<b>Measures</b>	<b>FY 06-07</b>		<b>FY 07-08</b>		<b>FY 08-09</b>
		<b>Target</b>	<b>Actual</b>	<b>Target</b>	<b>Actual</b>	<b>Target</b>
Efficiently process payment requests	Percentage of check requests from CBOs processed within five business days	100%	100%	100%	100%	100%

## FY 2008 - 09 Adopted Budget and Multi-Year Capital Plan

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### **DIVISION: MANAGEMENT AND BUDGET**

This Division ensures the financial viability of the County through sound financial management policies.

- Prepares and monitors the County's operating and capital budgets; performs capital planning; and reviews work orders
- Provides financial and management analyses and reviews
- Prepares the Five-Year Financial Plan

### **Strategic Plan Outcome - Measures**

- ES8-1: Sound asset management and financial investment strategies

Objectives	Measures	FY 06-07		FY 07-08		FY 08-09
		Target	Actual	Target	Actual	Target
Prepare and monitor the County's Resource Allocation Plan	Countywide Emergency Contingency Reserve Balance (in millions)	\$61.1	\$60.9	\$61.0	\$67.1	\$72.2
	Carryover as a percent of the General Fund Budget*	1.5%	4.4%	2.2 %	3.9%	4.1%

\*Excludes Emergency Contingency Reserve

### **BUDGET PRIORITIES**

- Produce and distribute the Proposed Resource Allocation and Multi-Year Capital Plan by July 15 and the Final Adopted Business Plan, Budget, and Five-Year Financial Outlook in the first quarter of the fiscal year

## FY 2008 - 09 Adopted Budget and Multi-Year Capital Plan

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### **DIVISION: COMMUNITY REDEVELOPMENT & MUNICIPAL SERVICES**

This Division is responsible for administering and coordinating the Miami-Dade County Tax Increment Financing (TIF) Program; overseeing the activities of all Community Redevelopment Areas (CRAs) and supporting Unincorporated Municipal Service Area (UMSA) CRAs, in addition to administering all annexation and incorporation requests.

- Oversees, reviews, and monitors activities of all municipal and Unincorporated Municipal Service Area (UMSA) Community Redevelopment Agencies (CRAs)
- Evaluates the feasibility of new CRAs or alternative approaches to stimulate redevelopment
- Develops findings of necessity to determine the need for a CRA for consideration by the Board of County Commissioners
- Prepares redevelopment plans for all CRA areas
- Negotiates tax increment financing and interlocal agreements between the County and CRAs
- Provides countywide policy analysis and recommendations
- Staffs the Tax Increment Financing Coordinating Committee
- Coordinates all municipal and UMSA CRA requests to the County for approval of CRA creation, CRA boundaries, financing, land acquisition, and annual budgets
- Negotiates conceptual agreements with Municipal Advisory Committees in areas considering incorporation; negotiates annexation agreements with municipalities; negotiates interlocal agreements; and coordinates the transition of services to newly incorporated municipalities

### **BUDGET PRIORITIES**

Strategic Plan Outcome - ED4-1: Improved infrastructure and redevelopment to attract businesses to underserved and distressed areas (priority outcome)

- Provide funding to redevelop and eliminate slum and blight in 11 Community Redevelopment Areas
- Increase the taxable value of the areas 25 percent more than the County taxable value as a whole

## FY 2008 - 09 Adopted Budget and Multi-Year Capital Plan

### **DIVISION: MANAGEMENT PLANNING AND PERFORMANCE ANALYSIS**

This Division is responsible for the implementation of the County's results-oriented framework that includes an organization wide cultural change focusing on planning, and being accountable for the implementation of those plans based on measuring results.

- Administers the Management Advisory Consulting Services pool
- Conducts and monitors management efficiency projects, including managed competition/targeted savings initiatives, and gainsharing programs
- Conducts management/operational and process reviews with operating department personnel, utilizing best practice research
- Maintains the County Manager's Administrative and Implementing Orders and Procedures Manual and administers the annual sunset review of County boards
- Coordinates implementation of a countywide performance management process which focuses on monitoring and reporting activities; and coordinates County departmental performance reporting and business plans
- Develops and facilitates the implementation of the County's strategic plan, business plan, performance measurement, and related management systems

#### **Strategic Plan Outcome - Measures**

- ES9-2: Alignment of priorities throughout the organization

Objectives	Measures	FY 06-07		FY 07-08		FY 08-09
		Target	Actual	Target	Actual	Target
Improve alignment and performance of strategic priorities throughout the County	Percentage of Strategic Plan Outcomes supported by department business plans*	95%	97%	100%	97%	100%
	Average number of active users of the County performance management system	600	901	1,000	1,022	1,000
	Strategic Area business reviews supported by OSBM	N/A	N/A	27	26	36

\*Tracked in the County performance management system

- ES9-5: Continuously improving government (priority outcome)

Objectives	Measures	FY 06-07		FY 07-08		FY 08-09
		Target	Actual	Target	Actual	Target
Identify opportunities to improve County operations	Performance analysis projects completed	6	5	7	10	11

#### **BUDGET PRIORITIES**

- Provide employee incentives for operational efficiencies and cost savings

## FY 2008 - 09 Adopted Budget and Multi-Year Capital Plan

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### **Budget Enhancements or Reductions and Additional Comments**

- The FY 2008-09 Adopted Budget includes reimbursements for administration from the Metropolitan Planning Organization (\$50,000) and the Finance Department Bond Administration Division (\$175,000)
- Efforts to perform the first five-year update of the Countywide Strategic Plan continue; the updated plan is expected to be brought to the Board of County Commissioners for approval during FY 2008-09
- During FY 2007-08, the Management Planning and Performance Analysis Division engaged in a number of projects including the feasibility of managing construction of fire stations in-house, reorganization of economic development activities, comprehensive analysis of the trash collection system, a cost analysis of the Juvenile Services Department functions, the loan origination process improvement study, development of a new gainsharing agreement for operating County marinas, review and analysis of administrative functions and departmental tables of organization, and a diagnostic review and recommendations for the Human Resources Department
- To enhance the County's economic coordination activities, the Chief Economic position added during FY 2007-08 will be transferred to the newly created Office of Economic Development Coordination
- The FY 2008-09 Adopted Budget includes funding in the non-departmental management consulting budget (\$200,000) for start-up costs associated with management consulting services related to CRA activities; these costs will be reimbursed upon the creation of a CRA and the collection of the TIF revenues generated from the respective CRA
- In an effort to better align services provided to community-based organizations and enhance the revenue maximization efforts countywide, as part of the FY 2008-09 Adopted Budget, the Revenue Maximization Division, which includes the Ryan White Grants unit, will be transferred to the newly created Office of Grants Coordination; the transfer includes 17 positions and \$25.289 million in federal grant funding and \$598,000 in General Fund support
- *As a result of property tax relief initiatives, the FY 2008-09 Adopted Budget includes the elimination of four positions: three in the Management and Budget division, a Business Analyst, an OSBM Coordinator, and a Business Analyst Manager (\$403,000); and one in the Community Redevelopment and Municipal Services division, an Executive Secretary (\$83,000); in addition, two Business Analyst positions are being transferred from the Management Planning and Performance Analysis Division to the Management and Budget Division and one Executive Secretary position from the Administration Division to the newly created Office of Grants Coordination*

### **Department Operational Unmet Needs**

Description	Startup Costs/ Non Recurring Costs	Recurring Costs	Positions
Hire two Business Analysts to assist with the management and budgeting function	\$5	\$158	2
Hire four Business Analysts to assist with the planning and performance analysis functions	\$0	\$260	4
<b>Total</b>	<b>\$5</b>	<b>\$418</b>	<b>6</b>