

FY 2013 - 14 Proposed Budget and Multi-Year Capital Plan

Management and Budget

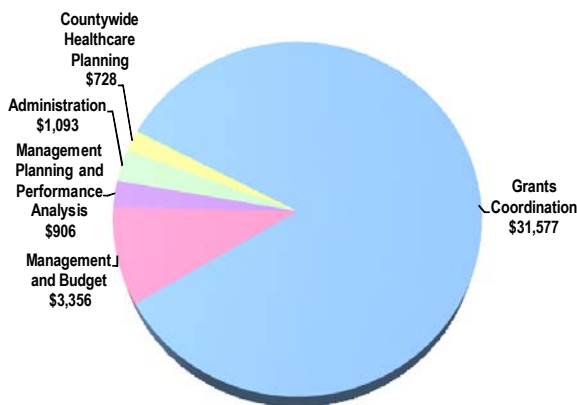
The Office of Management and Budget (OMB) supports and facilitates the County's results-oriented governing to maximize the use of the County's resources; administers and monitors grants to community-based organizations (CBOs); manages grant programs, identifies funding and partnership opportunities and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

As part of the General Government 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; supports the County's bond-funded capital programs; 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 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; and works to enhance the quality of life in Miami-Dade County through health care strategies.

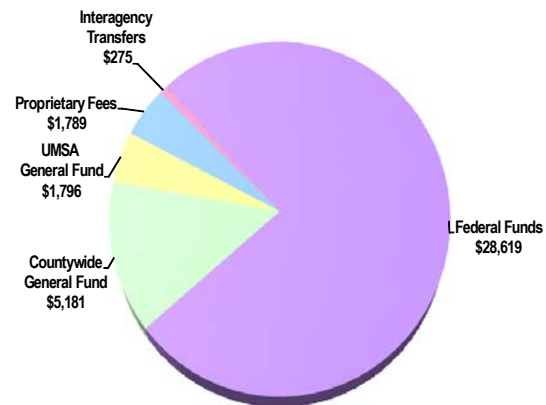
Stakeholders include the Mayor, the Board of County Commissioners (BCC), all County departments, other governmental entities, not-for-profit organizations, district property owners, private developers, municipalities, advisory boards, consumers, and healthcare providers and leaders.

FY 2013-14 Proposed Budget

Expenditures by Activity
(dollars in thousands)

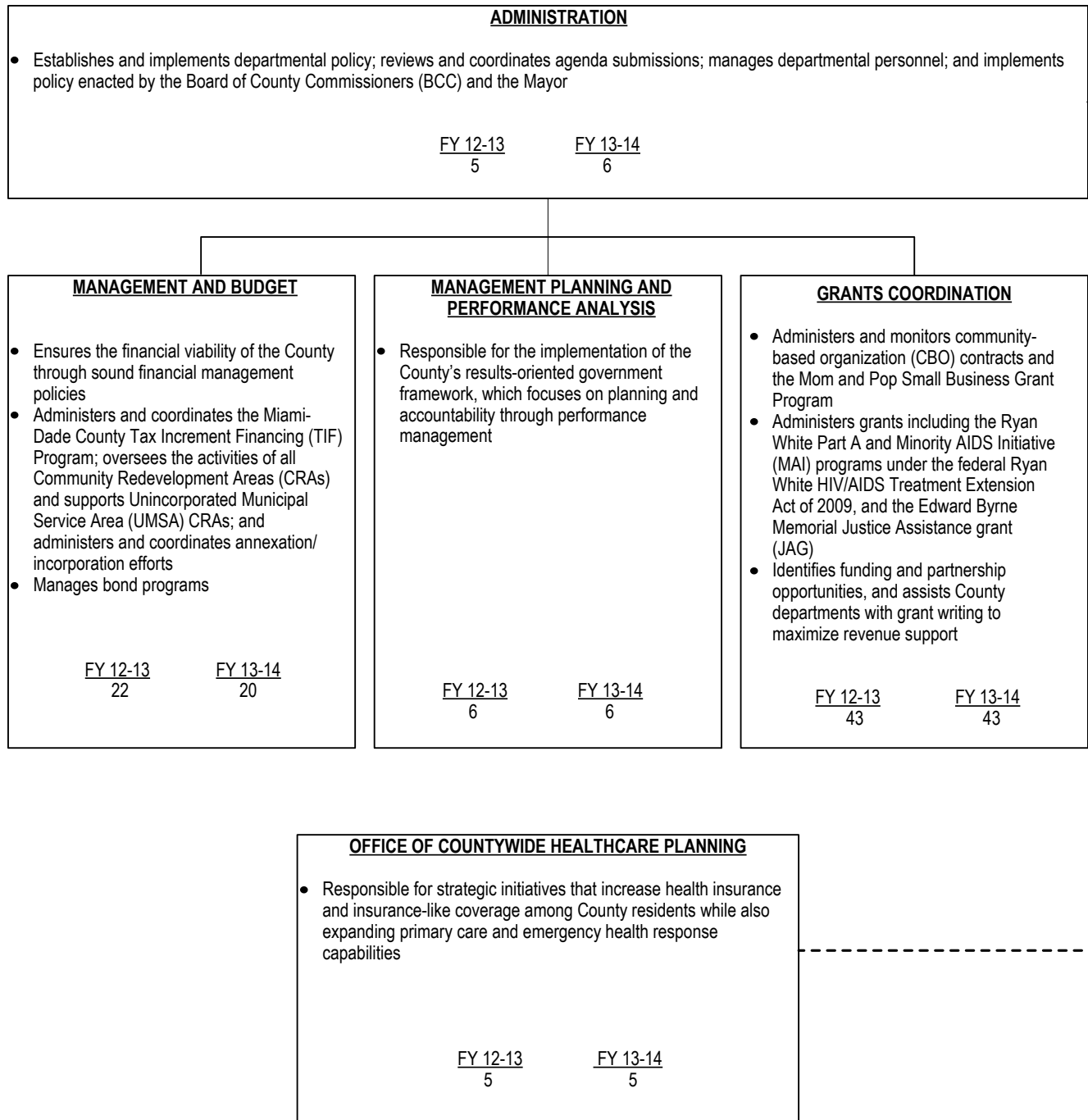


Revenues by Source
(dollars in thousands)



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TABLE OF ORGANIZATION



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FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 10-11	Actual FY 11-12	Budget FY 12-13	Proposed FY 13-14
Revenue Summary				
Carryover	223	0	0	0
General Fund Countywide	4,908	2,833	5,014	5,181
General Fund UMSA	1,273	2,573	1,563	1,796
Carryover	111	0	0	0
CRA Administrative	414	455	462	507
Reimbursement				
QNIP Bond Proceeds	0	32	84	0
Building Better Communities				
Bond Interest	1,039	1,560	1,319	1,282
Ryan White Grant	26,437	24,323	24,887	24,134
Federal Grants	1,351	1,600	4,485	4,485
Interagency Transfers	200	770	275	275
Total Revenues	35,956	34,146	38,089	37,660

Operating Expenditures

Summary				
Salary	7,214	7,322	7,535	7,555
Fringe Benefits	1,693	1,467	1,437	1,815
Court Costs	0	0	0	0
Contractual Services	905	860	3,547	3,542
Other Operating	25,596	23,646	24,407	23,512
Charges for County Services	523	837	785	858
Grants to Outside Organizations	0	0	0	0
Capital	25	14	378	378
Total Operating Expenditures	35,956	34,146	38,089	37,660

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 Depletion	0	0	0	0
Reserve	0	0	0	0
Total Non-Operating Expenditures	0	0	0	0

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 10-11	Actual FY 11-12	Budget FY 12-13	Projection FY 12-13	Proposed FY 13-14
Advertising	11	13	52	19	58
Fuel	0	0	0	0	0
Overtime	7	0	0	1	0
Rent	53	53	53	53	53
Security Services	0	0	2	1	2
Temporary Services	0	0	15	20	15
Travel and Registration	10	6	35	15	34
Utilities	51	52	52	75	53

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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

Strategic Objectives - Measures

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

Objectives	Measures			FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 13-14
				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%

DIVISION COMMENTS

- During FY 2012-13 one position was transferred from the Management and Budget Division to the Administration Division due to the increased workload associated with the implementation of the AP Workflow and related activities

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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 the 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 10-11	FY 11-12	FY 12-13	FY 12-13	FY 13-14
				Actual	Actual	Budget	Projection	Target
Develop urban corridors (TUAs, CRAs & Enterprise Zones, NRSAs) as destination centers	County TIF Revenue Payments (in millions)	OC	↑	\$45.8	\$36.5	\$37.8	\$24.7	\$26.2
	Number of Community Redevelopment Agencies (CRAs)	IN	↔	12	13	14	13	14
	Percent of total County Urban Development Boundary area within CRA districts	IN	↔	3.6%	3.6%	3.6%	3.6%	3.7%

- GG4-1: Provide sound financial and risk management

Objectives	Measures			FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 13-14
				Actual	Actual	Budget	Projection	Target
Prepare and monitor the County's Resource Allocation Plan	Countywide Emergency Contingency Reserve balance (in millions)	OC	↑	\$51.7	\$51.8	\$52.3	\$51.9	\$52.2
	Carryover as a percentage of the General Fund Budget*	OC	↑	4.9%	7.6%	5.4%	6.9%	6.1%

*Excludes Emergency Contingency Reserve

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- GG5-2: Provide well maintained, accessible facilities and assets

Objectives	Measures			FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 13-14
				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	↔	\$117.2	\$137.5	\$241.1	\$240.0	\$356.0
	Number of Business Days to process BBC-GOB reimbursement requests (average)*	EF	↓	22	8	10	9	10

* FY 2010-11 Actual time increased due to additional reimbursement requests

DIVISION COMMENTS

- The FY 2013-14 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
- As part of the FY 2013-14 budget development process, the Department provided County employees more than 18 training workshops on the County's financial databases and budget development processes over a two month period; on-going support is provided to various County departments and offices throughout the year
- In FY 2012-13 total BBC program all years expenditures is expected to surpass \$1.048 billion; during FY 2013-14, 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 2013-14, the BBC bond program will continue to fund major construction projects including: Miami Science Museum; Zoo Miami, Florida Exhibit; and Tropical Park Equestrian Center; as well as design and construction on new projects including new affordable housing projects and Mental Health Diversion Facility
- During FY 2012-13 one position was transferred to the Elections Department*
- In FY 2012-13, the Department initiated the development of a new planning and budgeting system to replace legacy systems and be in alignment with the County's plan to achieve ERP implementation; full implementation is expected during FY 2013-14

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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 10-11	FY 11-12	FY 12-13	FY 12-13	FY 13-14
				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	↑	97%	98%	100%	100%	100%
	Average number of active users of the County performance management system**	IN	↔	1,150	906	900	900	900
Identify opportunities to improve County operations	Performance analysis projects completed***	OC	↑	7	8	7	18	18

* Tracked in the County performance management system

** Decrease in active users is likely due to fewer overall employees, priority and impact of reorganizations, and possible reliance on power users to enter performance data

*** The increase in the number of projects completed in FY 2012-13 and targeted for FY 2013-14 is due to the County's Lean Six Sigma (LSS) performance improvement training initiative

DIVISION COMMENTS

- 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 2013-14, more than 800 employees will have earned LSS Yellow Belt certification and 120 employees will have earned LSS Green Belt certification; of these, 12 will have earned Green Belt Team Leader certification and 6 will have earned Black Belt certification

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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 Youth Crime Task Force, CBO Advisory Board, Dade-Miami Criminal Justice Council, 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 10-11	FY 11-12	FY 12-13	FY 12-13	FY 13-14
				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	↑	\$58	\$28.4	\$35	\$25	\$25

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

Objectives	Measures			FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 13-14
				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	↑	89%	93%	85%	87%	85%
	Site visits - CBOs	OP	↔	160	253	150	150	150

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

Objectives	Measures			FY 10-11	FY 11-12	FY 12-13	FY 12-13	FY 13-14
				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	↔	9,516	9,612	9,500	9,600	9,600
	Percentage of Ryan White Program payments processed within 21 calendar days	EF	↑	86%	92%	85%	87%	85%
	Comprehensive Ryan White Program site visits (per County's fiscal year)	OP	↔	0	2	10	8	15

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DIVISION COMMENTS

- 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
- The FY 2013-14 Proposed Budget includes reimbursements for administrative support from the Ryan White Program (up to \$120,000)
- The FY 2013-14 Proposed Budget allocates \$19.543 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 Regulatory and Economic Resources Department

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 six Federally Qualified Health Centers (FQHCs)
- Develops and collaboratively implements initiatives which increase health information resources and accessibility of these resources to the County's diverse population in order to promote healthy lifestyles and decrease unnecessary use of emergency rooms
- Provides data analysis 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 10-11	FY 11-12	FY 12-13	FY 12-13	FY 13-14
				Actual	Actual	Budget	Projection	Target
Expand current premium assistance program to include Miami-Dade residents eligible for both the health insurance and insurance-like products	Cumulative State/Federal funds obtained for premium assistance	OP	↔	\$750,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,250,000
	Residents enrolled in the Health Insurance Assistance Program	OC	↑	250	123	80	100	80
Build and interpret core health indicators	Visits to Health eMaps (web based)	OC	↑	584	506	500	350	350
Expand current Switchboard of Miami/211 Healthcare Resources to enable greater utility in accessing more comprehensive healthcare service and information resources, expand capacity for referrals and patient education	Calls to Switchboard of Miami/211 for healthcare resources	OC	↑	N/A	N/A	N/A	N/A	3,000
	Healthcare Providers and others trained	OC	↑	N/A	N/A	N/A	N/A	100

ADDITIONAL INFORMATION

- The FY 2013-14 Proposed Budget includes reimbursements for administration from the Metropolitan Planning Organization (\$100,000), the Finance Department Bond Administration Division (\$175,000), and BBC interest earnings (\$381,000)

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Department Operational Unmet Needs

Description	(dollars in thousands)		Positions
	Startup Costs/ Non Recurring Costs	Recurring Costs	
Hire two Sr. Business Analysts and one Assistant Business Analyst to handle the increased workload due to the incorporation efforts being considered	\$0	\$294	3
Hire one Contracts Officer to handle CBO monitoring	\$0	\$73	1
Hire two Special Projects Administrator 2 to increase the Department's ability to research and secure sponsorship and funding opportunities	\$0	\$184	2
Total	\$0	\$551	6