

FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

Management and Budget

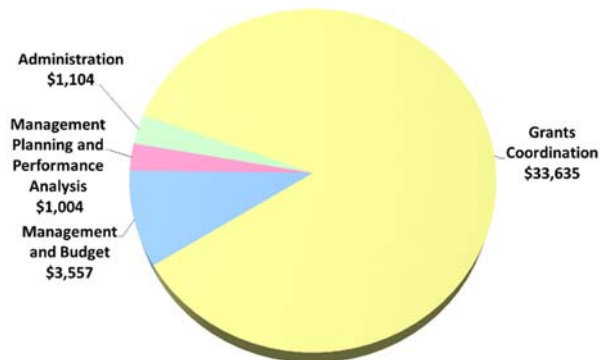
The Office of Management and Budget (OMB) supports and facilitates the County's results-oriented and resilience-focused governing policies to promote the most efficient use of the County's resources; administers and monitors grants to community-based organizations (CBOs) and small businesses; manages 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 and the Countywide Infrastructure Investment Program (CIIP).

As part of the General Government strategic area, OMB supports the County's strategic planning, resilience 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 capital programs; provides policy analysis regarding incorporation and annexation; provides direct administrative support to 16 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.

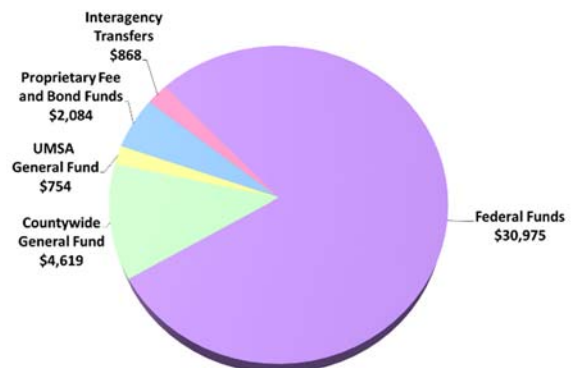
Stakeholders include the Mayor, the Board of County Commissioners (BCC), all County departments, other governmental entities, not-for-profit organizations, small businesses, district property owners, private developers, municipalities, advisory boards and consumers.

FY 2019-20 Adopted Operating Budget

Expenditures by Activity
(dollars in thousands)



Revenues by Source
(dollars in thousands)



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TABLE OF ORGANIZATION

	<p><u>ADMINISTRATION</u></p> <p>Establishes and carries out departmental policies and implements policy enacted by the Board of County Commissioners (BCC) and the Mayor.</p> <table style="margin-left: auto; margin-right: auto;"> <tr> <td style="text-align: center;"><u>FY 18-19</u></td> <td style="text-align: center;"><u>FY 19-20</u></td> </tr> <tr> <td style="text-align: center;">5</td> <td style="text-align: center;">5</td> </tr> </table>	<u>FY 18-19</u>	<u>FY 19-20</u>	5	5
<u>FY 18-19</u>	<u>FY 19-20</u>				
5	5				
	<p><u>MANAGEMENT AND BUDGET</u></p> <p>Develops and monitors the annual operating budget and multi-year capital plan; 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; administers and coordinates annexation/incorporation efforts; manages capital programs.</p> <table style="margin-left: auto; margin-right: auto;"> <tr> <td style="text-align: center;"><u>FY 18-19</u></td> <td style="text-align: center;"><u>FY 19-20</u></td> </tr> <tr> <td style="text-align: center;">18</td> <td style="text-align: center;">19</td> </tr> </table>	<u>FY 18-19</u>	<u>FY 19-20</u>	18	19
<u>FY 18-19</u>	<u>FY 19-20</u>				
18	19				
	<p><u>MANAGEMENT PLANNING AND PERFORMANCE ANALYSIS</u></p> <p>Responsible for the implementation of the County's results-oriented government framework, which focuses on planning and accountability through performance management, incorporating resilience dimensions.</p> <table style="margin-left: auto; margin-right: auto;"> <tr> <td style="text-align: center;"><u>FY 18-19</u></td> <td style="text-align: center;"><u>FY 19-20</u></td> </tr> <tr> <td style="text-align: center;">6</td> <td style="text-align: center;">6</td> </tr> </table>	<u>FY 18-19</u>	<u>FY 19-20</u>	6	6
<u>FY 18-19</u>	<u>FY 19-20</u>				
6	6				
	<p><u>GRANTS COORDINATION</u></p> <p>Administers and monitors community-based organization (CBO) contracts and the Mom and Pop Small Business Grant Program; administers federal grants and identifies funding and partnership opportunities and assists County departments to maximize revenue support.</p> <table style="margin-left: auto; margin-right: auto;"> <tr> <td style="text-align: center;"><u>FY 18-19</u></td> <td style="text-align: center;"><u>FY 19-20</u></td> </tr> <tr> <td style="text-align: center;">35</td> <td style="text-align: center;">37</td> </tr> </table>	<u>FY 18-19</u>	<u>FY 19-20</u>	35	37
<u>FY 18-19</u>	<u>FY 19-20</u>				
35	37				

The FY 2019-20 total number of full-time equivalent positions is 67 FTEs.

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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
- Serves on the Enterprise Resource Planning (ERP) Steering Committee

DIVISION COMMENTS

- In FY 2019-20, the implementation of the Enterprise Resource Planning (ERP) system, which includes ITD, the Office of Management and Budget, Finance, Internal Services and the Human Resources Department, will continue to configure and build the ERP and provide change management services to replace the legacy applications of FAMIS, ADPICS and Time & Leave (Payroll); training will be provided to all departments as the phased go-live dates occur for the initiative; staff time from the Administration, Management and Budget and Management Planning and Performance Analysis divisions will be reimbursed from the project budget (\$480,000)

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 capital 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, the Countywide Infrastructure Improvement Program (CIIP) 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

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Key Department Measures, Strategic Objectives, and Resiliency Drivers									
Measures	SO	RD	Type	Good	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 19-20
					Actual	Actual	Budget	Actual	Target
Countywide Emergency Contingency Reserve balance (in millions)	GG4-1	LS-1	OC	↑	\$48.3	\$48.9	\$54.0	\$54.9	\$54.9
Carryover as a percentage of the General Fund Budget	GG4-1	LS-1	OC	↑	2.7%	2.2%	4.3%	4.8%	3.7%
Value of BBC-GOB funds Expended (in millions)	GG3-4	ES-3	OP	↔	\$68.0	\$74.9	\$181.4	\$80.0	\$208.3
Value of Countywide Infrastructure Investment Program (CIIP) funds expended (in millions)*	GG3-4	ES-3	OC	↑	N/A	N/A	N/A	N/A	\$124.6
Number of Business Days to process BBC-GOB reimbursement requests	GG3-4	LS-1	EF	↓	8	7	10	6	10
Number of Community Redevelopment Agencies (CRAs)	ED3-2	ES-3	IN	↔	14	14	14	15	15
County TIF Revenue Payments (in millions)**	ED3-2	ES-3	OC	↑	\$43.0	\$45.4	\$48.7	\$48.7	\$54.6
Percent of total County Urban Development Boundary area within TIF districts***	ED3-2	ES-3	IN	↔	3.7%	26.4%	26.4%	26.5%	26.5%

*The CIIP program is being implemented in FY 2019-20

**FY 2018-19 Actual and FY 2019-20 Target for TIF Revenue Payments have been adjusted to include SMART Transportation Infrastructure Improvement District (TIID) payments and the reimbursement received from the City of Miami Beach

***This measure has been updated to include all tax increment districts, including SMART TIID

DIVISION COMMENTS

- **The FY 2019-20 Adopted Budget includes the initiation of the Countywide Infrastructure Investment Program (CIIP); staff of the Management and Budget Division will facilitate the program, coordinating contracting efforts, developing reporting requirements and communicating program progress; staff will be funded with CIIP proceeds (\$591,000); one Administrative Officer 2 has been added to provide administrative support for this function**
- During FY 2019-20, the Department will continue to coordinate BBC GOB project planning and scheduling along with the monitoring of capital projects to ensure adherence to budgets and schedules; as of the end of FY 2017-18, \$1.791 billion of projects had been completed (this figure has been adjusted to exclude issuance and administrative costs included in prior years); the FY 2019-20 Adopted Budget includes \$208.3 million of BBC GOB projects
- The FY 2019-20 Adopted Budget includes a contribution from the Finance Department's Bond Administration Division for capital budgeting support (\$175,000)
- The FY 2019-20 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
- The FY 2019-20 Adopted Budget includes \$1 million to support the return of the Orange Blossom Classic and Battle of the Bands at Hard Rock Stadium; this agreement will be monitored by the Management and Budget division, along with agreements supporting the Super Bowl LIV and the College Football Playoff National Championship

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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 and resilience-focused government framework, which focuses on planning and accountability through performance management.

- Coordinates and supports the County's strategic planning, resilience planning and business planning processes
- 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

Key Department Measures, Strategic Objectives, and Resiliency Drivers

Measures	SO	RD	Type	Good	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 19-20
					Actual	Actual	Budget	Actual	Target
Percentage of Strategic Plan Objectives and Resilience Dimensions supported by department business plans*	GG4-2	LS-3	OC	↑	95%	95%	95%	97%	100%
Average number of active users of the County performance management system**	GG4-2	LS-3	IN	↔	794	730	725	769	350
Performance analysis projects completed	GG4-2	LS-1	OC	↑	13	13	9	8	9
Percentage of active management and supervisory employees with Lean Six Sigma training	GG2-2	LS-1	OC	↑	10.2%	10.7%	11.0%	10.8%	11.0%
Number of County employees completing advanced Lean Six Sigma training programs***	GG2-2	LS-1	OP	↔	24	57	25	24	30

*This measure updated in FY 2019-20 to include Resilience Dimensions

**The FY 2019-20 Target has been adjusted downward due to the expected implementation of the performance management module of the ERP system; over time, it is expected that this measure will increase

*** The FY 2017-18 Actual has been corrected due to a scrivener's error

DIVISION COMMENTS

- In FY 2019-20, the Active Strategy Enterprise (ASE) performance management system will be replaced as part of Miami-Dade County's ERP system implementation; as part of this initiative, a first of its kind Resilience Balanced Scorecard will be rolled out Countywide, reporting on activities not only through the filter of traditional balanced scorecard elements and the County's Strategic Plan, but also including recognized Resilience Dimensions; a refreshed Strategic Plan for the organization, tying these elements together, will also be presented in FY 2019-20**
- In FY 2019-20, the Department will continue to promote training opportunities in Lean Six Sigma (LSS) performance improvement techniques, including introductory Yellow Belt classes and more advanced classes on specific tools including survey development, flowcharting, and decision analysis; in FY 2018-19, this program was recognized with a NACo Achievement Award
- In FY 2018-19, the Department completed several performance analysis projects, including reviews of the Homeless Trust's payment processes, administrative support requirements of the Animal Services Department's citation and licensing process, and Solid Waste Management's Bulky Waste program

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DIVISION: GRANTS COORDINATION

The Grants Coordination Division administers and processes reimbursement requests for Community-based Organization (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).

- Facilitates competitive solicitation processes for the allocation of funding to CBOs
- 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

Key Department Measures, Strategic Objectives, and Resiliency Drivers

Measures	SO	RD	Type	Good	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 19-20
					Actual	Actual	Budget	Actual	Target
Grant, sponsorship and advertising funding received (in millions) by the County and CBOs associated with OMB revenue enhancement activities	GG4-1	ES-3	OC	↑	\$38	\$59	\$40	\$58.4	\$40
Percentage of reimbursement requests processed within 21 calendar days	GG4-2	LS-1	EF	↑	89%	94%	85%	95.3%	85%
Site visits - CBOs	GG4-2	LS-1	OP	↔	42	121	137	153	140
HIV+ clients served by Ryan White Program (includes Part A and Minority AIDS Initiative [MAI])	HS2-1	HW-3	OP	↔	10,165	9,883	10,500	9,578	10,000
Percentage of Ryan White Program payments processed within 21 calendar days	HS2-1	LS-1	EF	↑	94%	99%	90%	98.2%	90%
Comprehensive Ryan White Program site visits (per contract year)*	HS2-1	HW-3	OP	↔	15	0	15	15	0

* A federal waiver of the annual site visit requirement was approved for FY 2017-18 and FY 2019-20

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DIVISION COMMENTS

- **The FY 2019-20 Adopted Budget supports various food programs across the county, totaling \$1.26 million as follows Feeding South Florida, Inc. (\$200,000), Victory for Youth, Inc. (\$200,000), Curley's House (\$200,000), Joshua's Heart Foundation, Inc. (\$200,000) and Farm Share, Inc. (\$460,000)**
- The FY 2019-20 Adopted Budget allocates \$13.3 million for community-based organizations (CBOs), providing funding for organizations which participated in the CBO RFP #1516 competitive solicitation process; the next triennial competitive process must be held during the upcoming fiscal year, or Board action to extend existing contracts will be required; the annual 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 total funding for allocation to CBOs for district specific needs is \$3.9 million (\$300,000 per Commission District) and in-kind funding for allocation remains at \$10,000 per Commission District; the FY 2019-20 Adopted Budget also includes \$1.044 million to fund the Mom and Pop Small Business Grant Program
- **In FY 2018-19, two Special Projects Administrator 1 positions were 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**
- The FY 2019-20 Adopted Budget includes reimbursements for administrative support from the Ryan White Program (up to \$182,000)
- The FY 2019-20 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 (\$300,000); 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 was converted to a Special Projects Administrator 1 to facilitate the triennial CBO solicitation process

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 16-17	Actual FY 17-18	Budget FY 18-19	Actual FY 18-19	Budget FY 19-20
Advertising	18	10	45	58	45
Fuel	0	0	0	0	0
Overtime	0	0	0	-5	0
Rent	60	60	60	60	58
Security Services	0	0	0	0	0
Temporary Services	0	16	0	0	0
Travel and Registration	25	10	39	12	38
Utilities	37	41	41	55	46

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OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 16-17	Actual FY 17-18	Budget FY 18-19	Adopted FY 19-20
Revenue Summary				
General Fund Countywide	4,075	4,426	5,012	4,619
General Fund UMMA	797	873	850	754
Building Better Communities	900	200	250	0
Bond Interest	0	0	0	591
CLIP Proceeds	0	0	0	591
CRA Administrative	699	847	836	1,083
Reimbursement				
Miscellaneous Revenues	0	350	200	300
QNIP Bond Proceeds	0	25	25	110
SNP Bond Interest Revenue	0	0	90	0
Other Miscellaneous				
Revenues	101	253	0	975
Ryan White Grant	29,414	28,174	26,500	30,000
Interagency Transfers	460	175	175	175
Interfund Transfers	128	234	184	182
Miscellaneous Revenues	470	170	323	511
Total Revenues	37,044	35,727	34,445	39,300

Operating Expenditures

Summary

Salary	6,205	5,781	6,607	6,872
Fringe Benefits	1,949	1,633	2,187	2,237
Court Costs	123	117	1	1
Contractual Services	16,614	19,037	0	100
Other Operating	2,852	2,922	272	257
Charges for County Services	330	366	456	573
Grants to Outside	8,957	5,828	24,846	29,184
Organizations				
Capital	13	42	76	76
Total Operating Expenditures	37,043	35,726	34,445	39,300

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	
Expenditure By Program	Budget FY 18-19	Adopted FY 19-20	Budget FY 18-19	Adopted FY 19-20
Strategic Area: Health and Society				
Grants Coordination	26,500	30,975	12	14
Strategic Area: General Government				
Administration	1,068	1,104	5	5
Grants Coordination	2,704	2,660	23	23
Management and Budget	3,186	3,557	18	19
Management Planning and	987	1,004	6	6
Performance Analysis				
Total Operating Expenditures	34,445	39,300	64	67

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Department Operational Unmet Needs			
Description	(dollars in thousands)		Positions
	Startup Costs/ Non-Recurring Costs	Recurring Costs	
Fill vacant Senior Grants Analyst position to manage and facilitate capacity building activities for community-based organizations	\$0	\$150	1
Fill vacant Contract Officer and Special Projects Administrator 2 positions to provide for additional monitoring of community-based organization contracts	\$10	\$201	2
Hire one Senior Business Analyst and one Business Analyst to allow for more comprehensive budget and performance monitoring	\$15	\$415	2
Fill vacant Special Projects Administrator 2 position to enhance revenue generating efforts through sponsorship and marketing programs	\$0	\$75	1
Hire three Contracts Officers to perform enhanced monitoring of community-based organizations	\$10	\$225	3
Total	\$35	\$1,066	9