

FY 2011-12 Adopted Budget and Multi-Year Capital Plan

Management and Budget

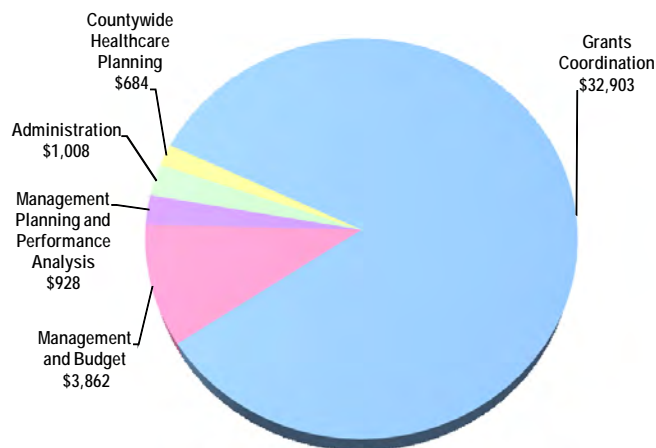
The Office of Management and Budget (OMB) supports the County's results-oriented government activities to maximize the use of the County's resources; administers and monitors grants to community-based organizations (CBO) funding; manages grant programs, identifies funding and partnership opportunities and assists County departments with grant writing to maximize non-county revenues; and oversees the Building Better Communities (BBC) General Obligation Bond Program, the Safe Neighborhood Parks (SNP) Bond Program, and the Quality Neighborhoods Improvements Program (QNIP). Additionally, the Department supports countywide healthcare planning.

As part of the General Government, Economic Development and Health and Human Services strategic areas, OMB supports the County's strategic planning and business planning processes; develops the County's annual budget; facilitates performance reporting mechanisms; conducts organizational, management, and business process reviews; promotes efforts to revitalize distressed areas or areas with impediments to private and public development; administers and coordinates the Miami-Dade County Tax Increment Financing (TIF) Program; provides policy analysis regarding incorporation and annexation; manages the County's centralized Capital Improvements Information System (CIIS); provides direct administrative support to six advisory boards; administers grants including the Ryan White Part A and Minority AIDS Initiative (MAI) programs under the federal Ryan White HIV/AIDS Treatment Extension Act of 2009; and works to enhance the quality of life in Miami-Dade County through health care strategies.

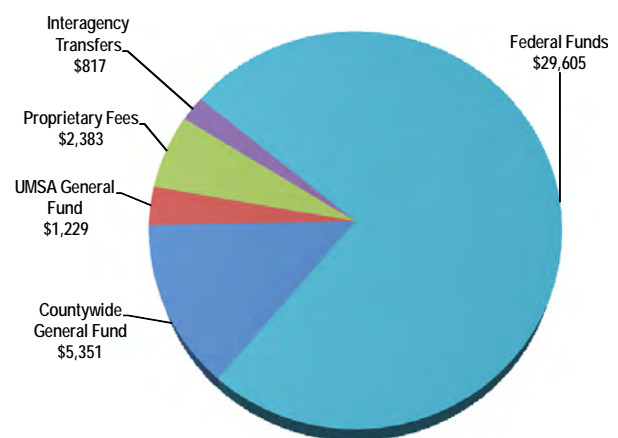
Stakeholders include the Mayor, the Board of County Commissioners (BCC), all County departments, other governmental entities, not-for-profit organizations, district property owners, private developers, municipalities, advisory boards, and healthcare providers and leaders.

FY 2011-12 Adopted Budget

Expenditures by Activity
(dollars in thousands)

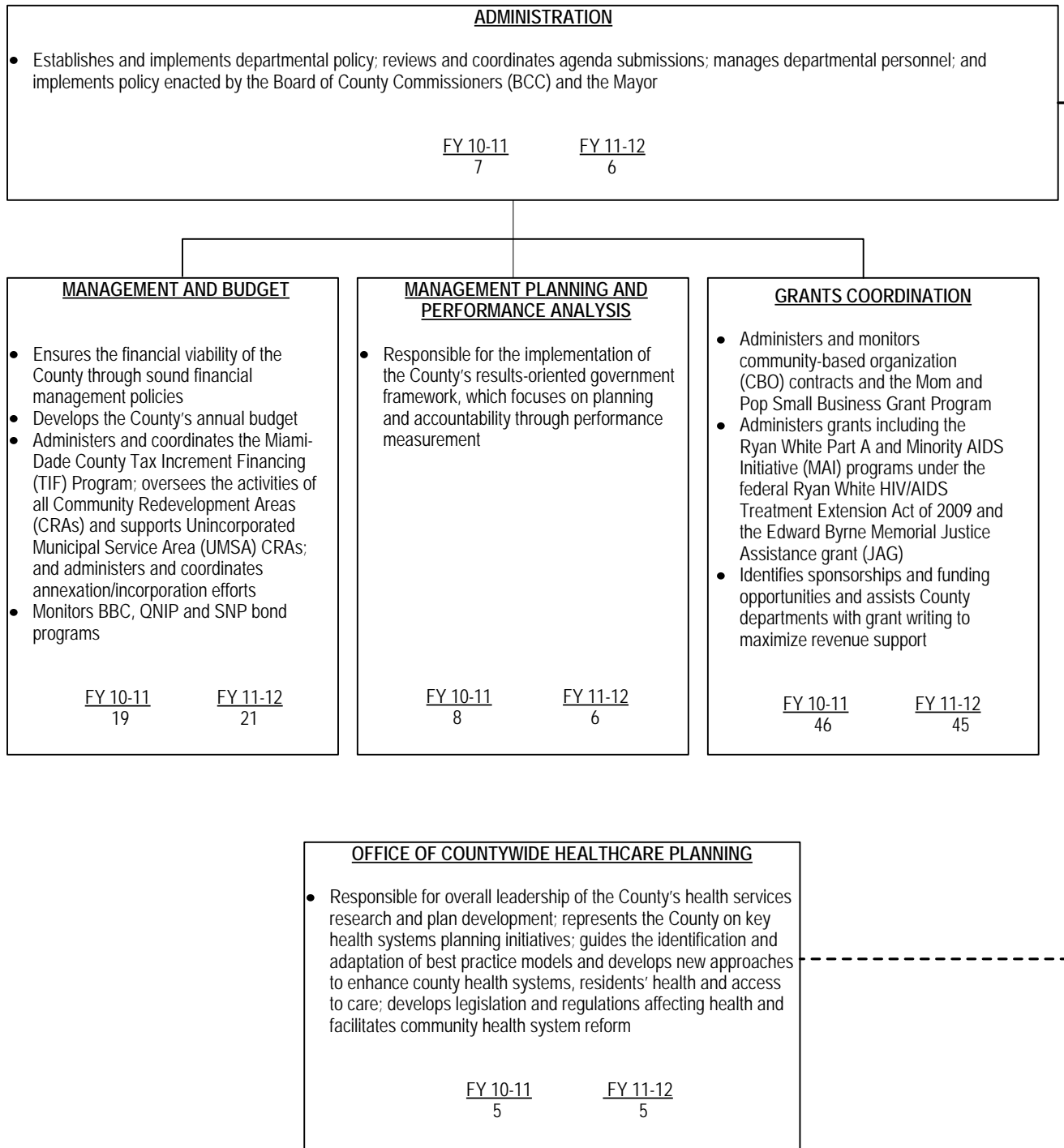


Revenues by Source
(dollars in thousands)



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TABLE OF ORGANIZATION



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FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 08-09	Actual FY 09-10	Budget FY 10-11	Adopted FY 11-12
Revenue Summary				
General Fund Countywide	7,682	5,606	5,900	5,351
General Fund UMSA	1,719	1,502	1,597	1,229
Carryover	0	140	79	0
CRA Administrative	555	468	690	589
Reimbursement				
Public Health Trust	300	300	0	0
Reimbursements from				
Departments	53	18	0	0
Building Better Communities				
Bond Interest	0	0	0	1,794
Ryan White Grant	26,638	25,249	25,699	25,199
Federal Grants	0	1,008	5,080	4,406
Interagency Transfers	240	1,173	1,388	701
Other Revenues	32	50	50	116
Total Revenues	37,219	35,514	40,483	39,385

Operating Expenditures

Summary

Salary	7,845	7,585	7,971	8,553
Fringe Benefits	2,008	1,808	2,154	1,740
Court Costs	0	0	0	0
Contractual Services	25	0	4,409	3,089
Other Operating	26,003	24,506	24,943	24,549
Charges for County Services	967	1,244	882	1,224
Grants to Outside Organizations	93	0	0	0
Capital	138	37	124	230
Total Operating Expenditures	37,079	35,180	40,483	39,385

Non-Operating Expenditures

Summary

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

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 10-11	Adopted FY 11-12	Budget FY 10-11	Adopted FY 11-12
Strategic Area: Health and Human Services				
Countywide Healthcare	665	684	5	5
Planning				
Strategic Area: General Government				
Administration	1,240	1,008	7	6
Grants Coordination	34,302	32,903	46	45
Management and Budget	3,092	3,862	19	21
Management Planning and	1,184	928	8	6
Performance Analysis				
Total Operating Expenditures	40,483	39,385	85	83

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SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual	Actual	Budget	Actual	Budget
	FY 08-09	FY 09-10	FY 10-11	FY 10-11	FY 11-12
Advertising	62	34	34	7	32
Fuel	0	0	0	0	0
Overtime	3	0	11	6	11
Rent	30	53	59	53	46
Security Services	0	0	1	0	2
Temporary Services	47	3	0	0	25
Travel and Registration	25	9	22	9	35
Utilities	45	46	60	49	71

DIVISION: ADMINISTRATION

The Administration Division is responsible for establishing and implementing Department policy.

- Reviews and coordinates agenda submissions and departmental personnel activities
- Maintains the County's Administrative and Implementing Orders, manages the County's Procedures Manual and coordinates its annual update, and administers the annual sunset review of County boards
- Reviews, coordinates, and implements County policy
- Coordinates and monitors payment to community-based organizations (CBOs) funded from discretionary allocations
- Coordinates the County's participation in Florida Sterling Council performance assessment programs

Strategic Objectives - Measures

- GG4-2: Effectively allocate and utilize resources to meet current and future operating and capital needs

Objectives	Measures			FY 08-09	FY 09-10	FY 10-11	FY 10-11	FY 11-12
				Actual	Actual	Budget	Actual	Target
Efficiently process payment requests	Percentage of check requests from CBOs processed within five business days	EF	↑	100%	100%	100%	100%	100%

DIVISION HIGHLIGHTS AND BUDGET ENHANCEMENTS OR REDUCTIONS

- In FY 2010-11, the Department implemented mid-year targeted operating reductions including capital purchases, data processing, travel, and other communications (\$103,000)
- The FY 2011-12 Adopted Budget includes the elimination of one Administration Operations Specialist (\$104,000); this reduction will affect the administrative support provided to the divisions including procurement and voucher preparation

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DIVISION: MANAGEMENT AND BUDGET

The Management and Budget Division ensures the financial viability of the County through sound financial management policies, is responsible for administering and coordinating the Miami-Dade County Tax Increment Financing (TIF) Program, oversees the activities of all Community Redevelopment Areas (CRAs), coordinates all annexation and incorporation requests, and administers the BBC, QNIP, and SNP bond programs.

- Prepares and monitors the County's operating and capital budgets; performs capital planning; reviews work orders; and monitors the Building Better Communities General Obligation Bond (GOB) Program projects
- Provides financial and management analyses and reviews
- Prepares the Five-Year Financial Outlook
- Evaluates the feasibility of new CRAs or alternative approaches to promote redevelopment
- Prepares redevelopment plans for all UMSA CRAs
- 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; coordinates the transition of services to newly incorporated municipalities; and pursues potential interlocal service agreement opportunities
- Monitors BBC project schedules, budgets, and manages program costs
- Provides legislative and staff support for the BBC Citizens Advisory Committee, municipalities, and not-for-profit organizations
- Administers the reimbursement and field verifications of the SNP program
- Coordinates with the BCC offices, external stakeholders, and user departments for allocation of bond dollars

Strategic Objectives - Measures

- ED5-2: Develop urban corridors (TUAs, CRAs & Enterprise Zones, NRSAs) as destination centers

Objectives	Measures			FY 08-09	FY 09-10	FY 10-11	FY 10-11	FY 11-12
				Actual	Actual	Budget	Actual	Target
Develop urban corridors (TUAs, CRAs & Enterprise Zones, NRSAs) as destination centers	County TIF Revenue Payments (in millions)	OC	↑	\$50.4	\$48.0	\$43.9	\$45.8	\$36.5
	Number of Community Redevelopment Agencies (CRAs)	IN	↔	12	12	12	12	12
	Percent of total County Urban Development Boundary area within CRA districts	IN	↔	3.6%	3.6%	3.6%	3.6%	3.6%

- GG4-1: Provide sound financial and risk management

Objectives	Measures			FY 08-09	FY 09-10	FY 10-11	FY 10-11	FY 11-12
				Actual	Actual	Budget	Actual	Target
Prepare and monitor the County's Resource Allocation Plan	Countywide Emergency Contingency Reserve balance (in millions)*	OC	↑	\$73.1	\$32.1	\$53.1	\$51.7	\$51.8
	Carryover as a percentage of the General Fund Budget**	OC	↑	5.7%	2.3%	3.0%	4.9%	7.0%

* FY 2010-11 actual reflects a transfer to the General Fund

**Excludes Emergency Contingency Reserve

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• GG5-2: Provide well maintained, accessible facilities and assets								
Objectives	Measures			FY 08-09	FY 09-10	FY 10-11	FY 10-11	FY 11-12
				Actual	Actual	Budget	Actual	Target
Provide coordination for the Building Better Communities (BBC) General Obligation Bond	Value of BBC-GOB funds Expended (in millions)*	OP	↔	\$135.5	\$260.6	\$115.0	\$117.2	\$84.0
	Number of Business Days to process BBC-GOB reimbursement requests (average)**	EF	↓	5	12	15	22	10

* FY 2009-10 actual increased due to Baseball Stadium and Port Tunnel Project reimbursements totaling \$150 million

** FY 2010-11 actual time increased due to an increase of projects being completed

DIVISION HIGHLIGHTS AND BUDGET ENHANCEMENTS OR REDUCTIONS

- The FY 2011-12 Adopted Budget includes funding in the non-departmental management consulting budget for management consulting services related to CRA start-up activities (\$200,000); these costs will be reimbursed upon the creation of the CRA and the collection of the TIF revenues generated from the respective CRA
- As part of the FY 2011-12 budget development process, the Department provided County employees more than 29 training workshops on the County's financial databases and budget development processes over a two month period; ongoing support is provided to various County departments and offices throughout the year
- *The FY 2011-12 Adopted Budget includes the elimination of two Business Analysts and one Coordinator (\$360,000); these reductions will affect the department's ability to prepare the County's annual operating and capital budgets and will impact financial and management analysis*
- In FY 2010-11, \$827.4 million of BBC proceeds was expended out of \$967.7 million in bond issuances, with 87 percent of the County's project sites being on schedule, 95 percent of the municipal sites, and 97 percent of the not-for-profits; in FY 2011-12, the Department will continue to coordinate BBC project planning and scheduling along with the monitoring of capital projects to ensure adherence to budgets and schedules
- In FY 2011-12, the BBC bond program will continue to fund major construction projects including: Miami Art Museum (\$100 million); Haulover Park Marina (\$3.2 million); Zoo Miami, Florida Exhibit (\$42.2 million); Miami River Greenway (\$7.5 million); as well as design and construction on new projects including: new affordable housing projects (\$87.9 million); Arcola Lakes Park (\$6 million); West Perrine Park (\$4.96 million); Miami Avenue Bridge over the Miami River (\$3.2 million); New Animal Shelter (\$7 million)
- The FY 2011-12 Adopted Budget, transfers the Bond Program function from the Internal Services Department to OMB, including five full-time positions and \$1.201 million

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DIVISION: MANAGEMENT PLANNING AND PERFORMANCE ANALYSIS

The Management Planning and Performance Analysis Division is responsible for the implementation of the County's results-oriented government framework, which focuses on planning and accountability through performance measurement.

- Coordinates and supports the County's strategic planning and business planning process
- Coordinates implementation of a Countywide performance management process, which focuses on monitoring and reporting activities; coordinates departmental performance reporting
- Conducts management, organizational, and process reviews with operating department personnel, utilizing best practice research
- Conducts and monitors management efficiency projects, including gainsharing programs
- Administers the Management Advisory Consulting Services pool

Strategic Objectives - Measures

- GG4-2: Effectively allocate and utilize resources to meet current and future operating and capital needs

Objectives	Measures			FY 08-09	FY 09-10	FY 10-11	FY 10-11	FY 11-12
				Actual	Actual	Budget	Actual	Target
Improve alignment and performance of strategic priorities throughout the County	Percentage of Strategic Plan Objectives supported by department business plans*	EF	↑	97%	97%	97%	97%	100%
	Average number of active users of the County performance management system	IN	↔	1,176	1,184	1,200	1,150	1,200
Identify opportunities to improve County operations	Performance analysis projects completed**	OC	↑	12	11	9	7	7

* Tracked in the County performance management system

**FY 2010-11 actual and FY 2011-12 target reflect staff reductions

DIVISION HIGHLIGHTS AND BUDGET ENHANCEMENTS OR REDUCTIONS

- The Countywide Strategic Plan refresh has been completed; updated goals and objectives have been incorporated in this document
- During FY 2010-11, the Division engaged in a number of projects including: Miami-Dade Library system assessment, Miami-Dade Police Central Records Bureau review, and Corrections and Rehabilitation inmate property review
- *The FY 2011-12 Adopted Budget includes the elimination of two Business Analysts, decreasing support to the County's strategic plan and business plan processes and reducing resources available for process reviews, which could reduce potential operational and financial savings for County departments (\$172,000)*
- During FY 2010-11, the Division provided support to the Compensation and Benefits Reform Committee, in conjunction with Human Resources and General Services Administration, and Greenprint Sustainability Plan development and implementation

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DIVISION: GRANTS COORDINATION

The Grants Coordination Division administers reimbursement requests for CBO contracts. Additionally, the Division monitors funding for the Mom and Pop Small Business Grant Program; manages and administers grants under the federal Ryan White HIV/AIDS Treatment Extension Act of 2009; administers the Edward Byrne Memorial Justice Assistant Grant (JAG); identifies and promotes grant and revenue generating opportunities for County initiatives; and provides direct support to the Youth Crime Task Force, CBO Advisory Board, Dade-Miami Criminal Justice Council, and the Addiction Services Board (ASB).

- Reviews and monitors allocations awarded to CBOs and Mom and Pop Small Business Grant Program
- Prepares the County's annual Ryan White Program grant applications in compliance with all federal requirements and obligates grant funds to CBOs that provide Ryan White client services
- Offers outpatient health and support services to people living with HIV or AIDS who meet local income eligibility requirements; services include ambulatory/outpatient medical care, prescription drugs, oral health care, medical case management, food, transportation, mental health therapy/counseling, psychosocial support services, health insurance assistance, substance abuse counseling/treatment, legal assistance, and outreach services

Strategic Objectives - Measures

- GG4-1: Provide sound financial and risk management

Objectives	Measures			FY 08-09	FY 09-10	FY 10-11	FY 10-11	FY 11-12
				Actual	Actual	Budget	Actual	Target
Develop and implement revenue maximization opportunities	Grant funding received (in millions) by County and CBOs associated with OMB revenue enhancement activities*	OC	↑	\$119	\$70	\$40	\$58	\$35

* The FY 2008-09 actual includes a \$62.5 million grant, which was awarded to the County from the United States Department of Housing and Urban Development's Neighborhood Stabilization Act of 2008, as well as numerous federal grants relating to the American Recovery and Reinvestment Act (ARRA)

- GG4-2: Effectively allocate and utilize resources to meet current and future operating and capital needs

Objectives	Measures			FY 08-09	FY 09-10	FY 10-11	FY 10-11	FY 11-12
				Actual	Actual	Budget	Actual	Target
Efficiently monitor and provide technical assistance on CBO allocations and contracts	Percentage of reimbursement requests processed within 21 calendar days	EF	↑	94%	84%	85%	89%	85%
	Site visits - CBOs*	OP	↔	141	185	180	160	150

* During FY 2010-11 the Section was highly involved in the CBO RFP process; as a result, site visits decreased

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• HH3-4: Increase the self sufficiency of vulnerable residents/special populations								
Objectives	Measures			FY 08-09	FY 09-10	FY 10-11	FY 10-11	FY 11-12
				Actual	Actual	Budget	Actual	Target
Promote independent living through early intervention and support services	HIV+ clients served by Ryan White Program (includes Part A and Minority AIDS Initiative [MAI])	OP	↔	9,630	9,631	10,000	9,516	9,500
	Percentage of Ryan White Program payments processed within 21 calendar days	EF	↑	93%	87%	85%	86%	85%
	Comprehensive Ryan White Program site visits (per County's fiscal year)*	OP	↔	3	1	4	0	10

* The FY 2011-12 target increased due to new federal guidelines

DIVISION HIGHLIGHTS AND BUDGET ENHANCEMENTS OR REDUCTIONS

- During FY 2011-12, the Ryan White Program will begin its Request for Proposals (RFP) process and will develop the program's competitive funding/decision-making process
- New federal guidelines require the Ryan White Program, as a condition of award, to develop a monitoring process and conduct comprehensive site visits to every contracted provider of Ryan White Program services each grant fiscal year
- The Department continues to make weekly updates to the grant resources web page on the County's web portal to identify grant opportunities for County departments and CBOs
- During FY 2011-12, staff will continue to provide grant-related technical assistance, workshops, training, capacity building and support to County departments and CBOs
- *The FY 2011-12 Adopted Budget includes the elimination of one federally funded in-stationed Grants Project Manager position due to the completion of the Grants to Green Nonprofits (G2GN) program*
- During FY 2011-12, the Revenue Development Coordinator will begin to develop and implement the County's initial sponsorship plan, establish program policies and procedures, and proactively collaborate with external consultants to assess County assets to identify a range of revenue generating opportunities
- The FY 2011-12 Adopted Budget includes reimbursements for administrative support from the Ryan White Program (up to \$85,000)
- *The FY 2011-12 Adopted Budget includes the reduction of \$184,000 in line items associated with funding for a Service Level Agreement with ITD and various other operating expenses; these reductions will impact the Department's ability to effectively monitor and generate reports for CBOs and the Mom and Pop Small Business Grant Program, as well as its ability to improve payment processes, promote professional development, provide technical assistance to CBOs, and respond to unanticipated service needs*

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DIVISION: COUNTYWIDE HEALTHCARE PLANNING

The Office of Countywide Healthcare Planning leads the coordination of initiatives designed to improve access to health care in the community.

- Develops and implements health coverage strategies for uninsured residents, including the Miami-Dade Blue Health Insurance pilot and a related premium assistance program
- Leverages BBC GOB funds and Miami-Dade Blue Health Insurance funds in the development of an integrated network of community-based comprehensive primary care medical homes in conjunction with the county's seven Federally Qualified Health Centers (FQHCs)
- Adapts and collaboratively implements initiatives to promote healthy lifestyles among county residents and help protect their safety during health emergencies
- Utilize evidence-based algorithms that generate correlates for multivariate analysis of current quantitative health parameters at the local and national level to inform health planning strategies

Strategic Objectives - Measures

- HH1-2: Increase access to health services and ensure that MDC residents have a primary care medical home

Objectives	Measures			FY 08-09	FY 09-10	FY 10-11	FY 10-11	FY 11-12
				Actual	Actual	Budget	Actual	Target
Insurance and Insurance-Like Coverage Expansion Phase I: Design, Carryout RFP and Implement the Miami-Dade Blue Health Insurance pilot initiative for uninsured residents	Residents enrolled in the Miami-Dade Blue Health Insurance Plan and Miami-Dade Blue-based BCBSF statewide products	OP	↔	845	4,093	6,000	11,193	N/A
Expand current premium assistance program to include Miami-Dade residents eligible for both the health insurance and insurance-like products	Cumulative Funding Attained	OP	↔	N/A	\$250,000	\$500,000	\$750,000	\$1,000,000
	Residents submitting online-prescreen applications for the Health Insurance Assistance Program	OP	↑	0	N/A	N/A	889	627
	Financially qualified Health Insurance Assistance applications submitted for medical underwriting	OC	↑	N/A	N/A	N/A	146	100
	Residents enrolled in the Health Insurance Assistance Program	OC	↑	N/A	N/A	250	64	80
Build and interpret core health indicators	Visits to Health eMaps (web based)	OC	↑	284	378	350	584	600

* FY 2010-11 actual awaiting for BCC re-districting

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DIVISION HIGHLIGHTS AND BUDGET ENHANCEMENTS OR REDUCTIONS

- During FY 2011-12, the Office will continue its Phase I efforts to expand health insurance coverage and build on its first full year of premium assistance to expand insurance coverage to low income individuals in conjunction with Miami-Dade Blue and BCBSF
- Throughout FY 2011-12, OCHP will work to develop, attain funding for RFP, and initiate the Center for Health Insurance Education and Primary Care Access (CHIEPA) Phase II of the County's overall health strategy to expand health insurance participation and coverage through insurance-like strategies

BUDGET ENHANCEMENTS OR REDUCTIONS AND ADDITIONAL COMMENTS

- The FY 2011-12 Adopted Budget allocates \$18.832 million for community-based organizations, \$1.044 million to fund the Mom and Pop Small Business Grant Program, and \$430,000 for environmental protection and educational programs funded by the Permitting, Environmental and Regulatory Affairs Department
- The FY 2011-12 Adopted Budget includes reimbursements for administration from the Metropolitan Planning Organization (\$100,000), the Finance Department Bond Administration Division (\$200,000), BBC interest earnings (\$593,000), and the Capital Working Fund (\$401,000)

Department Operational Unmet Needs

Description	(dollars in thousands)		Positions
	Startup Costs/ Non Recurring Costs	Recurring Costs	
Hire two Business Analysts and one Business Analyst Manager to assist with the management and budgeting function	\$6	\$233	3
Hire one Business Analyst to assist in the budget preparation	\$2	\$75	1
Hire one Business Analyst and one Program Coordinator to assist with the planning and performance analysis functions	\$6	\$193	2
Hire one Special Projects Administrator 2 to increase the Department's ability to research and secure sponsorship and funding opportunities	\$2	\$69	1
Total	\$16	\$570	7