

# FY 2014 - 15 Adopted Budget and Multi-Year Capital Plan

## Management and Budget

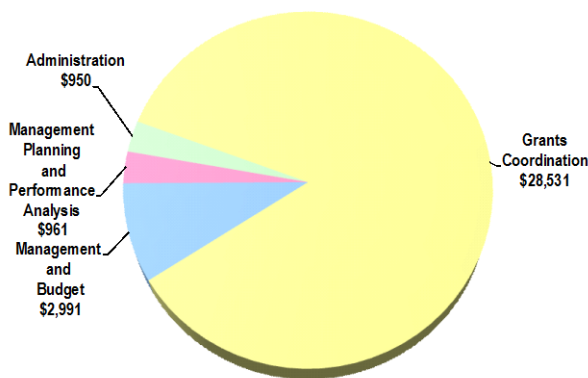
The Office of Management and Budget (OMB) supports and facilitates the County's results-oriented governing to maximize the use of the County's resources; administers and monitors grants to community-based organizations (CBOs); manages grant programs, identifies funding and partnership opportunities and 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 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 15 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.

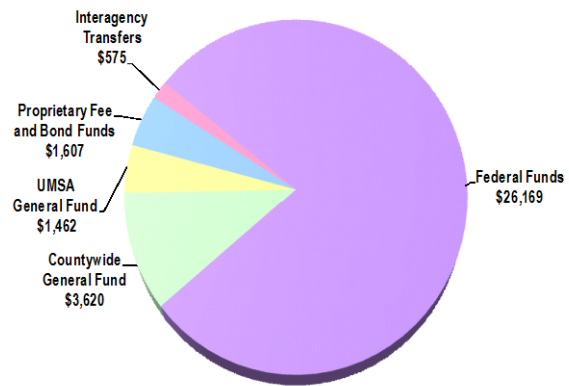
Stakeholders include the Mayor, the Board of County Commissioners (BCC), all County departments, other governmental entities, not-for-profit organizations, district property owners, private developers, municipalities, advisory boards, and consumers.

## FY 2014-15 Adopted Budget

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

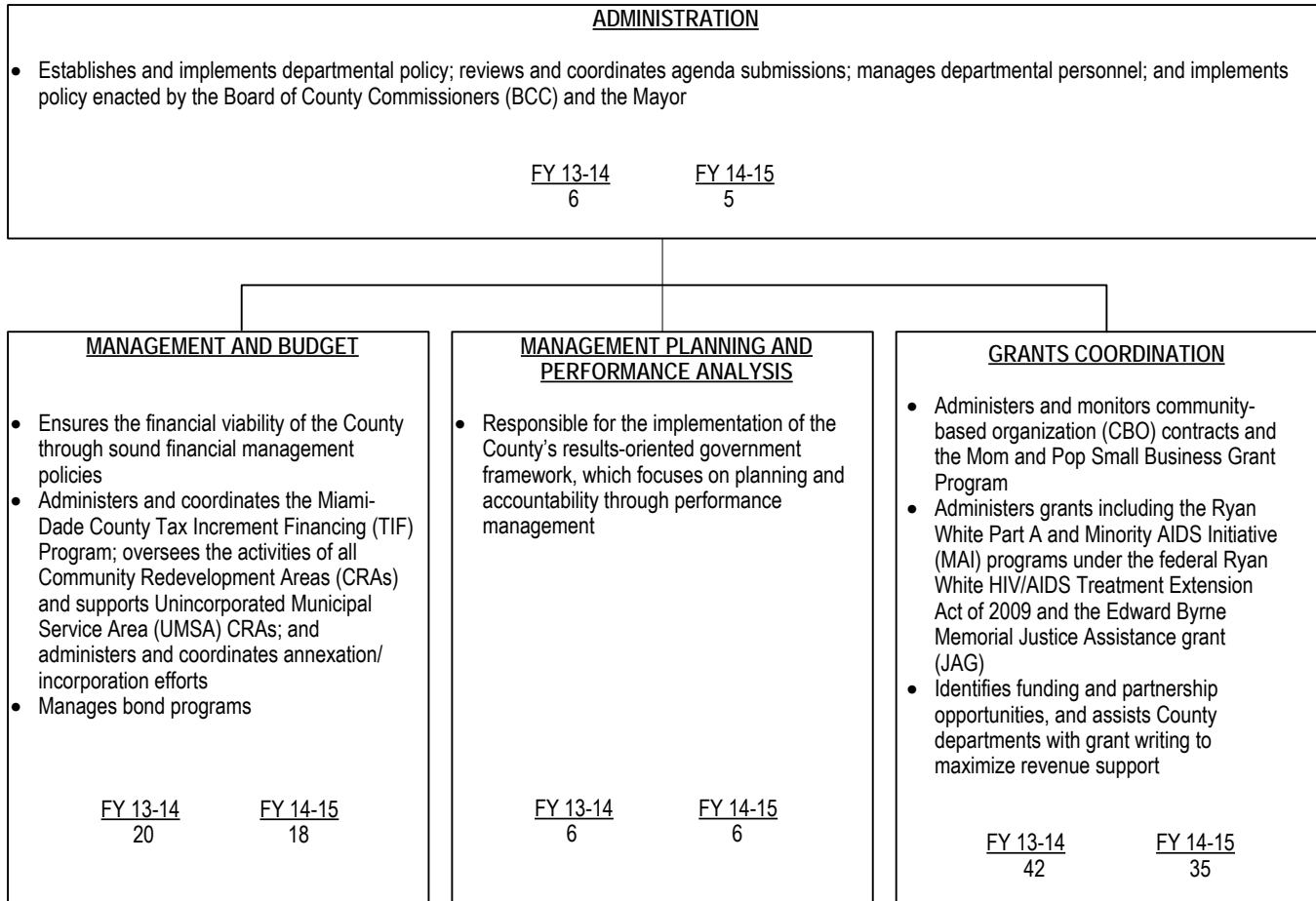


**Revenues by Source**  
(dollars in thousands)



# FY 2014 - 15 Adopted Budget and Multi-Year Capital Plan

## TABLE OF ORGANIZATION



## FY 2014 - 15 Adopted Budget and Multi-Year Capital Plan

### FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 11-12	Actual FY 12-13	Budget FY 13-14	Adopted FY 14-15
<b>Revenue Summary</b>				
General Fund Countywide	4,217	3,910	4,374	3,620
General Fund UMSA	1,189	1,484	1,767	1,462
CRA Administrative Reimbursement	455	379	508	565
QNIP Bond Proceeds	32	82	0	94
Building Better Communities Bond Interest	1,560	819	1,283	948
Ryan White Grant	24,323	24,129	24,134	26,169
Federal Grants	1,600	0	4,485	0
Interagency Transfers	770	458	275	575
<b>Total Revenues</b>	<b>34,146</b>	<b>31,261</b>	<b>36,826</b>	<b>33,433</b>

<b>Operating Expenditures Summary</b>				
Salary	7,322	6,101	6,944	5,700
Fringe Benefits	1,467	1,258	1,660	1,598
Court Costs	0	0	0	1
Contractual Services	860	0	3,542	15
Other Operating	23,646	23,209	23,463	25,015
Charges for County Services	837	674	842	1,063
Grants to Outside Organizations	0	0	0	0
Capital	14	19	375	41
<b>Total Operating Expenditures</b>	<b>34,146</b>	<b>31,261</b>	<b>36,826</b>	<b>33,433</b>

<b>Non-Operating Expenditures 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) Expenditure By Program	Total Funding		Total Positions	
	Budget FY 13-14	Adopted FY 14-15	Budget FY 13-14	Adopted FY 14-15
<b>Strategic Area: Health and Human Services</b>				
Countywide Healthcare Planning	0	0	0	0
<b>Strategic Area: General Government</b>				
Administration	1,092	950	6	5
Grants Coordination	31,471	28,531	42	35
Management and Budget	3,356	2,991	20	18
Management Planning and Performance Analysis	907	961	6	6
<b>Total Operating Expenditures</b>	<b>36,826</b>	<b>33,433</b>	<b>74</b>	<b>64</b>

### SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 11-12	Actual FY 12-13	Budget FY 13-14	Actual FY 13-14	Budget FY 14-15
Advertising	13	22	58	30	46
Fuel	0	0	0	0	0
Overtime	0	0	0	0	0
Rent	53	53	53	56	61
Security Services	0	0	2	0	0
Temporary Services	0	0	15	0	0
Travel and Registration	6	11	34	9	24
Utilities	52	64	53	66	50

## FY 2014 - 15 Adopted 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 11-12	FY 12-13	FY 13-14	FY 13-14	FY 14-15
				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 COMMENTS

- *A Program Coordinator has been eliminated in the FY 2014-15 Adopted Budget; duties will be absorbed by existing staff*

## FY 2014 - 15 Adopted Budget and Multi-Year Capital Plan

### 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 11-12	FY 12-13	FY 13-14	FY 13-14	FY 14-15
				Actual	Actual	Budget	Actual	Target
Develop urban corridors (TUAs, CRAs & Enterprise Zones, NRSAs) as destination centers	County TIF Revenue Payments (in millions)	OC	↑	\$36.5	\$24.8	\$26.2	\$28.5	\$29
	Number of Community Redevelopment Agencies (CRAs)	IN	↔	13	13	14	14	14
	Percent of total County Urban Development Boundary area within CRA districts	IN	↔	3.6%	3.6%	3.7%	3.7%	3.7%

- GG4-1: Provide sound financial and risk management

Objectives	Measures			FY 11-12	FY 12-13	FY 13-14	FY 13-14	FY 14-15
				Actual	Actual	Budget	Actual	Target
Prepare and monitor the County's Resource Allocation Plan	Countywide Emergency Contingency Reserve balance (in millions)	OC	↑	\$51.8	\$43	\$52.2	\$43	\$43
	Carryover as a percentage of the General Fund Budget	OC	↑	7.6%	7.1%	6.0%	4.7%	2.1%

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

Objectives	Measures			FY 11-12	FY 12-13	FY 13-14	FY 13-14	FY 14-15
				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	↔	\$137.5	\$187.8	\$365.8	\$129	\$330.8
	Number of Business Days to process BBC-GOB reimbursement requests	EF	↓	8	10	10	9	10

# FY 2014 - 15 Adopted Budget and Multi-Year Capital Plan

## DIVISION COMMENTS

- The FY 2014-15 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 2014-15 budget development process, the Department implemented phase 1 of a new budget development application called "Budgeting Analysis Tool" or BAT; this system, when fully implemented, will provide greater transparency and improved tools for the development and monitoring of annual budgets; the FY 2014-15 Adopted Budget includes continued support for implementation to be reimbursed from the capital project (\$120,000)
- At the end of FY 2013-14, total BBC program all years expenditures are estimated to total \$1.29 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
- *The FY 2014-15 Adopted Budget reduces a Business Analyst Manager and an Assistant Budget Analyst; assignments will be redistributed to existing staff*
- The FY 2014-15 Adopted Budget includes funding from Building Better Communities Bond Program interest and Quality Neighborhoods Improvement Bond interest to support bond program administration (\$1.02 million) and support from the Metropolitan Planning Organization (\$50,000) and Finance Department Bond Administration (\$175,000) for capital budgeting support

## 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 11-12	FY 12-13	FY 13-14	FY 13-14	FY 14-15
				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	↑	98%	100%	100%	100%	100%
	Average number of active users of the County performance management system**	IN	↔	906	902	900	784	850
Identify opportunities to improve County operations	Performance analysis projects completed*	OC	↑	8	19	18	14	15

\* 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

## FY 2014 - 15 Adopted Budget and Multi-Year Capital Plan

### 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 2014-15, more than 650 employees will have earned LSS Yellow Belt certification and 120 employees will have earned LSS Green Belt certification; of these, 24 will have earned Green Belt Team Leader certification; and six have earned Black Belt certification; more than \$2 million of savings opportunities have already been identified

### **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 11-12	FY 12-13	FY 13-14	FY 13-14	FY 14-15
				Actual	Actual	Budget	Actual	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	↑	\$28.4	\$29.5	\$25.0	\$29.5	\$25.0

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

Objectives	Measures			FY 11-12	FY 12-13	FY 13-14	FY 13-14	FY 14-15
				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	↑	93%	94%	85%	98%	85%
	Site visits - CBOs	OP	↔	253	243	150	150	160

## FY 2014 - 15 Adopted Budget and Multi-Year Capital Plan

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

Objectives	Measures			FY 11-12	FY 12-13	FY 13-14	FY 13-14	FY 14-15
				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	↔	9,612	9,527	9,600	9,600	9,200
	Percentage of Ryan White Program payments processed within 21 calendar days	EF	↑	92%	85%	85%	69%	85%
	Comprehensive Ryan White Program site visits (per County's fiscal year)	OP	↔	2	7	15	7	15

### DIVISION COMMENTS

- Federal guidelines require the Ryan White Program, as a condition of award, to 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 2014-15 Adopted Budget includes reimbursements for administrative support from the Ryan White Program (up to \$163,000)
- The FY 2014-15 Adopted Budget allocates \$16.513 million for community-based organizations and \$1.044 million to fund the Mom and Pop Small Business Grant Program, representing a 10 percent reduction to currently funded programs except for programs providing meals to senior citizens, and \$430,000 for environmental protection and educational programs funded by the Regulatory and Economic Resources Department
- *As part of the FY 2013-14 departmental savings plan, an Assistant Director for Grants Coordination, an Assistant Grants Analyst, a Special Projects Administrator 2, two Special Projects Administrator 1s, two Contracts Officers were eliminated; administrative support is now being shared with other divisions; monitoring assignments were redistributed to existing staff*

### 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
Add one Senior Business Analyst and one Business Analyst to allow for more comprehensive budget and performance monitoring	\$0	\$140	0
Hire two Special Projects Administrator 2 to increase the Department's ability to research and secure sponsorship and other funding opportunities for County initiatives	\$0	\$184	2
Hire three Contracts Officers to handle CBO monitoring	\$0	\$225	1
<b>Total</b>	<b>\$0</b>	<b>\$843</b>	<b>6</b>