

FY 2017 - 18 Adopted Budget and Multi-Year Capital Plan

Management and Budget

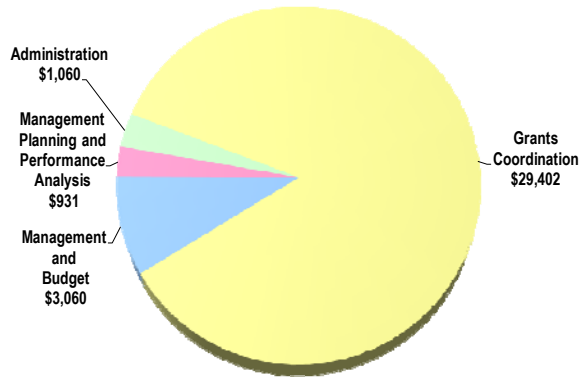
The Office of Management and Budget (OMB) supports and facilitates the County's results-oriented governing to maximize the use of the County's resources; administers and monitors grants to community-based organizations (CBOs) and small businesses; manages grant programs, identifies funding and partnership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

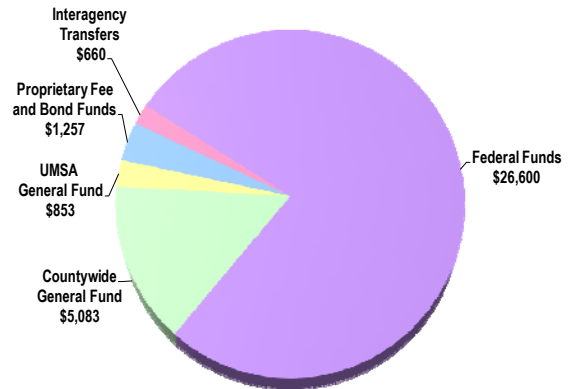
Stakeholders include the Mayor, the Board of County Commissioners (BCC), all County departments, other governmental entities, not-for-profit organizations, small businesses, district property owners, private developers, municipalities, advisory boards, and consumers.

FY 2017-18 Adopted Budget

Expenditures by Activity
(dollars in thousands)

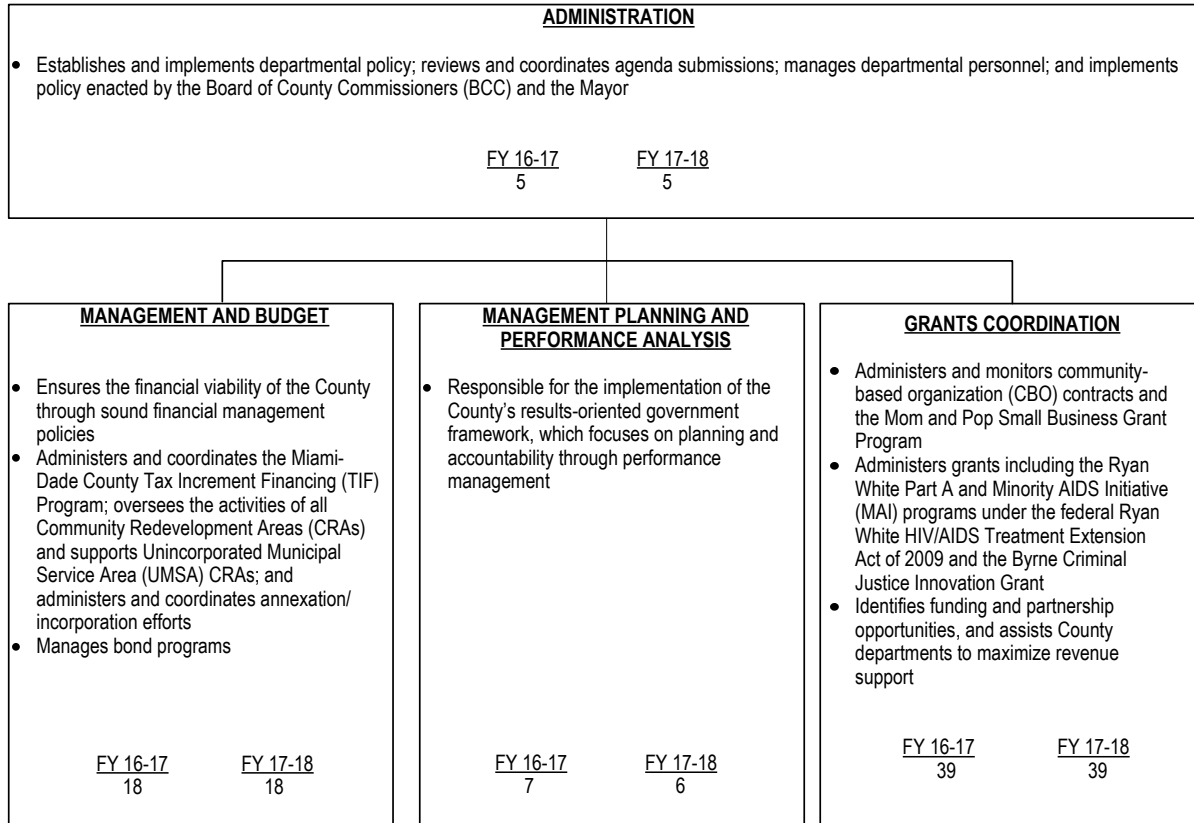


Revenues by Source
(dollars in thousands)



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TABLE OF ORGANIZATION



The FY 2017-18 total number of full-time equivalent positions is 68 FTEs

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FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 14-15	Actual FY 15-16	Budget FY 16-17	Adopted FY 17-18
Revenue Summary				
General Fund Countywide	3,550	3,558	4,432	5,083
General Fund UMSA	1,247	827	929	853
Building Better Communities				
Bond Interest	737	777	900	200
CRA Administrative				
Reimbursement	496	668	707	682
Miscellaneous Revenues	0	300	200	350
QNIP Bond Proceeds	94	30	0	25
Other Miscellaneous Revenues	100	100	100	100
Ryan White Grant	24,373	24,540	26,500	26,500
Interagency Transfers	581	560	417	225
Interfund Transfers	0	0	0	265
Miscellaneous Revenues	0	473	513	170
Total Revenues	31,178	31,833	34,698	34,453

Operating Expenditures

Summary				
Salary	5,266	6,228	6,565	6,434
Fringe Benefits	1,529	1,316	1,939	2,001
Court Costs	142	89	1	1
Contractual Services	13,370	15,089	0	0
Other Operating	420	2,725	343	324
Charges for County Services	905	669	814	721
Grants to Outside Organizations	9,433	5,709	24,980	24,916
Capital	18	8	56	56
Total Operating Expenditures	31,083	31,833	34,698	34,453

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)	Total Funding		Total Positions	
	Budget FY 16-17	Adopted FY 17-18	Budget FY 16-17	Adopted FY 17-18
Expenditure By Program				
Strategic Area: General Government				
Administration	1,129	1,060	5	5
Grants Coordination	29,248	29,402	39	39
Management and Budget	3,291	3,060	18	18
Management Planning and Performance Analysis	1,030	931	7	6
Total Operating Expenditures	34,698	34,453	69	68

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 14-15	Actual FY 15-16	Budget FY 16-17	Actual FY 16-17	Budget FY 17-18
Advertising	1	51	55	18	45
Fuel	0	0	0	0	0
Overtime	2	0	0	0	0
Rent	58	60	60	60	60
Security Services	0	0	0	0	0
Temporary Services	0	7	0	0	0
Travel and Registration	14	21	20	25	22
Utilities	47	41	91	37	40

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

DIVISION COMMENTS

- *An Administrative Secretary position will be held vacant through FY 2017-18*

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 boundary adjustments, financing, land acquisition, and annual budgets and negotiates interlocal agreements between the County and the various CRAs
- Negotiates conceptual agreements with Municipal Advisory Committees in areas considering incorporation; negotiates annexation agreements with municipalities; negotiates interlocal agreements with new municipalities; and coordinates the transition of services to newly incorporated municipalities
- 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 14-15	FY 15-16	FY 16-17	FY 16-17	FY 17-18
				Actual	Actual	Budget	Actual	Target
Develop urban corridors (TUAs, CRAs & Enterprise Zones, NRSAs) as destination centers	County TIF Revenue Payments (in millions)	OC	↑	\$31	\$36.8	\$41	\$43	\$45.5
	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 14-15	FY 15-16	FY 16-17	FY 16-17	FY 17-18
				Actual	Actual	Budget	Actual	Target
Prepare and monitor the County's Resource Allocation Plan	Countywide Emergency Contingency Reserve balance (in millions)	OC	↑	\$43.1	\$48.1	\$48.1	\$48.3	\$48.3
	Carryover as a percentage of the General Fund Budget	OC	↑	2.9%	3.6%	2.9%	2.7%	2.5%

• GG5-2: Provide well maintained, accessible facilities and assets								
Objectives	Measures			FY 14-15	FY 15-16	FY 16-17	FY 16-17	FY 17-18
				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	↔	\$219.4	\$160.8	\$232.4	\$61.1	\$200.8
	Number of Business Days to process BBC-GOB reimbursement requests	EF	↓	9	8	10	8	10

* Actual spending of bond funds in FY 2016-17 was less than budgeted due to delays in major capital projects; future budget development will take into consideration projects for which design and construction contracts are already in place

DIVISION COMMENTS

- The FY 2017-18 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 2017-18, 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 2017-18 Adopted Budget includes \$200.8 million of BBC projects
- The FY 2017-18 Adopted Budget includes funding from Building Better Communities Bond Program interest bond program administration (\$200,000) and contributions from the Transportation Planning Organization (\$50,000) and Finance Department Bond Administration (\$175,000) for capital budgeting support
- An Assistant Grants Analyst in the Grants Coordination Division will be shared with the Community Redevelopment and Municipal Services function to coordinate Municipal Advisory Committee meetings and other public meetings, facilitate the CBO contracting and monitoring processes, and provide agenda coordination support
- In FY 2017-18, the Office of Management and Budget, along with the Information Technology Department, Human Resources, and the Internal Services Department will begin the implementation of the Enterprise Resource Planning (ERP) System; the FY 2017-18 Adopted Budget includes funding from the IT Funding Model to support the implementation of the ERP system (\$64,000) and the Budgeting Analysis Tool (BAT) (\$92,000)
- *A Business Analyst position will be held vacant through FY 2017-18*

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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

Strategic Objectives - Measures

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

Objectives	Measures			FY 14-15	FY 15-16	FY 16-17	FY 16-17	FY 17-18
				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	↑	87%	93%	90%	95%	95%
	Average number of active users of the County performance management system	IN	↔	799	869	800	794	800
Identify opportunities to improve County operations	Performance analysis projects completed	OC	↑	13	10	12	13	11
	Percentage of active management and supervisory employees with Lean Six Sigma training	OC	↑	7.7%	9.1%	8.75%	10.2%	10.5%

DIVISION COMMENTS

- In FY 2017-18, the Department will continue to promote training opportunities in Lean Six Sigma (LSS) performance improvement techniques; along with the introductory Yellow Belt class, a new round of advanced Green Belt training will begin during the year; the Department will also offer County employees currently certified in LSS additional classes to augment their performance improvement skills; the additional classes focus on specific tools and techniques such as survey development, flowcharting, and decision analysis, among others with employees earning additional, higher LSS certification levels
- In FY 2016-17, the Department completed performance analysis projects including a review of the Animal Services Department operations and staffing levels; Water and Sewer (WASD) implementation assistance for improvements to the WASD Enterprise Asset Management System and a review of recruitment and vendor payment processes; and specialized performance improvement assistance to the Miami-Dade Corrections and Rehabilitation Department; additionally, the Department is performing a comprehensive review of the County's domestic violence programs that will conclude in FY 2017-18
- The FY 2017-18 Adopted Budget includes \$14,000 from the IT Funding Model to support the implementation of the Enterprise Resource Planning (ERP) system
- *For FY 2017-18, a Senior Business Analyst was transferred to the Miami-Dade Corrections and Rehabilitation Department to assist with staffing and process analyses (\$140,000)*
- In FY 2016-17, the Department hired an external consultant to analyze the County's span of control calculations as well as relief factors and other methods for the distribution of personnel resources in large departments to promote budgetary savings and ensure best management practices; funding is allocated in the Management Consulting Reserve in the General Government budget (\$68,000 in FY 2016-17; \$202,000 in FY 2017-18); the span of control portion was completed in FY 2016-17 and it is anticipated that the relief factor analysis will be completed during the first quarter of FY 2017-18; findings will be used in the development of the FY 2018-19 budget

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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 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 14-15	FY 15-16	FY 16-17	FY 16-17	FY 17-18
				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	↑	\$25	\$33	\$30	\$38	\$30

*FY 2017-18 Target has been updated to reflect agreements and contracts executed subsequent to the Proposed Budget

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

Objectives	Measures			FY 14-15	FY 15-16	FY 16-17	FY 16-17	FY 17-18
				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	↑	91%	89%	85%	89%	85%
	Site visits - CBOs*	OP	↔	130	8	7	42	144

*FY 2017-18 Targets have been updated to reflect contracts awarded subsequent to the Proposed Budget

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

Objectives	Measures			FY 14-15	FY 15-16	FY 16-17	FY 16-17	FY 17-18
				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	↔	9,655	9,671	9,600	10,165	10,500
	Percentage of Ryan White Program payments processed within 21 calendar days	EF	↑	81%	97%	85%	94%	85%
	Comprehensive Ryan White Program site visits (per contract year)**	OP	↔	4	15	15	15	5

* FY 2017-18 Target has been updated to reflect grant awards received subsequent to the Proposed Budget

** FY 2017-18 Target updated to reflect a change in federal policy requiring site visits once every two years rather than annually

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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 2017-18 Adopted Budget includes reimbursements for administrative support from the Ryan White Program (up to \$265,000)
- The FY 2017-18 Adopted Budget allocates \$13.82 million for community-based organizations (CBOs), providing funding for organizations which participated in the RFP #CBO1516 competitive solicitation process; separately, a new 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 2017-18 Adopted Budget also includes \$1.044 million to fund the Mom and Pop Small Business Grant Program and \$1.625 million (\$125,000 per Commission District) for allocation to CBOs for district specific needs
- The FY 2017-18 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 (\$350,000)
- An Assistant Grants Analyst in the Grants Coordination Division will be shared with the Community Redevelopment and Municipal Services function to coordinate Municipal Advisory Committee meetings and other public meetings, facilitate the CBO contracting and monitoring processes, and provide agenda coordination support
- *Two Special Projects Administrator 2 positions and a Contract Officer position will be held vacant through FY 2017-18; if non-County funding is identified, a vacant Senior Grants Analyst position will be filled to facilitate the CBO capacity-building activities*

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 perform enhanced monitoring of community-based organizations	\$10	\$225	3
Total	\$35	\$1,020	8