

FY 2016 - 17 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.

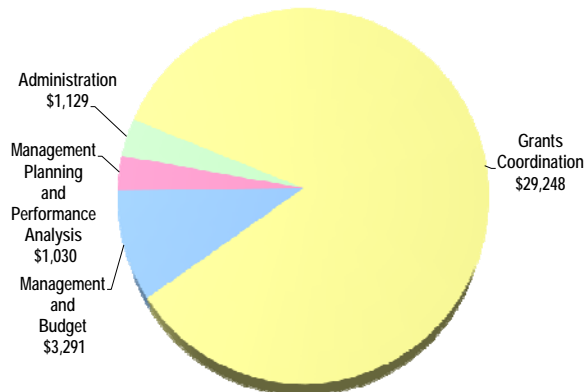
As part of the General Government strategic area, OMB supports the County's strategic planning and business planning processes; develops the County's annual budget; facilitates performance reporting mechanisms; conducts organizational, management, and business process reviews; promotes efforts to revitalize 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 14 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, small businesses, district property owners, private developers, municipalities, advisory boards, and consumers.

FY 2016-17 Adopted Budget

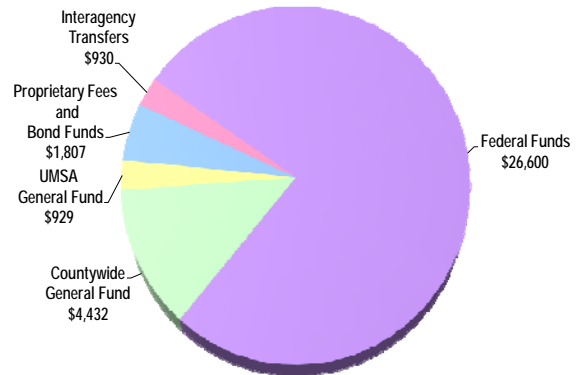
Expenditures by Activity

(dollars in thousands)



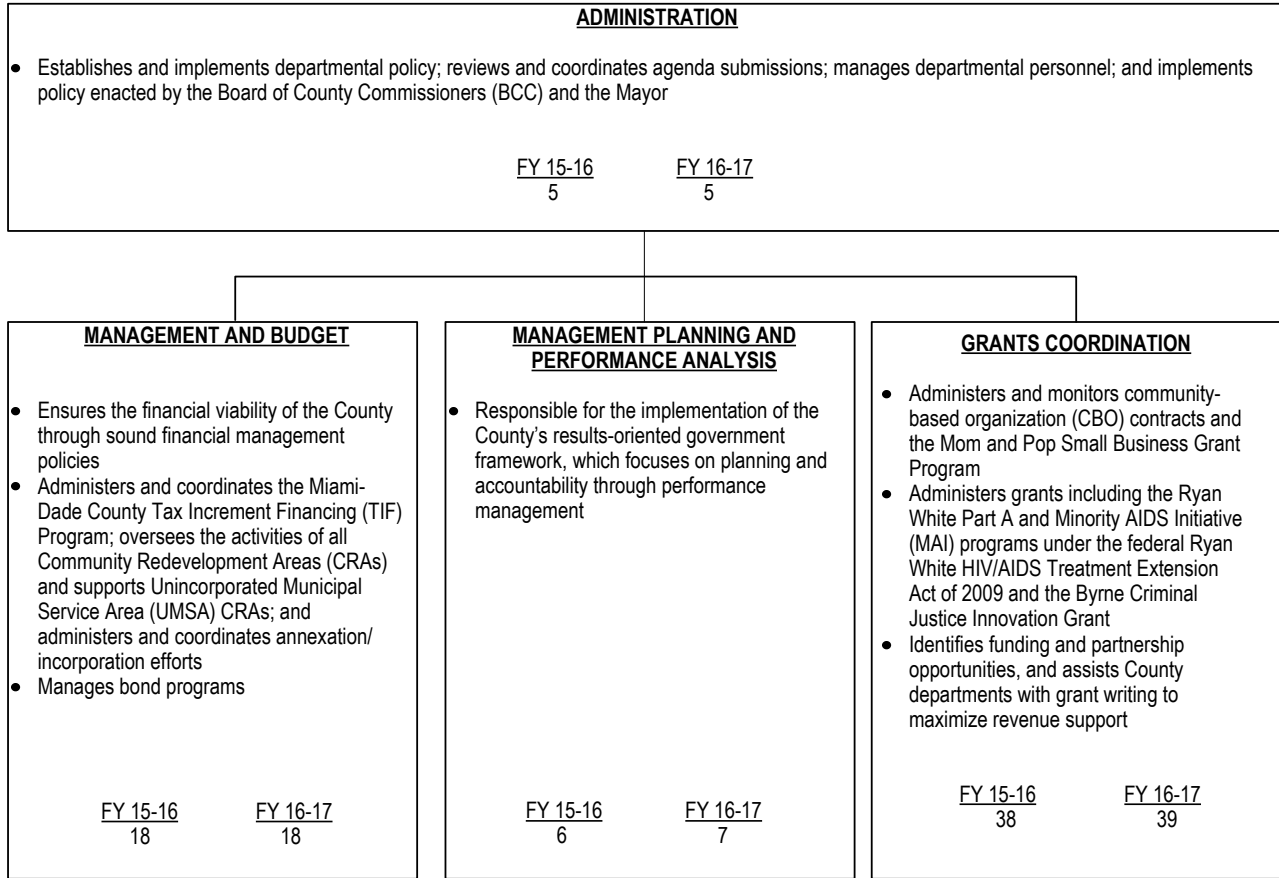
Revenues by Source

(dollars in thousands)



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TABLE OF ORGANIZATION



The FY 2016-17 total number of full-time equivalent positions is 69 FTEs

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FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 13-14	Actual FY 14-15	Budget FY 15-16	Adopted FY 16-17
Revenue Summary				
General Fund Countywide	4,235	3,550	3,945	4,432
General Fund UMSA	1,567	1,247	856	929
Building Better Communities	696	737	993	900
Bond Interest				
CRA Administrative Reimbursement	442	496	607	707
Miscellaneous Revenues	0	0	300	200
QNIP Bond Proceeds	91	94	30	0
Other Miscellaneous Revenues	0	100	100	100
Ryan White Grant	0	24,373	26,484	26,500
Interagency Transfers	542	581	560	417
Miscellaneous Revenues	0	0	473	513
Total Revenues	7,573	31,178	34,348	34,698

Operating Expenditures Summary

Salary	5,057	5,266	6,516	6,565
Fringe Benefits	1,271	1,529	1,778	1,939
Court Costs	0	142	1	1
Contractual Services	41	13,370	15	0
Other Operating	125	420	25,170	343
Charges for County Services	770	905	817	814
Grants to Outside Organizations	259	9,433	0	24,980
Capital	50	18	51	56
Total Operating Expenditures	7,573	31,083	34,348	34,698

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

(dollars in thousands) Expenditure By Program	Total Funding		Total Positions	
	Budget FY 15-16	Adopted FY 16-17	Budget FY 15-16	Adopted FY 16-17
Strategic Area: General Government				
Administration	1,022	1,129	5	5
Grants Coordination	29,067	29,248	38	39
Management and Budget	3,261	3,291	18	18
Management Planning and Performance Analysis	998	1,030	6	7
Total Operating Expenditures	34,348	34,698	67	69

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 13-14	Actual FY 14-15	Budget FY 15-16	Actual FY 15-16	Budget FY 16-17
Advertising	30	1	51	52	55
Fuel	0	0	0	0	0
Overtime	0	2	0	0	0
Rent	56	58	59	60	60
Security Services	0	0	0	0	0
Temporary Services	0	0	0	7	0
Travel and Registration	9	14	19	21	20
Utilities	66	47	42	41	91

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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 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Actual	Target
Efficiently process payment requests	Percentage of check requests from CBOs processed within ten business days*	EF	↑	100%	100%	100%	100%	100%

* Beginning with the FY 2015-16 Actual activity, the goal has been increased from 5 days to 10 days due to increased processing time associated with the implementation of the Imaging Workflow Application to automate vendor payments

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 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Actual	Target
Develop urban corridors (TUAs, CRAs & Enterprise Zones, NRSAs) as destination centers	County TIF Revenue Payments (in millions)	OC	↑	\$28.8	\$31	\$36.5	\$36.8	\$41
	Number of Community Redevelopment Agencies (CRAs)	IN	↔	14	14	14	14	14
	Percent of total County Urban Development Boundary area within CRA districts	IN	↔	3.7%	3.7%	3.7%	3.7%	3.7%

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• GG4-1: Provide sound financial and risk management								
Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Actual	Target
Prepare and monitor the County's Resource Allocation Plan	Countywide Emergency Contingency Reserve balance (in millions)	OC	↑	\$43.0	\$43.1	\$48.1	\$48.1	\$48.1
	Carryover as a percentage of the General Fund Budget	OC	↑	4.7%	2.9%	3.0%	3.4%	2.9%

• GG5-2: Provide well maintained, accessible facilities and assets								
Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				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	↔	\$138	\$219.4	\$307.7	\$150.2	\$232.4
	Number of Business Days to process BBC-GOB reimbursement requests	EF	↓	10	9	10	8	10

*FY 2016-17 Target corrected to match ordinance schedule

DIVISION COMMENTS

- The FY 2016-17 Adopted Budget includes funding in the non-departmental management consulting budget for management consulting services related to CRA start-up activities (\$100,000); these costs will be reimbursed upon the creation of the CRA and the collection of the TIF revenues generated from the respective CRA
- During FY 2016-17, 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 2016-17 Adopted Budget includes \$232.4 million of BBC projects
- The FY 2016-17 Adopted Budget includes funding from Building Better Communities Bond Program interest bond program administration (\$900,000) and contributions from the Metropolitan Planning Organization (\$50,000) and Finance Department Bond Administration (\$175,000) for capital budgeting support
- An Executive Secretary position in the Grants Coordination Division was reclassified to an Assistant Grants Analyst in FY 2015-16 and will be shared with the Community Redevelopment and Municipal Services function to coordinate Municipal Advisory Committee meetings and other public meetings, facilitate the CBO solicitation process, and provide agenda coordination support (\$120,000)
- The FY 2016-17 Adopted Budget includes \$470,000 from the IT Funding Model to support the Budgeting Analysis Tool (BAT)

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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 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
- Coordinates the review of Implementing Orders and Administrative Orders and facilitates placement in the budget documents or preparation of agenda items for Board consideration

Strategic Objectives - Measures

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

Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				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	↑	100%	87%	90%	93%	90%
	Average number of active users of the County performance management system	IN	↔	784	799	800	869	800
Identify opportunities to improve County operations	Performance analysis projects completed	OC	↑	14	13	12	10	12
	Percentage of active management and supervisory employees with Lean Six Sigma training	OC	↑	5.8%	7.7%	9.5%	9.1%	8.75%

DIVISION COMMENTS

- In FY 2016-17, the Department will continue to promote training opportunities in Lean Six Sigma (LSS) performance improvement techniques; along with the introductory Yellow Belt class, the Department will offer County employees currently certified as LSS Yellow Belts or Green Belts additional classes to augment their performance improvement skills, implementing new Orange Belt and Blue Belt achievement levels; the additional classes focus on specific tools and techniques such as survey development, flowcharting, and decision analysis, among others
- The Department will continue to provide management consulting support (the equivalent of 1.5 FTEs, \$192,000 for FY 2016-17) to the Water and Sewer Department (WASD); proposed improvement projects targeting cost savings and/or service enhancements include WASD's use of the Enterprise Asset Management System (EAMS) and the internal recruitment process
- In FY 2015-16, the Department completed performance analysis projects including a review of the Public Housing and Community Development homeownership loan application process and reviews of the Tangible Personal Property Tax collection and lien placement processes for the Finance Department; additionally, the Department is working with the Internal Services Department to improve the processes for repairing body damage to vehicles and for disposing of retired vehicles, as well as with the Elections Department to continuously improve the voting process
- In FY 2015-16, working with the Internal Services Department, OMB established a new Management Advisory Consulting Services (MACS) Pool to provide streamlined access to consultants for County departments; under the new contract, vendors meeting the minimum qualifications may be added to the pool at any time; the FY 2016-17 Adopted Budget includes \$200,000 allocated in the Management Consulting Reserve in the General Government budget to utilize MACS pool members to recommend standardized span of control determinations countywide and to perform analyses in our largest direct service departments to improve the application of relief factors and other methods for the distribution of personnel resources to promote budgetary savings

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- The FY 2016-17 Adopted Budget includes \$43,000 from the IT Funding Model to support the Active Strategies Enterprise (ASE) performance reporting system
- In FY 2015-16, the Assistant Director position was downgraded to a Senior Business Analyst, two Business Analyst Managers were regraded to an OMB Coordinator and an OMB Program Coordinator, and an Assistant Business Analyst position was added as an overage in order to better align responsibilities with job descriptions and expand training opportunities, particularly with the new Lean Six Sigma belt classes

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 Byrne Criminal Justice Innovation Grant; identifies and promotes grant and revenue generating opportunities for County initiatives; and provides direct support to 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 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Actual	Target
Develop and implement revenue maximization opportunities	Grant, sponsorship and advertising funding received (in millions) by the County and CBOs associated with OMB revenue enhancement activities	OC	↑	\$20.4	\$25.0	\$25.0	\$32.9	\$30.0

*FY 2016-17 target increased based on FY 2015-16 actual performance

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

Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				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	↑	98%	91%	85%	89%	85%
	Site visits - CBOs*	OP	↔	185	130	33	8	7

* FY 2014-15 Actual site visits were below expected due to high number of vacant positions; FY 2015-16 Projection and FY 2016-17 Target has been reduced due to implementation of the CBO solicitation process

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

Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				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	↔	9,624	9,655	9,600	9,671	9,600
	Percentage of Ryan White Program payments processed within 21 calendar days	EF	↑	69%	81%	85%	96%	85%
	Comprehensive Ryan White Program site visits (per contract year)*	OP	↔	7	4	15	15	15

* Measure updated effective FY 2015-16 Actual to measure site visits per contract period rather than County fiscal year

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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 2016-17 Adopted Budget includes reimbursements for administrative support from the Ryan White Program (up to \$196,000)
- The FY 2016-17 Adopted Budget allocates \$15.352 million for community-based organizations (CBOs); this funding level supports continuation funding of current organizations at current funding levels through the end of May 2017, funding in the amount of \$150,000 per Commission District for allocation to CBOs for district specific needs, and restores CBO funding to pre-FY 2014-15 levels for allocation through a competitive solicitation process anticipated to result in awards for services beginning in June 2017; separately, a competitive solicitation process to allocate \$730,000 for environmental protection and educational programs funded by the Regulatory and Economic Resources Department (\$430,000), Water and Sewer Department (\$200,000), and Department of Solid Waste Management (\$100,000) will be facilitated; the FY 2016-17 Adopted Budget also includes \$1.044 million to fund the Mom and Pop Small Business Grant Program
- An overage position for a Special Projects Administrator 1 and was approved in FY 2015-16 to manage the CBO competitive solicitation process and coordinate grant application and contracting processes (\$116,000)
- The FY 2016-17 Adopted Budget includes revenues generated through marketing and sponsorship agreements to support existing marketing and sponsorship efforts as well as develop new revenue generating opportunities (\$200,000)
- An Executive Secretary position in the Grants Coordination Division was reclassified to an Assistant Grants Analyst in FY 2015-16 and will be shared with the Community Redevelopment and Municipal Services function to coordinate Municipal Advisory Committee meetings and other public meetings, facilitate the CBO solicitation process, and provide agenda coordination support (\$120,000)

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 address the increased workload due to the incorporation efforts being considered	\$10	\$380	3
Hire one Senior Business Analyst and one Business Analyst to allow for more comprehensive budget and performance monitoring	\$15	\$415	2
Hire three Contracts Officers to handle enhanced monitoring	\$10	\$225	3
Total	\$35	\$1,020	8