

# FY 2013 - 14 Adopted Budget and Multi-Year Capital Plan

## Management and Budget

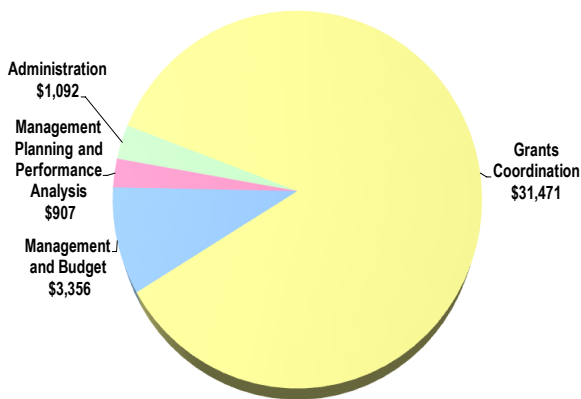
The Office of Management and Budget (OMB) supports and facilitates the County's results-oriented governing to maximize the use of the County's resources; administers and monitors grants to community-based organizations (CBOs); manages grant programs, identifies funding and partnership opportunities and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

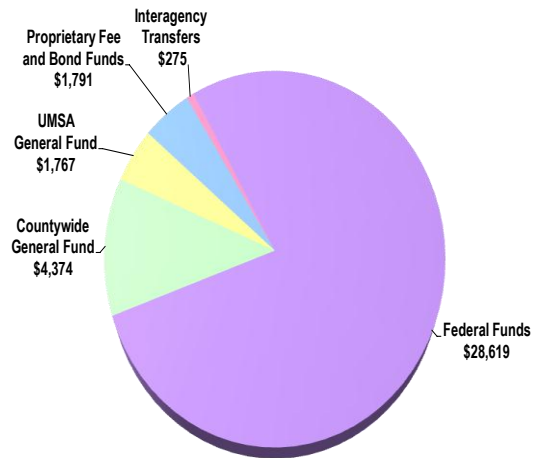
Stakeholders include the Mayor, the Board of County Commissioners (BCC), all County departments, other governmental entities, not-for-profit organizations, district property owners, private developers, municipalities, advisory boards, and consumers.

## FY 2013-14 Adopted Budget

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



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



# FY 2013 - 14 Adopted Budget and Multi-Year Capital Plan

## TABLE OF ORGANIZATION

| <u>ADMINISTRATION</u>  |                      |
|--|----------------------|
| <ul style="list-style-type: none"> <li>Establishes and implements departmental policy; reviews and coordinates agenda submissions; manages departmental personnel; and implements policy enacted by the Board of County Commissioners (BCC) and the Mayor</li> </ul> |                      |
| <u>FY 12-13</u><br>5   | <u>FY 13-14</u><br>6 |

| <u>MANAGEMENT AND BUDGET</u>  |                       |
|---|-----------------------|
| <ul style="list-style-type: none"> <li>Ensures the financial viability of the County through sound financial management policies</li> <li>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</li> <li>Manages bond programs</li> </ul> |                       |
| <u>FY 12-13</u><br>22   | <u>FY 13-14</u><br>20 |

| <u>MANAGEMENT PLANNING AND PERFORMANCE ANALYSIS</u>   |                      |
|---|----------------------|
| <ul style="list-style-type: none"> <li>Responsible for the implementation of the County's results-oriented government framework, which focuses on planning and accountability through performance management</li> </ul> |                      |
| <u>FY 12-13</u><br>6  | <u>FY 13-14</u><br>6 |

| <u>GRANTS COORDINATION</u>  |                       |
|---|-----------------------|
| <ul style="list-style-type: none"> <li>Administers and monitors community-based organization (CBO) contracts and the Mom and Pop Small Business Grant Program</li> <li>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)</li> <li>Identifies funding and partnership opportunities, and assists County departments with grant writing to maximize revenue support</li> </ul> |                       |
| <u>FY 12-13</u><br>43   | <u>FY 13-14</u><br>42 |

| <u>OFFICE OF COUNTYWIDE HEALTHCARE PLANNING</u>  |                      |
|--|----------------------|
| <ul style="list-style-type: none"> <li>Responsible for strategic initiatives that increase health insurance and insurance-like coverage among County residents while also expanding primary care and emergency health response capabilities</li> </ul> |                      |
| <u>FY 12-13</u><br>5   | <u>FY 13-14</u><br>0 |

## FY 2013 - 14 Adopted Budget and Multi-Year Capital Plan

### FINANCIAL SUMMARY

| (dollars in thousands)      | Actual<br>FY 10-11 | Actual<br>FY 11-12 | Budget<br>FY 12-13 | Adopted<br>FY 13-14 |
|-----------------------------|--------------------|--------------------|--------------------|---------------------|
| <b>Revenue Summary</b>      |                    |                    |                    |                     |
| Carryover                   | 223                | 0                  | 0                  | 0                   |
| General Fund Countywide     | 4,908              | 2,833              | 5,014              | 4,374               |
| General Fund UMSA           | 1,273              | 2,573              | 1,563              | 1,767               |
| Carryover                   | 111                | 0                  | 0                  | 0                   |
| CRA Administrative          | 414                | 455                | 462                | 508                 |
| Reimbursement               |                    |                    |                    |                     |
| QNIP Bond Proceeds          | 0                  | 32                 | 84                 | 0                   |
| Building Better Communities |                    |                    |                    |                     |
| Bond Interest               | 1,039              | 1,560              | 1,319              | 1,283               |
| Ryan White Grant            | 26,437             | 24,323             | 24,887             | 24,134              |
| Federal Grants              | 1,351              | 1,600              | 4,485              | 4,485               |
| Interagency Transfers       | 200                | 770                | 275                | 275                 |
| <b>Total Revenues</b>       | <b>35,956</b>      | <b>34,146</b>      | <b>38,089</b>      | <b>36,826</b>       |

### Operating Expenditures

| <b>Summary</b>                      |               |               |               |               |
|-------------------------------------|---------------|---------------|---------------|---------------|
| Salary                              | 7,214         | 7,322         | 7,535         | 6,944         |
| Fringe Benefits                     | 1,693         | 1,467         | 1,437         | 1,660         |
| Court Costs                         | 0             | 0             | 0             | 0             |
| Contractual Services                | 905           | 860           | 3,547         | 3,542         |
| Other Operating                     | 25,596        | 23,646        | 24,407        | 23,463        |
| Charges for County Services         | 523           | 837           | 785           | 842           |
| Grants to Outside Organizations     | 0             | 0             | 0             | 0             |
| Capital                             | 25            | 14            | 378           | 375           |
| <b>Total Operating Expenditures</b> | <b>35,956</b> | <b>34,146</b> | <b>38,089</b> | <b>36,826</b> |

### Non-Operating Expenditures

| <b>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)                           | Total Funding      |                     | Total Positions    |                     |
|--|--------------------|---------------------|--------------------|---------------------|
|  | Budget<br>FY 12-13 | Adopted<br>FY 13-14 | Budget<br>FY 12-13 | Adopted<br>FY 13-14 |
| <b>Expenditure By Program</b>                    |                    |                     |                    |                     |
| <b>Strategic Area: Health and Human Services</b> |                    |                     |                    |                     |
| Countywide Healthcare                            | 682                | 0                   | 5                  | 0                   |
| Planning   |                    |                     |                    |                     |
| <b>Strategic Area: General Government</b>        |                    |                     |                    |                     |
| Administration                                   | 920                | 1,092               | 5                  | 6                   |
| Grants Coordination                              | 32,185             | 31,471              | 43                 | 42                  |
| Management and Budget                            | 3,391              | 3,356               | 22                 | 20                  |
| Management Planning and Performance Analysis     | 911                | 907                 | 6                  | 6                   |
| <b>Total Operating Expenditures</b>              | <b>38,089</b>      | <b>36,826</b>       | <b>81</b>          | <b>74</b>           |

## FY 2013 - 14 Adopted Budget and Multi-Year Capital Plan

### SELECTED ITEM HIGHLIGHTS AND DETAILS

| Line Item Highlights    | (dollars in thousands) |                    |                    |                    |                    |
|-------------------------|------------------------|--------------------|--------------------|--------------------|--------------------|
|                         | Actual<br>FY 10-11     | Actual<br>FY 11-12 | Budget<br>FY 12-13 | Actual<br>FY 12-13 | Budget<br>FY 13-14 |
| Advertising             | 11                     | 13                 | 52                 | 22                 | 58                 |
| Fuel                    | 0                      | 0                  | 0                  | 0                  | 0                  |
| Overtime                | 7                      | 0                  | 0                  | 0                  | 0                  |
| Rent                    | 53                     | 53                 | 53                 | 53                 | 53                 |
| Security Services       | 0                      | 0                  | 2                  | 0                  | 2                  |
| Temporary Services      | 0                      | 0                  | 15                 | 0                  | 15                 |
| Travel and Registration | 10                     | 6                  | 35                 | 11                 | 34                 |
| Utilities               | 51                     | 52                 | 52                 | 64                 | 53                 |

### **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 10-11 | FY 11-12 | FY 12-13 | FY 12-13 | FY 13-14 |
|--------------------------------------|--|----|---|----------|----------|----------|----------|----------|
|                                      |  |    |   | 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**

- During FY 2012-13, one position was transferred from the Management and Budget Division to the Administration Division due to the increased workload associated with the implementation of the AP Workflow and related activities

## FY 2013 - 14 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 10-11 | FY 11-12 | FY 12-13 | FY 12-13 | FY 13-14 |
|---|--|----|---|----------|----------|----------|----------|----------|
|   |  |    |   | Actual   | Actual   | Budget   | Actual   | Target   |
| Develop urban corridors (TUAs, CRAs & Enterprise Zones, NRSAs) as destination centers | County TIF Revenue Payments (in millions)                                    | OC | ↑ | \$45.8   | \$36.5   | \$37.8   | \$24.8   | \$26.2   |
|   | Number of Community Redevelopment Agencies (CRAs)                            | IN | ↔ | 12       | 13       | 14       | 13       | 14       |
|   | Percent of total County Urban Development Boundary area within CRA districts | IN | ↔ | 3.6%     | 3.6%     | 3.6%     | 3.6%     | 3.7%     |

- GG4-1: Provide sound financial and risk management

| Objectives  | Measures   |    |   | FY 10-11 | FY 11-12 | FY 12-13 | FY 12-13 | FY 13-14 |
|---|--|----|---|----------|----------|----------|----------|----------|
|   |  |    |   | Actual   | Actual   | Budget   | Actual   | Target   |
| Prepare and monitor the County's Resource Allocation Plan | Countywide Emergency Contingency Reserve balance (in millions) | OC | ↑ | \$51.7   | \$51.8   | \$52.3   | \$51.9   | \$52.2   |
|   | Carryover as a percentage of the General Fund Budget*          | OC | ↑ | 4.9%     | 7.6%     | 5.4%     | 7.1%     | 6.1%     |

\*Excludes Emergency Contingency Reserve

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

| Objectives   | Measures   |    |   | FY 10-11 | FY 11-12 | FY 12-13 | FY 12-13 | FY 13-14 |
|--|--|----|---|----------|----------|----------|----------|----------|
|  |  |    |   | 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 | ↔ | \$117.2  | \$137.5  | \$241.1  | \$187.8  | \$365.8  |
|  | Number of Business Days to process BBC-GOB reimbursement requests (average)* | EF | ↓ | 22       | 8        | 10       | 10       | 10       |

\* FY 2010-11 Actual time increased due to additional reimbursement requests

### DIVISION COMMENTS

- The FY 2013-14 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 2013-14 budget development process, the Department provided County employees more than 18 training workshops on the County's financial databases and budget development processes over a two month period; on-going support is provided to various County departments and offices throughout the year
- In FY 2012-13, total BBC program all years expenditures totaled \$1.153 billion; during FY 2013-14, 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
- In FY 2013-14, the BBC bond program will continue to fund major construction projects including: Miami Science Museum; Zoo Miami, Florida Exhibit; Historic Hampton House; as well as design and construction on new projects including new affordable housing projects and South Dade Facility Cells
- *During FY 2012-13 one position was transferred to the Elections Department*
- In FY 2012-13, the Department initiated the development of a new planning and budgeting system to replace legacy systems and be in alignment with the County's plan to achieve ERP implementation; full implementation is expected during FY 2013-14

### **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 10-11 | FY 11-12 | FY 12-13 | FY 12-13 | FY 13-14 |
|---|---|----|---|----------|----------|----------|----------|----------|
|   |   |    |   | 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 | ↑ | 97%      | 98%      | 100%     | 100%     | 100%     |
|   | Average number of active users of the County performance management system**    | IN | ↔ | 1,150    | 906      | 900      | 902      | 900      |

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| <ul style="list-style-type: none"> <li>GG4-2: Effectively allocate and utilize resources to meet current and future operating and capital needs</li> </ul> |  |    |   |          |          |          |          |          |
|--|--|----|---|----------|----------|----------|----------|----------|
| Objectives   | Measures                                   |    |   | FY 10-11 | FY 11-12 | FY 12-13 | FY 12-13 | FY 13-14 |
|  |  |    |   | Actual   | Actual   | Budget   | Actual   | Target   |
| Identify opportunities to improve County operations  | Performance analysis projects completed*** | OC | ↑ | 7        | 8        | 7        | 19       | 18       |

\* Tracked in the County performance management system

\*\* FY 11-12 actuals reflect a decrease in active users likely due to fewer overall employees, priority, impact of reorganizations, and possible reliance on power users to enter performance data

\*\*\* The increase in the number of projects completed in FY 2012-13 and targeted for FY 2013-14 is due to the County's Lean Six Sigma (LSS) performance improvement training initiative

### 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 2013-14, more than 800 employees will have earned LSS Yellow Belt certification and 120 employees will have earned LSS Green Belt certification; of these, 12 will have earned Green Belt Team Leader certification and six will have earned Black Belt certification

### **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 Youth Crime Task Force, CBO Advisory Board, Dade-Miami Criminal Justice Council, 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**

| <ul style="list-style-type: none"> <li>GG4-1: Provide sound financial and risk management</li> </ul> |   |    |   |          |          |          |          |          |
|--|---|----|---|----------|----------|----------|----------|----------|
| Objectives   | Measures  |    |   | FY 10-11 | FY 11-12 | FY 12-13 | FY 12-13 | FY 13-14 |
|  |   |    |   | 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 | ↑ | \$58     | \$28.4   | \$35     | \$29.5   | \$25     |

## FY 2013 - 14 Adopted Budget and Multi-Year Capital Plan

| • GG4-2: Effectively allocate and utilize resources to meet current and future operating and capital needs |  |    |   |          |          |          |          |          |
|--|--|----|---|----------|----------|----------|----------|----------|
| Objectives   | Measures   |    |   | FY 10-11 | FY 11-12 | FY 12-13 | FY 12-13 | FY 13-14 |
|  |  |    |   | 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%      | 93%      | 85%      | 94%      | 85%      |
|  | Site visits - CBOs   | OP | ↔ | 160      | 253      | 150      | 243      | 150      |

| • HH3-4: Increase the self sufficiency of vulnerable residents/special populations |  |    |   |          |          |          |          |          |
|--|--|----|---|----------|----------|----------|----------|----------|
| Objectives   | Measures   |    |   | FY 10-11 | FY 11-12 | FY 12-13 | FY 12-13 | FY 13-14 |
|  |  |    |   | 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 | ↔ | 9,516    | 9,612    | 9,500    | 9,527    | 9,600    |
|  | Percentage of Ryan White Program payments processed within 21 calendar days                    | EF | ↑ | 86%      | 92%      | 85%      | 85%      | 85%      |
|  | Comprehensive Ryan White Program site visits (per County's fiscal year)                        | OP | ↔ | 0        | 2        | 10       | 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 2013-14 Adopted Budget includes reimbursements for administrative support from the Ryan White Program (up to \$120,000)
- The FY 2013-14 Adopted Budget allocates \$19.543 million for community-based organizations, \$1.044 million to fund the Mom and Pop Small Business Grant Program, and \$430,000 for environmental protection and educational programs funded by the Regulatory and Economic Resources Department
- *The FY 2013-14 Adopted Budget eliminates one vacant Assistant Grant Analyst position (\$106,000)*
- Countywide advertising opportunities and related revenue streams were identified for the County through Request for Proposal Number 828 - Marketing and Management Services for Indoor/Outdoor Commercial Advertising Structures/Spaces and Print Media; which resulted in three contract agreements
- Interlocal agreement between the County and Miami-Dade County School Board will be executed this fiscal year for over \$2.5 million from the Driver's Education Safety Trust Fund for Driver Education Programs provided in public high schools during FY 2011-12



## FY 2013 - 14 Adopted Budget and Multi-Year Capital Plan

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### ADDITIONAL INFORMATION

- *The FY 2013-14 Adopted Budget eliminates the Office of Countywide Healthcare Planning (5 positions); duties will be absorbed by existing staff to the extent possible; the County will work with partner agencies to help coordinate healthcare in the community*
- The FY 2013-14 Adopted Budget includes reimbursements for administration from the Metropolitan Planning Organization (\$100,000), the Finance Department Bond Administration Division (\$175,000), and BBC interest earnings (\$381,000)

### Department Operational Unmet Needs

| Description  | (dollars in thousands)                |                 | Positions |
|--|---------------------------------------|-----------------|-----------|
|  | Startup Costs/<br>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         |
| Hire one Contracts Officer to handle CBO monitoring  | \$0                                   | \$73            | 1         |
| 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         |
| <b>Total</b>   | <b>\$0</b>                            | <b>\$551</b>    | <b>6</b>  |