

FY 2014 - 15 Proposed Budget and Multi-Year Capital Plan

Management and Budget

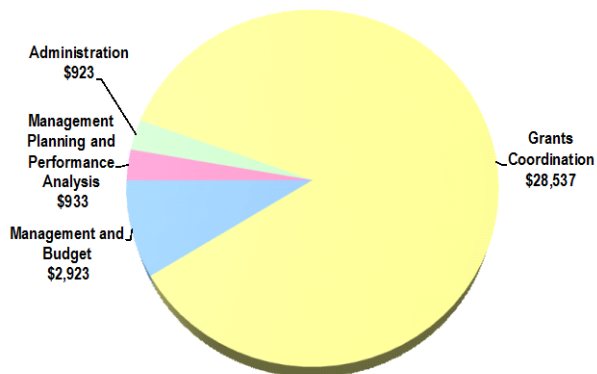
The Office of Management and Budget (OMB) supports and facilitates the County's results-oriented governing to maximize the use of the County's resources; administers and monitors grants to community-based organizations (CBOs); manages grant programs, identifies funding and partnership opportunities and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

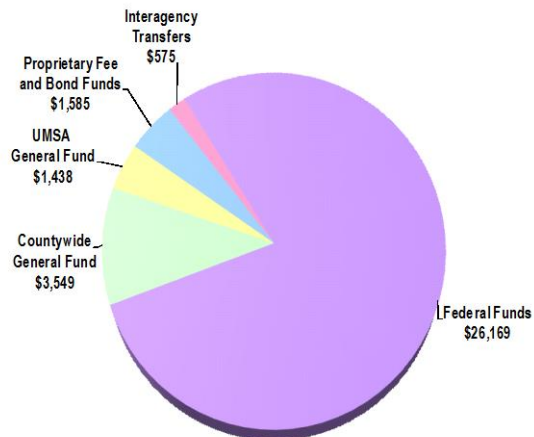
Stakeholders include the Mayor, the Board of County Commissioners (BCC), all County departments, other governmental entities, not-for-profit organizations, district property owners, private developers, municipalities, advisory boards, and consumers.

FY 2014-15 Proposed Budget

Expenditures by Activity
(dollars in thousands)



Revenues by Source
(dollars in thousands)



FY 2014 - 15 Proposed Budget and Multi-Year Capital Plan

TABLE OF ORGANIZATION

<u>ADMINISTRATION</u>			
<ul style="list-style-type: none"> Establishes and implements departmental policy; reviews and coordinates agenda submissions; coordinates Advisory Board support and annual sunset review process; manages departmental personnel; and implements policy enacted by the Board of County Commissioners (BCC) and the Mayor 		<u>FY 13-14</u> 6	<u>FY 14-15</u> 5
<u>MANAGEMENT AND BUDGET</u>		<u>MANAGEMENT PLANNING AND PERFORMANCE ANALYSIS</u>	
<ul style="list-style-type: none"> Ensures the financial viability of the County through sound financial management policies Administers and coordinates the Miami-Dade County Tax Increment Financing (TIF) Program; oversees the activities of all Community Redevelopment Areas (CRAs) and supports Unincorporated Municipal Service Area (UMSA) CRAs; and administers and coordinates annexation/incorporation efforts Manages bond programs 		<ul style="list-style-type: none"> Responsible for the implementation of the County's results-oriented government framework, which focuses on planning and accountability through performance management 	
<u>FY 13-14</u> 20	<u>FY 14-15</u> 18	<u>FY 13-14</u> 6	<u>FY 14-15</u> 6
		<u>GRANTS COORDINATION</u>	
		<ul style="list-style-type: none"> Administers and monitors community-based organization (CBO) contracts and the Mom and Pop Small Business Grant Program 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 the Edward Byrne Memorial Justice Assistance grant (JAG) Identifies funding and partnership opportunities, and assists County departments with grant writing to maximize revenue support 	
		<u>FY 13-14</u> 42	<u>FY 14-15</u> 35

FY 2014 - 15 Proposed Budget and Multi-Year Capital Plan

FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 11-12	Actual FY 12-13	Budget FY 13-14	Proposed FY 14-15
Revenue Summary				
General Fund Countywide	4,217	3,910	4,374	3,549
General Fund UMSA	1,189	1,484	1,767	1,438
CRA Administrative	455	379	508	565
Reimbursement				
QNIP Bond Proceeds	32	82	0	94
Building Better Communities				
Bond Interest	1,560	819	1,283	926
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
Total Revenues	34,146	31,261	36,826	33,316

Operating Expenditures

Summary				
Salary	7,322	6,101	6,944	5,700
Fringe Benefits	1,467	1,258	1,660	1,504
Court Costs	0	0	0	1
Contractual Services	860	0	3,542	15
Other Operating	23,646	23,209	23,463	25,115
Charges for County Services	837	674	842	940
Grants to Outside Organizations	0	0	0	0
Capital	14	19	375	41
Total Operating Expenditures	34,146	31,261	36,826	33,316

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 13-14	Proposed FY 14-15	Budget FY 13-14	Proposed FY 14-15
Strategic Area: General Government				
Administration	1,092	923	6	5
Grants Coordination	31,471	28,537	42	35
Management and Budget	3,356	2,923	20	18
Management Planning and	907	933	6	6
Performance Analysis				
Total Operating Expenditures	36,826	33,316	74	64

FY 2014 - 15 Proposed Budget and Multi-Year Capital Plan

SELECTED ITEM HIGHLIGHTS AND DETAILS

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

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	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

- A Program Coordinator has been eliminated in the FY 2014-15 Proposed Budget; duties will be absorbed by existing staff (\$148,000)

FY 2014 - 15 Proposed 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	Projection	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	Projection	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%	4.8%	1.8%

- 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	Projection	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	\$182.8	\$330.8
	Number of Business Days to process BBC-GOB reimbursement requests	EF	↓	8	10	10	9	10

FY 2014 - 15 Proposed Budget and Multi-Year Capital Plan

DIVISION COMMENTS

- The FY 2014-15 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 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 Proposed 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 \$1.37 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 Proposed Budget reduces a Business Analyst Manager and an Assistant Budget Analyst; assignments will be redistributed to existing staff (\$223,000)*
- The FY 2014-15 Proposed 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	Projection	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	805	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 Proposed 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	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	↑	\$28.4	\$29.5	\$25.0	\$25.0	\$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	Projection	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%	85%	85%
	Site visits - CBOs	OP	↔	253	243	150	150	160

FY 2014 - 15 Proposed 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	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	↔	9,612	9,527	9,600	9,600	9,200
	Percentage of Ryan White Program payments processed within 21 calendar days	EF	↑	92%	85%	85%	85%	85%
	Comprehensive Ryan White Program site visits (per County's fiscal year)	OP	↔	2	7	15	15	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 Proposed Budget includes reimbursements for administrative support from the Ryan White Program (up to \$163,000)
- The FY 2014-15 Proposed Budget allocates \$16.356 million for community-based organizations and \$939,000 to fund the Mom and Pop Small Business Grant Program, representing a 10 percent reduction to currently funded programs, 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 Division 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 (\$732,000)

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
Total	\$0	\$843	6