

# FY 2015 - 16 Proposed Budget and Multi-Year Capital Plan

## Management and Budget

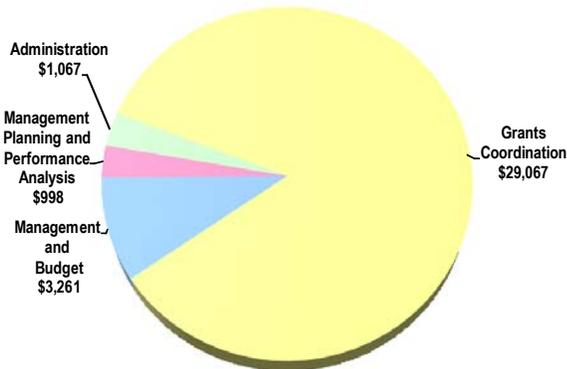
The Office of Management and Budget (OMB) supports and facilitates the County's results-oriented governing to maximize the use of the County's resources; administers and monitors grants to community-based organizations (CBOs); manages grant programs, identifies funding and partnership opportunities and assists County departments with grant writing to maximize financial resources; and oversees the Building Better Communities (BBC) General Obligation Bond Program.

As part of the General Government strategic area, 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; supports the County's bond-funded capital programs; provides policy analysis regarding incorporation and annexation; provides direct administrative support to 16 advisory and community boards; and administers grants including but not limited to the Ryan White Part A and Minority AIDS Initiative (MAI) programs under the federal Ryan White HIV/AIDS Treatment Extension Act of 2009.

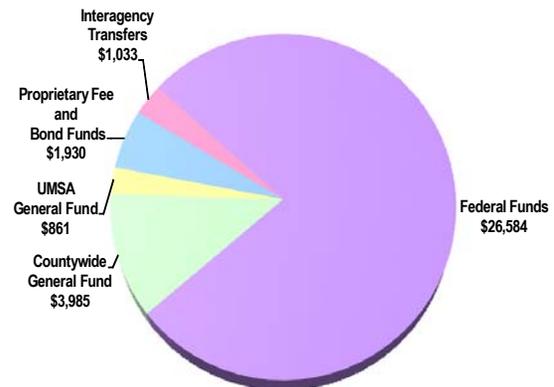
Stakeholders include the Mayor, the Board of County Commissioners (BCC), all County departments, other governmental entities, not-for-profit organizations, district property owners, private developers, municipalities, advisory boards, and consumers.

## FY 2015-16 Proposed Budget

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

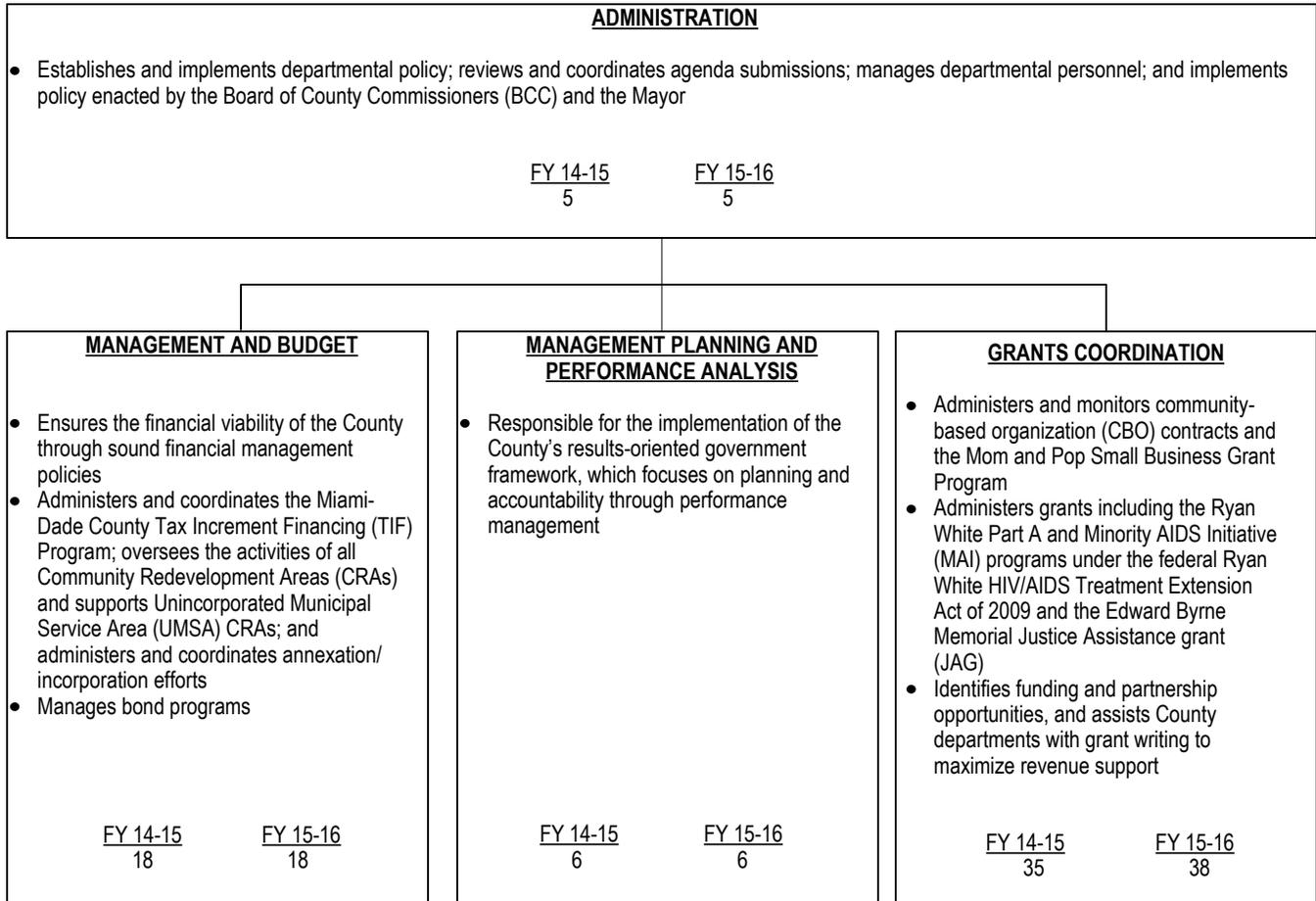


**Revenues by Source**  
(dollars in thousands)



# FY 2015 - 16 Proposed Budget and Multi-Year Capital Plan

## TABLE OF ORGANIZATION



## FY 2015 - 16 Proposed Budget and Multi-Year Capital Plan

### FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 12-13	Actual FY 13-14	Budget FY 14-15	Proposed FY 15-16
<b>Revenue Summary</b>				
General Fund Countywide	3,910	4,235	3,620	3,985
General Fund UMSA	1,484	1,567	1,462	861
Miscellaneous Revenues	0	0	0	300
CRA Administrative	379	509	565	607
Reimbursement				
QNIP Bond Proceeds	82	91	94	30
Building Better Communities	819	696	948	993
Bond Interest				
Ryan White Grant	24,129	0	26,169	26,484
Other Miscellaneous Revenues	0	0	0	100
Miscellaneous Revenues	0	0	0	473
Interagency Transfers	458	542	575	560
<b>Total Revenues</b>	<b>31,261</b>	<b>7,640</b>	<b>33,433</b>	<b>34,393</b>

### **Operating Expenditures**

<b>Summary</b>				
Salary	6,101	5,124	5,700	6,562
Fringe Benefits	1,258	1,271	1,598	1,777
Court Costs	0	0	1	1
Contractual Services	0	41	15	15
Other Operating	23,209	125	25,015	25,170
Charges for County Services	674	770	1,063	817
Grants to Outside Organizations	0	259	0	0
Capital	19	50	41	51
<b>Total Operating Expenditures</b>	<b>31,261</b>	<b>7,640</b>	<b>33,433</b>	<b>34,393</b>

### **Non-Operating Expenditures**

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

(dollars in thousands)	Total Funding		Total Positions	
	Budget FY 14-15	Proposed FY 15-16	Budget FY 14-15	Proposed FY 15-16
<b>Expenditure By Program</b>				
<b>Strategic Area: Health and Human Services</b>				
<b>Strategic Area: General Government</b>				
Administration	949	1,067	5	5
Grants Coordination	28,531	29,067	35	38
Management and Budget	2,992	3,261	18	18
Management Planning and Performance Analysis	961	998	6	6
<b>Total Operating Expenditures</b>	<b>33,433</b>	<b>34,393</b>	<b>64</b>	<b>67</b>

### SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 12-13	Actual FY 13-14	Budget FY 14-15	Projection FY 14-15	Proposed FY 15-16
Advertising	22	30	46	17	51
Fuel	0	0	0	0	0
Overtime	0	0	0	0	0
Rent	53	56	61	58	58
Security Services	0	0	0	0	0
Temporary Services	0	0	0	0	0
Travel and Registration	11	9	24	14	19
Utilities	64	66	50	51	42

## FY 2015 - 16 Proposed Budget and Multi-Year Capital Plan

### **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 its annual update, and coordinates the annual sunset review of County boards process
- Reviews, coordinates, and implements County policy
- Coordinates and monitors payment to community-based organizations (CBOs) funded from discretionary allocations
- Coordinates Advisory Board facilitation and support

### **Strategic Objectives - Measures**

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

Objectives	Measures			FY 12-13	FY 13-14	FY 14-15	FY 14-15	FY 15-16
				Actual	Actual	Budget	Projection	Target
Efficiently process payment requests	Percentage of check requests from CBOs processed within five business days	EF	↑	100%	100%	100%	100%	100%

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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 manages 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 (BBC) Program and the Quality Neighborhood Improvement Program (QNIP) 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
- 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
- Provides legislative and staff support for the BBC Citizens Advisory Committee
- Coordinates with the BCC offices, municipalities, not-for-profit organizations and County departments for allocation of General Obligation Bond dollars

#### Strategic Objectives - Measures

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

Objectives	Measures			FY 12-13	FY 13-14	FY 14-15	FY 14-15	FY 15-16
				Actual	Actual	Budget	Projection	Target
Develop urban corridors (TUAs, CRAs & Enterprise Zones, NRSAs) as destination centers	County TIF Revenue Payments (in millions)*	OC	↑	\$24.8	\$28.8	\$29	\$31.0	\$36.5
	Number of Community Redevelopment Agencies (CRAs)	IN	↔	13	14	14	14	14
	Percent of total County Urban Development Boundary area within CRA districts	IN	↔	3.6%	3.7%	3.7%	3.7%	3.7%

\* FY 13-14 Actuals have been updated to reflect audited financials

- GG4-1: Provide sound financial and risk management

Objectives	Measures			FY 12-13	FY 13-14	FY 14-15	FY 14-15	FY 15-16
				Actual	Actual	Budget	Projection	Target
Prepare and monitor the County's Resource Allocation Plan	Countywide Emergency Contingency Reserve balance (in millions)	OC	↑	\$43	\$43.0	\$43	\$43.1	\$48.1
	Carryover as a percentage of the General Fund Budget	OC	↑	7.1%	4.7%	2.1%	2.9%	3.0%

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• GG5-2: Provide well maintained, accessible facilities and assets								
Objectives	Measures			FY 12-13	FY 13-14	FY 14-15	FY 14-15	FY 15-16
				Actual	Actual	Budget	Projection	Target
Provide coordination for the Building Better Communities (BBC) General Obligation Bond	Value of BBC-GOB funds Expended (in millions)*	OP	↔	\$187.8	\$138	\$330.8	\$286.9	\$306.2
	Number of Business Days to process BBC-GOB reimbursement requests	EF	↓	10	10	10	10	10

\* FY 13-14 Actuals have been updated to reflect audited financials

### **DIVISION COMMENTS**

- The FY 2015-16 Proposed 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
- Through the FY 2015-16 budget development process, the Department implemented phase 2 of the budget development application called "Budgeting Analysis Tool" or BAT; this phase included CBAT, the Capital Budgeting module, and improved position management and other processes
- At the end of FY 2013-14, total BBC program all years expenditures were \$1.305 billion; during FY 2014-15, 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; projected BBC project expenditures for FY 2014-15 total \$287 million; the FY 2015-16 Proposed Budget includes \$306 million of BBC projects
- The FY 2015-16 Proposed Budget includes funding from Building Better Communities Bond Program interest and Quality Neighborhoods Improvement Bond Program interest for bond program administration (\$1.02 million) and contributions from the Metropolitan Planning Organization (\$50,000) and Finance Department Bond Administration (\$175,000) for capital budgeting support

## FY 2015 - 16 Proposed Budget and Multi-Year Capital Plan

### **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 management.

- 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 12-13	FY 13-14	FY 14-15	FY 14-15	FY 15-16
				Actual	Actual	Budget	Projection	Target
Improve alignment and performance of strategic priorities throughout the County	Percentage of Strategic Plan Objectives supported by department business plans*	EF	↑	100%	100%	100%	83%	90%
	Average number of active users of the County performance management system**	IN	↔	902	784	850	775	800
Identify opportunities to improve County operations	Performance analysis projects completed***	OC	↑	19	14	15	12	12
	Percentage of active management and supervisory employees with Lean Six Sigma training***	OC	↑	3.1%	5.8%	N/A	8.2%	9.5%

\* FY 14-15 Projection and FY 15-16 Target include only current and linked measures tracked in the County performance management system

\*\*Reflects a decrease in active users likely due to fewer overall employees, priority, impact of reorganizations, and reliance on power users to enter performance data

\*\*\* This is a new measure; the FY 12-13 and FY 13-14 Actuals are estimated

### **DIVISION COMMENTS**

- In FY 2015-16, the Department will continue to promote training opportunities in Lean Six Sigma (LSS) performance improvement techniques; trainings offer increasing levels of certification: Yellow Belt certification provides participants an introduction to LSS problem-solving tools; Green Belt certification gives participants additional exposure to LSS problem-solving tools, and hands-on participation in a real case study; participants in Green Belt Team Leader and Black Belt training will learn more sophisticated and complex LSS problem-solving methodologies; by the end of FY 2015-16, more than 800 employees will have earned LSS Yellow Belt certification and 140 employees will have earned LSS Green Belt certification; of these, 12 have earned Green Belt Team Leader certification and six have earned Black Belt certification; new training belt levels are being developed and will be launched during FY 2015-16; more than \$3 million of savings opportunities have already been identified
- The Department will continue to provide management consulting support (the equivalent of 2.25 FTEs, \$334,000 for FY 2015-16) to the Water and Sewer Department; improvement projects targeting cost savings and/or service enhancements include heavy fleet maintenance; plans review, project approval processes, and other activities in the New Customer Division; call center management; procurement; and the provision of information technology services

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- In FY 2014-15, the Department completed performance analysis projects including a review of the Human Resources Department reemployment assistance process (using LSS techniques) and an evaluation of the Public Defender Early Representation Unit; two LSS Green belt certification projects were also coordinated with the Corrections and Rehabilitation Department; additional ongoing projects include review of the Local Business Tax and Tangible Personal Property Tax collection processes and the Public Housing and Community Development Department homeownership loan application process; additionally, the Department continues to work with the Internal Services Department and the Public Works and Waste Management Department to reduce heavy fleet maintenance costs, as well as with the Elections Department to continuously improve the voting process

### DIVISION: GRANTS COORDINATION

The Grants Coordination Division administers and processes 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 Assistance Grant (JAG); identifies and promotes grant and revenue generating opportunities for County initiatives; and provides direct support to the CBO Advisory Board, Addiction Services Board (ASB), and the Miami-Dade HIV/AIDS Partnership (planning council).

- Develops and maintains a grant website to identify and promote grant opportunities; prepares grant applications; and provides grant-related training and technical assistance to County departments and CBOs
- Manages local, state, and/or federal grants assigned to the Department to ensure implementation, performance, and compliance

### Strategic Objectives - Measures

- GG4-1: Provide sound financial and risk management

Objectives	Measures			FY 12-13	FY 13-14	FY 14-15	FY 14-15	FY 15-16
				Actual	Actual	Budget	Projection	Target
Develop and implement revenue maximization opportunities	Grant, sponsorship and advertising funding received (in millions) by County and CBOs associated with OMB revenue enhancement activities*	OC	↑	\$29.5	\$20.4	\$25.0	\$25.0	\$27.0

\* FY 13-14 Actuals have been updated

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

Objectives	Measures			FY 12-13	FY 13-14	FY 14-15	FY 14-15	FY 15-16
				Actual	Actual	Budget	Projection	Target
Efficiently monitor and provide technical assistance on CBO allocations and contracts	Percentage of reimbursement requests processed within 21 calendar days	EF	↑	94%	98%	85%	85%	85%
	Site visits - CBOs*	OP	↔	243	185	160	160	150

\* FY 13-14 Actuals have been updated

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- HH3-4: Increase the self sufficiency of vulnerable residents/special populations

Objectives	Measures			FY 12-13	FY 13-14	FY 14-15	FY 14-15	FY 15-16
				Actual	Actual	Budget	Projection	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	↔	9,527	9,624	9,200	9,600	9,600
	Percentage of Ryan White Program payments processed within 21 calendar days	EF	↑	85%	69%	85%	85%	85%
	Comprehensive Ryan White Program site visits (per County's fiscal year)	OP	↔	7	7	15	15	15

\* FY 13-14 Actuals have been updated

### DIVISION COMMENTS

- 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
- The FY 2015-16 Proposed Budget includes reimbursements for administrative support from the Ryan White Program (up to \$170,000)
- The FY 2015-16 Proposed Budget allocates \$17.3 million for community-based organizations; this funding level supports continuation funding of current organizations at current funding levels through April 2016 and restores funding to pre-FY 2014-15 levels for allocation through a competitive solicitation process beginning in FY 2014-15 and anticipated to result in awards for services beginning in May 2016; separately, a competitive solicitation process to allocate \$430,000 for environmental protection and educational programs funded by the Regulatory and Economic Resources Department will be facilitated; the FY 2015-16 Proposed Budget also includes \$1.044 million to fund the Mom and Pop Small Business Grant Program
- An overage position for a Contracts Monitor was approved in FY 2014-15 to manage the new 3-year, \$1 million federal Byrne Criminal Justice Innovation Grant, funded by grant receipts (\$96,000)
- The FY 2015-16 Proposed Budget allocates revenues generated through marketing and sponsorship efforts to fund an existing Revenue Development Coordinator, as well as a new Special Projects Administrator 2, to manage existing marketing and sponsorship efforts as well as develop new revenue generating opportunities (\$300,000)
- The FY 2015-16 Proposed Budget includes funding to add a Senior Grants Analyst to provide capacity building support for community-based organizations (\$90,000)

### Department Operational Unmet Needs

Description	(dollars in thousands)		Positions
	Startup Costs/ Non Recurring Costs	Recurring Costs	
Hire two Senior Business Analysts and one Assistant Business Analyst to handle the increased workload due to the incorporation efforts being considered	\$0	\$294	3
Hire one Senior Business Analyst and one Business Analyst to allow for more comprehensive budget and performance monitoring	\$0	\$140	2
Hire three Contracts Officers to handle CBO monitoring	\$0	\$225	3
<b>Total</b>	<b>\$0</b>	<b>\$659</b>	<b>8</b>