

FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

Management and Budget

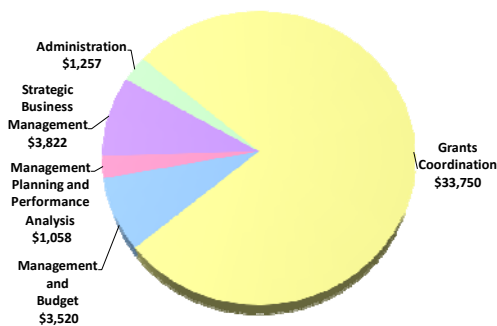
The Office of Management and Budget (OMB) supports and facilitates the County's results-oriented and resilience-focused governing policies to promote the most efficient use of the County's resources; administers and monitors grants to community-based organizations (CBOs) and small businesses; manages 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); and coordinates and maintains the various business processes of the County's Enterprise Resource Planning (ERP) application also known as INtegrated Financial Resources Management System (INFORMS).

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 Ending the HIV Epidemic: A Plan for America program and the Ryan White Part A and Minority AIDS Initiative (MAI) programs under the federal Ryan White HIV/AIDS Treatment Extension Act of 2009. During FY 2019-20, a new division of OMB, Strategic Business Management (SBM), was created to maintain, enhance/upgrade and support the ERP technology applications, tools, processes and third-party integration systems, as well as coordinate business process improvement and strategic planning.

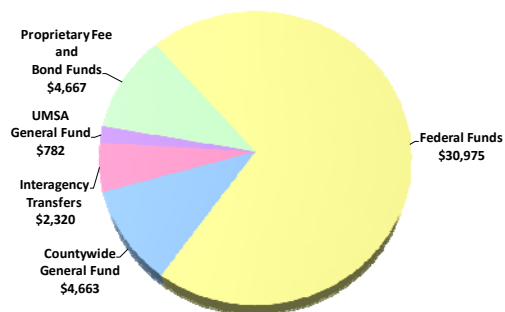
Stakeholders include the Mayor, the Board of County Commissioners (BCC), all County departments, other governmental entities, not-for-profit organizations, small businesses, district property owners, private developers, municipalities, advisory boards and consumers.

FY 2020-21 Proposed Operating Budget

Expenditures by Activity
(dollars in thousands)



Revenues by Source
(dollars in thousands)



FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

TABLE OF ORGANIZATION

	<p>ADMINISTRATION</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 19-20</u></td> <td style="text-align: center;"><u>FY 20-21</u></td> </tr> <tr> <td style="text-align: center;">5</td> <td style="text-align: center;">6</td> </tr> </table>	<u>FY 19-20</u>	<u>FY 20-21</u>	5	6
<u>FY 19-20</u>	<u>FY 20-21</u>				
5	6				
	<p>MANAGEMENT AND BUDGET</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 19-20</u></td> <td style="text-align: center;"><u>FY 20-21</u></td> </tr> <tr> <td style="text-align: center;">19</td> <td style="text-align: center;">19</td> </tr> </table>	<u>FY 19-20</u>	<u>FY 20-21</u>	19	19
<u>FY 19-20</u>	<u>FY 20-21</u>				
19	19				
	<p>MANAGEMENT PLANNING AND PERFORMANCE ANALYSIS</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 19-20</u></td> <td style="text-align: center;"><u>FY 20-21</u></td> </tr> <tr> <td style="text-align: center;">6</td> <td style="text-align: center;">6</td> </tr> </table>	<u>FY 19-20</u>	<u>FY 20-21</u>	6	6
<u>FY 19-20</u>	<u>FY 20-21</u>				
6	6				
	<p>GRANTS COORDINATION</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 19-20</u></td> <td style="text-align: center;"><u>FY 20-21</u></td> </tr> <tr> <td style="text-align: center;">37</td> <td style="text-align: center;">35</td> </tr> </table>	<u>FY 19-20</u>	<u>FY 20-21</u>	37	35
<u>FY 19-20</u>	<u>FY 20-21</u>				
37	35				
	<p>STRATEGIC BUSINESS MANAGEMENT DIVISION</p> <p>Supports the countywide Enterprise Resource Planning (ERP), Budget Analysis Tool and Scorecard applications; provides the governance structure for evaluation and prioritization of future business process needs and their impacts on daily operations through the use of ERP; and administers all change management associated with ERP tools and business processes to include training</p> <table style="margin-left: auto; margin-right: auto;"> <tr> <td style="text-align: center;"><u>FY 19-20</u></td> <td style="text-align: center;"><u>FY 20-21</u></td> </tr> <tr> <td style="text-align: center;">0</td> <td style="text-align: center;">22</td> </tr> </table>	<u>FY 19-20</u>	<u>FY 20-21</u>	0	22
<u>FY 19-20</u>	<u>FY 20-21</u>				
0	22				

The FY 2020-21 total number of full-time equivalent positions is 88 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

- **The FY 2020-21 Proposed Budget includes the addition of one Executive Secretary position in Administration (\$74,000)**

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 GOB) 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 17-18	FY 18-19	FY 19-20	FY 19-20	FY 20-21
					Actual	Actual	Budget	Projection	Target
Countywide Emergency Contingency Reserve balance (in millions)	GG4-1	LS-1	OC	↑	\$48.9	\$54.9	\$54.9	\$55.4	\$55.5
Carryover as a percentage of the General Fund Budget	GG4-1	LS-1	OC	↑	2.2%	4.8%	3.7%	4.3%	1.8%
Value of BBC-GOB funds Expended (in millions)	GG3-4	ES-3	OP	↔	\$74.9	\$80.0	\$208.3	\$81.0	216.3
Value of Countywide Infrastructure Investment Program (CIIP) funds expended (in millions)*	GG3-4	ES-3	OC	↑	N/A	N/A	\$124.6	\$8.5	\$65.5
Number of Business Days to process BBC-GOB reimbursement requests	GG3-4	LS-1	EF	↓	7	6	10	7	10
Number of Community Redevelopment Agencies (CRAs)	ED3-2	ES-3	IN	↔	14	15	15	14	14
County TIF Revenue Payments (in millions)**	ED3-2	ES-3	OC	↑	\$45.4	\$50.8	\$54.6	\$56.0	\$58.6
Percent of total County Urban Development Boundary area within TIF districts***	ED3-2	ES-3	IN	↔	26.4%	26.5%	26.5%	26.5%	26.8%

*The CIIP program was implemented in FY 19-20

**FY 18-19 Actual and FY 19-20 Budget 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

- In FY 2020-21 the implementation of the Countywide Infrastructure Investment Program (CIIP) will continue; 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 (\$650,000)
- During FY 2020-21, 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 2019-20, \$1.948 billion of projects had been completed; the FY 2020-21 Proposed Budget includes \$200 million of BBC GOB projects
- The FY 2020-21 Proposed Budget includes a contribution from the Finance Department's Bond Administration Division for capital budgeting support (\$175,000)

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 emphasizes 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, incorporating best practice research and internationally proven tool and techniques
- 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

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Key Department Measures, Strategic Objectives and Resiliency Drivers									
Measures	SO	RD	Type	Good	FY 17-18	FY 18-19	FY 19-20	FY 19-20	FY 20-21
					Actual	Actual	Budget	Projection	Target
Percentage of Strategic Plan Objectives and Resilience Dimensions supported by department business plans	GG4-2	LS-3	OC	↑	95%	97%	100%	100%	100%
Average number of active users of the County performance management system*	GG4-2	LS-3	IN	↔	730	769	350	350	350
Performance analysis projects completed	GG4-2	LS-1	OC	↑	13	8	9	9	8
Percentage of active management and supervisory employees with Lean Six Sigma training	GG2-2	LS-1	OC	↑	10.7%	10.8%	11.0%	10.8%	11%
Number of County employees completing advanced Lean Six Sigma training programs	GG2-2	LS-1	OP	↔	57	24	30	15	20

*The FY 19-20 Budget and FY 20-21 Target have 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 19-20 Projections reflects COVID-19 impacts

DIVISION COMMENTS

- In FY 2020-21, 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
- By the end of FY 2019-20, the Department will have completed several performance analysis projects, including a review of prompt payment processes from small businesses contracting with the County, providing implementation support for transitioning certain code enforcement activities to the Finance Department and developing process improvements to improve recruitment cycle times in County departments
- In FY 2019-20, the Active Strategy Enterprise (ASE) performance management system was replaced as part of Miami-Dade County's ERP system implementation; as part of this initiative, a first of its kind Resilience Balanced Scorecard was 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, was presented in FY 2019-20

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 Ending the Epidemic: A Plan for America grant and the 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

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Key Department Measures, Strategic Objectives and Resiliency Drivers									
Measures	SO	RD	Type	Good	FY 17-18	FY 18-19	FY 19-20	FY 19-20	FY 20-21
					Actual	Actual	Budget	Projection	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	↑	\$59	\$58	\$40	\$65	\$55
Percentage of reimbursement requests processed within 21 calendar days	GG4-2	LS-1	EF	↑	94%	95%	85%	90%	85%
Site visits - CBOs*	GG4-2	LS-1	OP	↔	121	153	140	153	128
HIV+ clients served by Ryan White Program (includes Part A and Minority AIDS Initiative [MAI])	HS2-1	HW-3	OP	↔	9,883	9,578	10,000	9,030	9,800
Percentage of Ryan White Program payments processed within 21 calendar days	HS2-1	LS-1	EF	↑	99%	98%	90%	90%	90%
Comprehensive Ryan White Program site visits (per contract year)**	HS2-1	HW-3	OP	↔	0	15	0	0	9

* Virtual site visits are being conducted in FY 19-20 due to COVID-19

** A federal waiver of the annual site visit requirement was approved for FY 17-18 and FY 19-20

DIVISION COMMENTS

- The FY 2020-21 Proposed 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 2020-21 Proposed Budget also includes \$1.044 million to fund the Mom and Pop Small Business Grant Program
- The FY 2020-21 Proposed Budget includes reimbursements for administrative support from the Ryan White Program (up to \$162,000)
- The FY 2020-21 Proposed Budget includes revenues generated through marketing and sponsorship agreements to support existing marketing and sponsorship efforts as well as develop new revenue generating opportunities (\$400,000)
- The FY 2020-21 Proposed Budget includes the elimination of two vacant positions: an Account Clerk and a Special Projects Administrator 2 (\$116,000)

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DIVISION: STRATEGIC BUSINESS MANAGEMENT

The Strategic Business Management Division supports the countywide Enterprise Resource Planning (ERP) application and system of record, also known as INtegrated Financial Resources Management System (INFORMS), responsible for the general ledger, human resources, supply chain, strategic sourcing, grants, accounts payables and receivables, internal billing and project costing functions.

- Supports the Budget Analysis Tool (BAT) and Performance Scorecard applications
- Provides the governance structure for evaluation and prioritization of future business process needs and their impacts on daily operations through the use of the INFORMS
- Manages the implementation of system upgrades and or enhancements
- Administers all change management associated with INFORMS tools and business process improvements to include training development, corresponding materials and communication plan

DIVISION COMMENTS

- **During FY 2019-20 a new division, Strategic Business Management (SBM) was created to support the County's Enterprise Resources Planning (ERP) application, also known as INFORMS, responsible for supporting and maintaining all financial, strategic sourcing and time and leave technology business processes and change management**
- **The SBM division is comprised of 22 positions, which includes four new positions and various departmental position transfers: eight positions from Finance, two from HR, five from ITD and three from ISD (\$2.958 million)**
- The implementation of the INFORMS requires a dedicated strategic approach to ensure that the County's financial, supply chain and human resources activities are supported and continuously improved to promote and further support all County operations; the SBM Division is responsible for the establishing the governance structure that coordinates these central operating functions through on-going technology business process improvements and change management activities
- In FY 2020-21, SBM will continue to support the phased implementation of the INFORMS with Phase 1, general ledger, account payables, grants, supply chain and strategic sourcing going live during the first quarter of the fiscal year; Phase 2, time and leave and absence management will go live during the second quarter of the fiscal year and Phases 3 and 4, reporting and business analytics will go live during the last quarter of the fiscal year

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 17-18	Actual FY 18-19	Budget FY 19-20	Projection FY 19-20	Proposed FY 20-21
Advertising	10	58	45	45	65
Fuel	0	0	0	0	0
Overtime	0	-5	0	0	0
Rent	60	60	58	58	208
Security Services	0	0	0	0	0
Temporary Services	16	0	0	0	630
Travel and Registration	10	12	38	12	38
Utilities	41	55	46	36	46

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OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 17-18	Actual FY 18-19	Budget FY 19-20	Proposed FY 20-21
Revenue Summary				
General Fund Countywide	4,426	4,458	4,619	4,663
General Fund UMSA	873	696	754	782
Building Better Communities				
Bond Interest	200	200	0	0
CLIP Proceeds	0	0	591	673
CRA Administrative				
Reimbursement	847	968	1,083	1,189
Miscellaneous	0	0	0	2,355
Miscellaneous Revenues	350	200	300	450
QNIP Bond Proceeds	25	25	110	0
SNP Bond Interest Revenue	0	90	0	0
Other Miscellaneous				
Revenues	253	690	975	975
Ryan White Grant	28,174	26,214	30,000	30,000
Interagency Transfers	175	125	175	175
Interfund Transfers	234	187	182	162
Miscellaneous Revenues	170	452	511	1,983
Total Revenues	35,727	34,305	39,300	43,407

Operating Expenditures

Summary

Salary	5,781	6,388	6,872	9,244
Fringe Benefits	1,633	1,964	2,237	3,045
Court Costs	117	128	1	0
Contractual Services	19,037	13,327	100	100
Other Operating	2,922	2,217	257	945
Charges for County Services	366	343	573	822
Grants to Outside	5,828	9,861	29,184	29,170
Organizations				
Capital	42	77	76	81
Total Operating Expenditures	35,726	34,305	39,300	43,407

Non-Operating Expenditures

Summary

Transfers	0	0	0	0
Distribution of Funds In Trust	0	0	0	0
Debt Service	0	0	0	0
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	0	0	0
Total Non-Operating Expenditures	0	0	0	0

(dollars in thousands) Expenditure By Program	Total Funding		Total Positions	
	Budget FY 19-20	Proposed FY 20-21	Budget FY 19-20	Proposed FY 20-21
Strategic Area: Health and Society				
Grants Coordination	30,975	30,975	14	13
Strategic Area: General Government				
Administration	1,104	1,257	5	6
Grants Coordination	2,660	2,775	23	22
Management and Budget	3,557	3,520	19	19
Management Planning and Performance Analysis	1,004	1,058	6	6
Strategic Business Management	0	3,822	0	22
Total Operating Expenditures	39,300	43,407	67	88

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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	\$120	1
Fill vacant Contract Officer position and fund a Special Projects Administrator 2 position to provide for additional monitoring of community-based organization contracts	\$10	\$201	2
Fund one Senior Business Analyst position and one Business Analyst position to allow for more comprehensive budget and performance monitoring	\$15	\$415	2
Fund vacant Special Projects Administrator 2 position to enhance revenue generating efforts through sponsorship and marketing programs	\$0	\$75	1
Hire one and fund two Contracts Officers positions to perform enhanced monitoring of community-based organizations	\$10	\$225	3
Total	\$35	\$1,036	9