

FY 2018 - 19 Adopted Budget and Multi-Year Capital Plan

Management and Budget

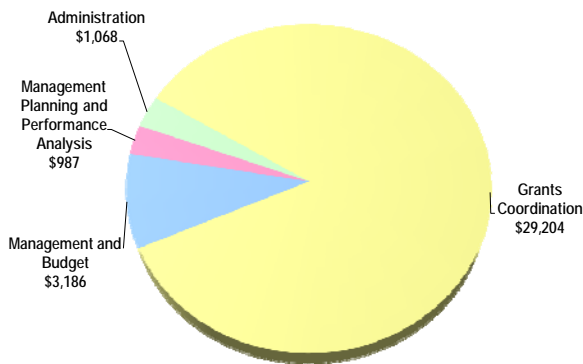
The Office of Management and Budget (OMB) supports and facilitates the County's results-oriented governing to maximize the use of the County's resources; administers and monitors grants to community-based organizations (CBOs) and small businesses; manages grant programs, identifies funding and partnership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

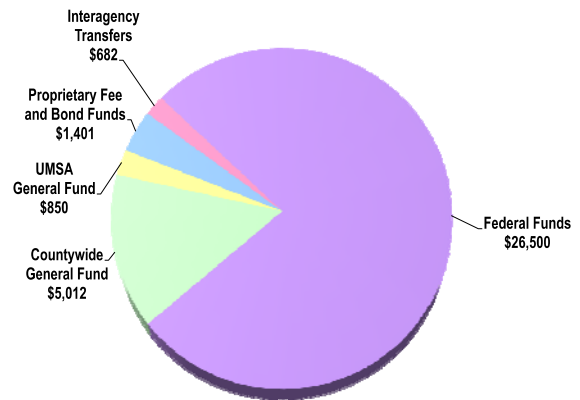
Stakeholders include the Mayor, the Board of County Commissioners (BCC), all County departments, other governmental entities, not-for-profit organizations, small businesses, district property owners, private developers, municipalities, advisory boards, and consumers.

FY 2018-19 Adopted Budget

Expenditures by Activity
(dollars in thousands)

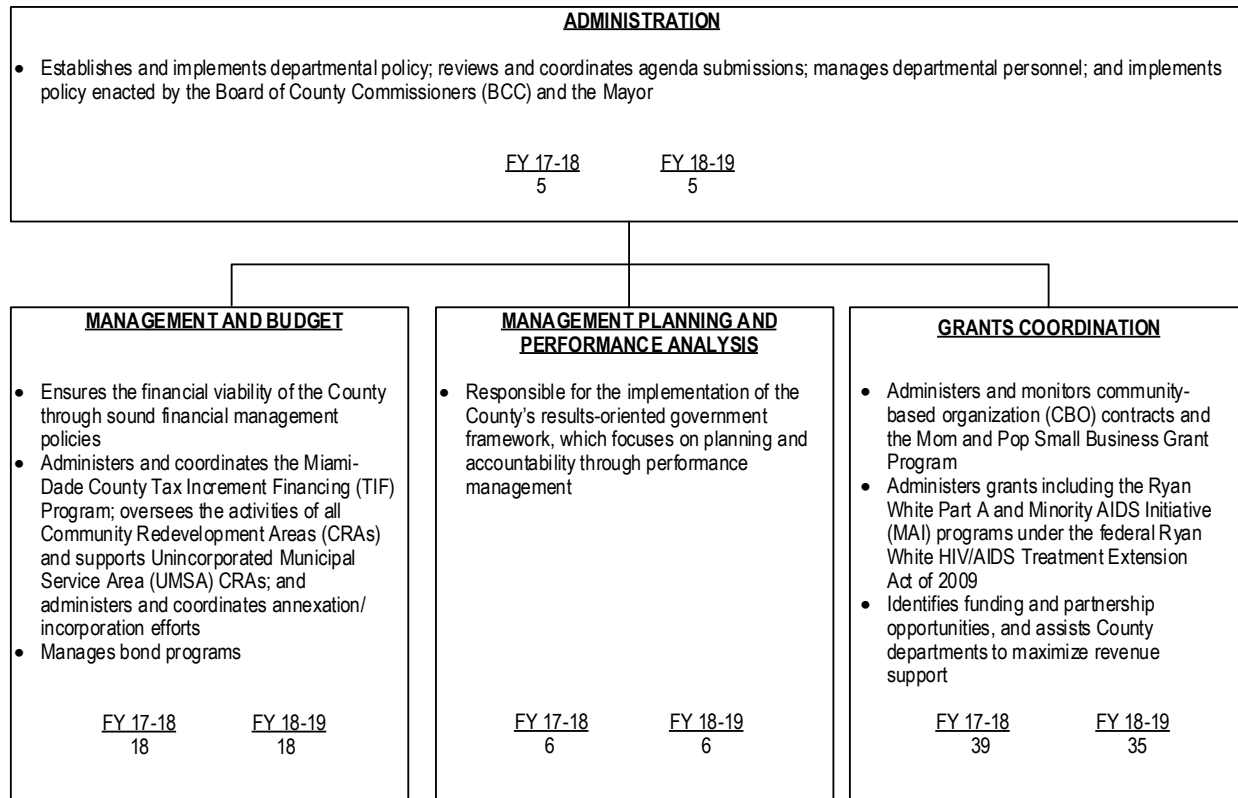


Revenues by Source
(dollars in thousands)



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TABLE OF ORGANIZATION



The FY 2018-19 total number of full-time equivalent positions is 64 FTEs

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FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 15-16	Actual FY 16-17	Budget FY 17-18	Adopted FY 18-19	(dollars in thousands)	Total Funding		Total Positions	
					Expenditure By Program	Budget FY 17-18	Adopted FY 18-19	Budget FY 17-18	Adopted FY 18-19
Revenue Summary					Strategic Area: General Government				
General Fund Countywide	3,558	4,075	5,083	5,012	Administration	1,060	1,068	5	5
General Fund UMSA	827	797	853	850	Grants Coordination	29,402	29,204	39	35
Building Better Communities					Management and Budget	3,060	3,186	18	18
Bond Interest	777	900	200	250	Management Planning and	931	987	6	6
CRA Administrative					Performance Analysis				
Reimbursement	668	699	682	836	Total Operating Expenditures	34,453	34,445	68	64
Miscellaneous Revenues	300	0	350	200					
QNIP Bond Proceeds	30	0	25	25					
SNP Bond Interest Revenue	0	0	0	90					
Other Miscellaneous Revenues	100	101	100	0					
Ryan White Grant	24,540	29,414	26,500	26,500					
Interagency Transfers	560	460	225	175					
Interfund Transfers	0	128	265	184					
Miscellaneous Revenues	473	470	170	323					
Total Revenues	31,833	37,044	34,453	34,445					
Operating Expenditures Summary									
Salary	6,228	6,205	6,434	6,607					
Fringe Benefits	1,316	1,949	2,001	2,187					
Court Costs	89	123	1	1					
Contractual Services	15,089	16,614	0	0					
Other Operating	2,725	2,852	324	272					
Charges for County Services	669	330	721	456					
Grants to Outside Organizations	5,709	8,957	24,916	24,846					
Capital	8	13	56	76					
Total Operating Expenditures	31,833	37,043	34,453	34,445					
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 15-16	Actual FY 16-17	Budget FY 17-18	Actual FY 17-18	Budget FY 18-19
Advertising	51	18	45	10	45
Fuel	0	0	0	0	0
Overtime	0	0	0	0	0
Rent	60	60	60	60	60
Security Services	0	0	0	0	0
Temporary Services	7	0	0	16	0
Travel and Registration	21	25	22	10	39
Utilities	41	37	40	41	41

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DIVISION: ADMINISTRATION

The Administration Division is responsible for establishing and implementing Department policy.

- Reviews and coordinates departmental procurement, agenda submissions, and departmental personnel activities
- Coordinates the review of County Implementing Orders (IOs) and Administrative Orders (AOs), facilitates placement in the budget documents or preparation of agenda items for Board consideration, and maintains the IO/AO database on the County's website
- Coordinates the development and review of County procedures and manages the County's Procedures Manual
- Coordinates and monitors payment to community-based organizations (CBOs) funded from discretionary allocations
- Coordinates the annual sunset review of County boards process
- Reviews, coordinates, and implements County policy

DIVISION COMMENTS

- The FY 2018-19 Adopted Budget includes the transfer of one OMB Administrative Support Officer position from the Grants Coordination Division
- *The FY 2018-19 Adopted Budget includes the elimination of a vacant Administrative Secretary position*

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; 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 funding

Strategic Objectives - Measures

- ED5-2: Develop urban corridors (TUAs, CRAs & Enterprise Zones, NRSAs) as destination centers

Objectives	Measures			FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 18-19
				Actual	Actual	Budget	Actual	Target
Develop urban corridors (TUAs, CRAs & Enterprise Zones, NRSAs) as destination centers	Number of Community Redevelopment Agencies (CRAs)	IN	↔	14	14	14	14	14
	County TIF Revenue Payments (in millions)	OC	↑	\$36.8	\$43	\$45.5	\$45.4	\$48.7
	Percent of total County Urban Development Boundary area within TIF districts*	IN	↔	3.7%	3.7%	3.7%	26.4%	26.4%

* This measure has been updated to include all tax increment districts, including the recently approved Transit Infrastructure Improvement District created to include the SMART Plan corridors

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• GG4-1: Provide sound financial and risk management								
Objectives	Measures			FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 18-19
				Actual	Actual	Budget	Actual	Target
Prepare and monitor the County's Resource Allocation Plan	Countywide Emergency Contingency Reserve balance (in millions)	OC	↑	\$48.1	\$48.3	\$48.3	\$48.9	\$54.0
	Carryover as a percentage of the General Fund Budget	OC	↑	3.6%	2.7%	2.5%	2.2%	4.3%

• GG5-2: Provide well maintained, accessible facilities and assets								
Objectives	Measures			FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 18-19
				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	↔	\$160.8	\$68	\$200.8	\$74.9	\$181.4
	Number of Business Days to process BBC-GOB reimbursement requests	EF	↓	8	8	10	7	10

* Actual spending of bond funds in FY 2017-18 was less than budgeted due to delays in major capital projects

DIVISION COMMENTS

- The FY 2018-19 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 2018-19, 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; as of the end of FY 2016-17, \$1.828 billion of projects had been completed; the FY 2018-19 Adopted Budget includes \$181.4 million of BBC projects
- The FY 2018-19 Adopted Budget includes a contribution from the Finance Department's Bond Administration Division (\$175,000) for capital budgeting support
- In FY 2018-19, 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, manage the Community Development Block Grant - Disaster Recovery (CDBG-DR) grant and other special projects, 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 began the implementation of the Enterprise Resource Planning (ERP) System; the FY 2018-19 Adopted Budget includes funding in the Management and Budget Division from the ERP Project budget to support the implementation of the ERP system (\$117,000) and \$67,000 from the IT Funding Model to support the Budgeting Analysis Tool (BAT)
- *A Business Analyst position will be held vacant through FY 2018-19*

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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
- Conducts management, organizational, and process reviews with operating department personnel, utilizing best practice research
- Promotes the development of performance improvement skills in the County workforce
- Conducts and monitors management efficiency projects, including gainsharing programs
- Administers the Management Advisory Consulting Services Pool

Strategic Objectives - Measures

- GG2-2: Develop and retain excellent employees and leaders

Objectives	Measures			FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 18-19
				Actual	Actual	Budget	Actual	Target
Promote the development of performance improvement skills	Percentage of active management and supervisory employees with Lean Six Sigma training	OC	↑	9.1%	10.2%	10.5%	10.7%	11.0%
	Number of County employees completing advanced Lean Six Sigma training programs*	OP	↔	5	24	50	56	25

* Lean Six Sigma training began in FY 2015-16 with the first black belt training; in FY 2016-17 the first wave of green belt training was initiated and the actual performance for that year has been corrected; in FY 2017-18, new waves were implemented; for FY 2018-19 fewer training sessions are planned to focus resources on countywide projects

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

Objectives	Measures			FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 18-19
				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	↑	93%	95%	95%	95%	95%
Identify opportunities to improve County operations	Average number of active users of the County performance management system*	IN	↔	869	794	800	730	725
	Performance analysis projects completed	OC	↑	10	13	11	13	9

* The FY 2017-18 Actual has decreased due to greater centralization of performance management system use within County departments; the FY 2018-19 Target has been adjusted accordingly

DIVISION COMMENTS

- In FY 2018-19, the Department will continue to promote training opportunities in Lean Six Sigma (LSS) performance improvement techniques, beginning with an introductory Yellow Belt class; 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 2017-18, a round of advanced Green Belt training was completed
- In FY 2017-18, the Department completed several performance analysis projects, including a comprehensive review of the County's domestic violence programs, a business model decision analysis for the Internal Services Department's Design and Construction Services Division, and an analysis of the Animal Services Department's field enforcement activities

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- In FY 2017-18, the Office of Management and Budget, along with the Information Technology Department, Human Resources, and the Internal Services Department, began the implementation of the Enterprise Resource Planning (ERP) System; the FY 2018-19 Adopted Budget includes funding in the Management Planning and Performance Analysis Division from the ERP Project budget to support the implementation of the ERP system (\$139,000)
- 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; this work was completed in FY 2017-18 and the findings were used in the development of the FY 2018-19 budget
- In FY 2017-18, the Department, in collaboration with the Finance Department, Credit and Collections Section, developed an updated Memorandum of Understanding (MOU) approved by the Board of County Commissioners; under the updated MOU, employees will have incentives to generate enhanced revenue collections for the County; annual MOU-related collections have increased from \$3.7 million in FY 2009-10 to \$13.1 million in FY 2016-17

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 and two United States Department of Justice grants; 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 the County's sponsorship and marketing revenue contracts and facilitates sponsorship and marketing activities
- Manages the Innovations in Community-based Crime Reduction program grant (Project PEACE South Dade) and the Opioid Affected Youth-Initiative Project and other 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 15-16	FY 16-17	FY 17-18	FY 17-18	FY 18-19
				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	↑	\$33	\$38	\$30	\$59	\$40

* FY 2018-19 Target has been updated to reflect recent performance

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

Objectives	Measures			FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 18-19
				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	↑	89%	89%	85%	94%	85%
	Site visits - CBOs*	OP	↔	8	42	144	121	137

*Beginning in FY 2017-18 Targets reflect contracts awarded through the RFP #CBO1516 Competitive Process

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• HH3-4: Increase the self sufficiency of vulnerable residents/special populations								
Objectives	Measures			FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 18-19
				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	↔	9,671	10,165	10,500	9,883	10,500
	Percentage of Ryan White Program payments processed within 21 calendar days*	EF	↑	97%	94%	85%	99%	90%
	Comprehensive Ryan White Program site visits (per contract year)**	OP	↔	15	15	5	0	15

* FY 2018-19 Target has been updated to reflect recent performance

** FY 2017-18 Target and Actual reflect approval of a waiver due to staffing issues

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 2018-19 Adopted Budget includes reimbursements for administrative support from the Ryan White Program (up to \$184,000)
- The FY 2018-19 Adopted Budget allocates \$13.3 million for community-based organizations (CBOs), providing funding for organizations which participated in the RFP #CBO1516 competitive solicitation process; total funding for allocation to CBOs for district specific needs is \$2.6 million (\$200,000 per Commission District); 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 2018-19 Adopted Budget also includes \$1.044 million to fund the Mom and Pop Small Business Grant Program
- The FY 2018-19 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); should marketing revenues exceed the budget, a vacant Special Projects Administrator 1 position will be funded to assist with increased contracting responsibilities
- In FY 2018-19, 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, manage the Community Development Block Grant - Disaster Recovery (CDBG-DR) grant and other special projects, and provide agenda coordination support
- *The FY 2018-19 Adopted Budget includes the elimination of a Special Projects Administrator 1, an Accountant 2, and a Contract Officer position; if non-County funding is identified, a vacant Senior Grants Analyst position will be filled to facilitate the CBO capacity-building activities*
- *The FY 2018-19 Adopted Budget includes the transfer of an OMB Administrative Support Officer position to Administration*
- In FY 2018-19, two Special Projects Administrator 1 overage positions will be added to support recently awarded United States Department of Justice grants: the Community-based Crime Reduction program (Project PEACE South Dade) and the Opioid Affected Youth Initiative Project; each grant is valued at \$1 million and has a duration of three years; grant funds support the positions which are responsible for program and grant implementation and management

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