

FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

Management and Budget

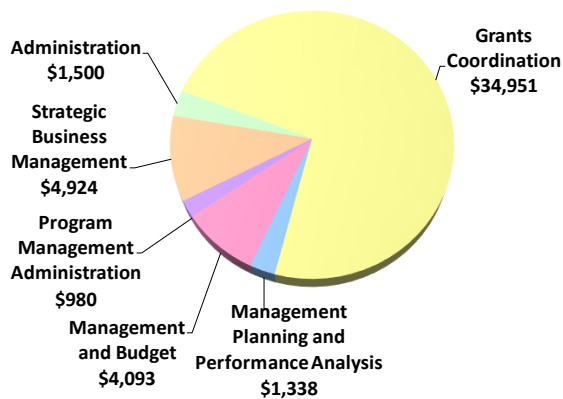
The Office of Management and Budget (OMB) supports and facilitates the County's results-oriented and resilience-focused governing policies to promote the most efficient use of the County's resources; administers and monitors grants to community-based organizations (CBOs) and small businesses; manages grant programs and Federal Emergency Management Agency (FEMA) projects, identifies funding and partnership opportunities and assists County departments to maximize financial resources; 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. The Strategic Business Management (SBM) division maintains, enhances, upgrades and supports the ERP technology applications, tools, processes and third-party integration systems, as well as coordinate ERP-related business process improvement and strategic planning. A new division was added in FY 2020-21, the Program Management Division, to handle all FEMA reporting for the County, inclusive of the continuation and closeout of the Coronavirus Aid, Relief, and Economic Security Act (CARES) and American Rescue Plan Act (ARPA) funding accepted by the County.

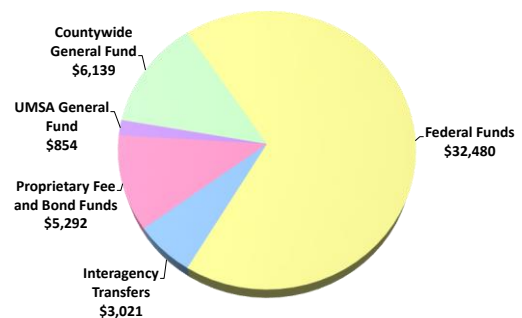
Stakeholders include the Mayor, the Board of County Commissioners (BCC), all County departments, other governmental entities, not-for-profit organizations, small businesses, district property owners, private developers, municipalities, advisory boards and consumers.

FY 2021-22 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 20-21</u></td> <td style="text-align: center;"><u>FY 21-22</u></td> </tr> <tr> <td style="text-align: center;">6</td> <td style="text-align: center;">8</td> </tr> </table>	<u>FY 20-21</u>	<u>FY 21-22</u>	6	8
<u>FY 20-21</u>	<u>FY 21-22</u>				
6	8				
	<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 20-21</u></td> <td style="text-align: center;"><u>FY 21-22</u></td> </tr> <tr> <td style="text-align: center;">19</td> <td style="text-align: center;">24</td> </tr> </table>	<u>FY 20-21</u>	<u>FY 21-22</u>	19	24
<u>FY 20-21</u>	<u>FY 21-22</u>				
19	24				
	<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 20-21</u></td> <td style="text-align: center;"><u>FY 21-22</u></td> </tr> <tr> <td style="text-align: center;">6</td> <td style="text-align: center;">7</td> </tr> </table>	<u>FY 20-21</u>	<u>FY 21-22</u>	6	7
<u>FY 20-21</u>	<u>FY 21-22</u>				
6	7				
	<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 20-21</u></td> <td style="text-align: center;"><u>FY 21-22</u></td> </tr> <tr> <td style="text-align: center;">35</td> <td style="text-align: center;">39</td> </tr> </table>	<u>FY 20-21</u>	<u>FY 21-22</u>	35	39
<u>FY 20-21</u>	<u>FY 21-22</u>				
35	39				
	<p><u>STRATEGIC BUSINESS MANAGEMENT DIVISION</u></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 ERP changes based on business process needs and their impacts on daily operations; and administers all change management associated with ERP tools and business processes to including training</p> <table style="margin-left: auto; margin-right: auto;"> <tr> <td style="text-align: center;"><u>FY 20-21</u></td> <td style="text-align: center;"><u>FY 21-22</u></td> </tr> <tr> <td style="text-align: center;">22</td> <td style="text-align: center;">25</td> </tr> </table>	<u>FY 20-21</u>	<u>FY 21-22</u>	22	25
<u>FY 20-21</u>	<u>FY 21-22</u>				
22	25				
	<p><u>PROGRAM MANAGEMENT DIVISION</u></p> <p>Administers and monitors federal funding for declared storms and other emergency-related situations; this includes funding from the U.S. Department of Treasury appropriated through the Coronavirus Aid, Relief, and Economic Security Act (CARES Act), the American Rescue Plan Act (ARPA), and the Federal Emergency Management Public Assistance (PA) program</p> <table style="margin-left: auto; margin-right: auto;"> <tr> <td style="text-align: center;"><u>FY 20-21</u></td> <td style="text-align: center;"><u>FY 21-22</u></td> </tr> <tr> <td style="text-align: center;">0</td> <td style="text-align: center;">8</td> </tr> </table>	<u>FY 20-21</u>	<u>FY 21-22</u>	0	8
<u>FY 20-21</u>	<u>FY 21-22</u>				
0	8				

The FY 2021-22 total number of full-time equivalent positions is 111

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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 payments 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

- During FY 2020-21, two positions were transferred to Administration: one position from Management and Budget and one position from Grants Coordination to more effectively align reporting from the various Divisions

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 Investment Program (CIIP) and the Quality Neighborhood Improvement Program (QNIP)
- Provides financial and management analyses and reviews
- Prepares findings of necessity and the Five-Year Financial Outlook
- Evaluates the feasibility of new CRAs or alternative approaches to promote redevelopment
- Prepares redevelopment plans for all UMSA CRAs and municipalities
- Coordinates all municipal and UMSA CRA requests to the County for approval of CRA creation, CRA boundary adjustments, financing, and annual budgets and negotiates interlocal agreements between the County and the various CRAs and municipalities
- 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 18-19	FY 19-20	FY 20-21	FY 20-21	FY 21-22
					Actual	Actual	Budget	Projection	Target
Countywide Emergency Contingency Reserve balance (in millions)	GG4-1	LS-1	OC	↑	\$54.9	\$55.5	\$55.5	\$55.6	\$55.7
Carryover as a percentage of the General Fund Budget	GG4-1	LS-1	OC	↑	4.8%	4.4%	1.8%	2.7%	1.5%
Value of BBC-GOB funds Expended (in millions)	GG3-4	ES-3	OP	↔	\$80.0	\$126.3	\$216.3	\$150.7	\$218.8
Value of Countywide Infrastructure Investment Program (CIIP) funds expended (in millions)*	GG3-4	ES-3	OC	↑	N/A	\$13.3	\$65.5	\$21.2	\$143.9
Number of Business Days to process BBC-GOB reimbursement requests	GG3-4	LS-1	EF	↓	6	3	10	15	10
Number of Community Redevelopment Agencies (CRAs)	ED3-2	ES-3	IN	↔	15	14	14	16	16
County TIF Revenue Payments (in millions)**	ED3-2	ES-3	OC	↑	\$50.8	\$62.6	\$58.6	\$65.4	\$66.3
Percent of total County Urban Development Boundary area within TIF districts***	ED3-2	ES-3	IN	↔	26.5%	26.4%	26.8%	26.7%	27.2%

*The Countywide Infrastructure Program commenced October 2019

**TIF Revenue Payments include SMART Transportation Infrastructure Improvement District (TIID) payments

***This measure includes the SMART TIID

DIVISION COMMENTS

- **During FY 2020-21, two Business Analyst overage positions were added to support the implementation of the CIIP program (\$226,000), as well as one Program Coordinator OMB overage position for the CRAs section (\$145,000) which will concentrate on economic development coordination**
- **The FY 2021-22 Adopted Budget includes two Business Analyst positions and one Accountant 3 position added to support the Division and department-wide accounting functions (\$310,000)**
- During FY 2020-21, one position was transferred to the Administration Division as part of a departmental reorganization to better align services
- In FY 2021-22 will continue the implementation 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 (\$738,000)
- During FY 2021-22, 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 the FY 2021-22 Adopted Budget includes \$218.8 million of BBC-GOB projects
- The FY 2021-22 Adopted Budget includes a contribution from the Finance Department's Bond Administration Division for capital budgeting support (\$175,000)

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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 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

Key Department Measures, Strategic Objectives, and Resiliency Drivers

Measures	SO	RD	Type	Good	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 21-22
					Actual	Actual	Budget	Projection	Target
Percentage of Strategic Plan Objectives and Resilience Dimensions supported by department business plans	GG4-2	LS-3	OC	↑	97%	100%	100%	100%	100%
Average number of active users of the County performance management system*	GG4-2	LS-3	IN	↔	769	528	350	422	450
Performance analysis projects completed	GG4-2	LS-1	OC	↑	8	9	8	8	8
Percentage of active management and supervisory employees with Lean Six Sigma training	GG2-2	LS-1	OC	↑	10.8%	10.7%	11%	11%	11%
Number of County employees completing advanced Lean Six Sigma training programs**	GG2-2	LS-1	OP	↔	24	13	20	41	15

*The reduction of the FY 2019-20 Actual and the FY 2020-21 Projection reflects the impact of implementing the new performance management module of the ERP system; the FY 2020-21 Projection was updated from the FY2021-22 Proposed Budget and Multi-Year Capital Plan to reflect a scrivener's error

**The FY 2020-21 Projection was updated to reflect an increase in advanced LSS training activity during the year

DIVISION COMMENTS

- **During FY 2020-21, one OMB Program Coordinator overage position was added to the Management Planning and Performance Analysis Division to assist with the alignment of the County's Strategic Plan to County operations (\$197,000)**
- In FY 2021-22, the Department will continue to promote training opportunities in Lean Six Sigma (LSS) performance improvement techniques, including additional Green Belt training, as well as introductory Yellow Belt classes and more targeted classes on specific tools such as survey development, flowcharting and decision analysis
- In FY 2020-21, a round of Lean Six Sigma (LSS) Green Belt training was held, which gave participants opportunities to work on a case study using LSS problem-solving tools; additionally, there was a new round of advanced LSS Black Belt training, in which the participants learned more sophisticated and complex problem-solving methodologies
- In FY 2020-21, the Department completed several performance improvement projects including benchmarking different jurisdictions' use of alternative fuels, analyzing the Corrections and Rehabilitation Department's inmate discipline and grievance processes, and assisting the Elections Department in analyzing the time needed to complete a ballot in preparation for the 2020 Presidential Election; in FY 2021-22, the Department will continue to assist with the development of a performance management framework for user support processes associated with the enterprise system INFORMS

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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 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); the Opioid Affected Youth-Initiative Project; and other local, state and 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 18-19	FY 19-20	FY 20-21	FY 20-21	FY 21-22
					Actual	Actual	Budget	Projection	Target
HIV+ clients served by Ryan White Program (includes Part A and Minority AIDS Initiative [MAI])	HS2-1	HW-3	OP	↔	9,578	9,031	9,800	8,127	9,300
Percentage of reimbursement requests processed within 21 calendar days	GG4-2	LS-1	EF	↑	95%	95%	85%	85%	85%
Site visits - CBOs	GG4-2	LS-1	OP	↔	153	153	128	131	128
Comprehensive Ryan White Program site visits (per contract year)*	HS2-1	HW-3	OP	↔	15	0	9	0	8
Grant, sponsorship and advertising funding received (in millions) by the County and CBOs associated with OMB revenue enhancement activities**	GG4-1	ES-3	OC	↑	\$58	\$124	\$55	\$49	\$55

* A federal waiver of the annual site visit requirement was approved for FY 2019-20, FY 2020-21, and FY 2021-22

** FY 2019-20 Actual increased due to award of two large, multi-year federal grants

DIVISION COMMENTS

- **The FY 2021-22 Adopted Budget includes the addition of one OMB Program Coordinator, one Contracts Officer, and one Accountant 2 to support the Division with the increase in grants awarded (\$355,000)**
- **During FY 2020-21, two Special Projects Administrator 2 overage positions were added to support the Grants Coordination Division (\$256,000); one position was added to support the Ending the HIV Epidemic grant as a requirement of the new grant, and the second position was added to support capacity building for CBOs**
- During FY 2020-21, one position was transferred to the Administration Division as part of a departmental reorganization to better align services
- The FY 2021-22 Adopted Budget allocates \$13.3 million for community-based organizations (CBOs), providing funding for organizations via a motion that was adopted by the Board of County Commissioners on November 19, 2019 which extends the contracts through September 2022; 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 and \$25,000 for the Office of the Chair; the FY 2021-22 Adopted Budget also includes \$1.044 million to fund the Mom and Pop Small Business Grant Program

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- The FY 2021-22 Adopted Budget includes reimbursements for administrative support from the Ryan White Program (up to \$209,000)
- The FY 2021-22 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)

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 INFORMS changes based on business process needs and their impacts on daily operations
- Manages the implementation of system upgrades and enhancements
- Administers all change management associated with INFORMS tools and business process improvements including training, development, corresponding materials and communication planning

DIVISION COMMENTS

- **The FY 2021-22 Adopted Budget reflects the addition of two OMB Program Coordinator positions and one ERP Business Analyst 3 to create efficiencies as the County evolves the INFORMS functionality to include Human Capital/Payroll and Business Intelligence capabilities in addition to Finance, Supply Chain and Budget modules (\$327,000)**
- The implementation and post Go Live support 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 and post Go Live support of the INFORMS; Phase 1, General Ledger, Accounts Payables, Billing, Accounts Receivable, Project Costing, Grants, and Supply Chain applications went live in April 2021 and Strategic Sourcing is expected to go-live in the last quarter of FY 2020-21; Phase 2, Payroll, Time and Absence management, Employee Learning management, Performance management, Employee Self Service and Manager Self-Service modules are planned to go live early in 2022; Phase 3, Budget and Scorecard modules went live in January 2021; Phases 4 and 5, Finance, Supply Chain and Human Capital Management Business Intelligence and Analytics reporting applications, are planned to go live in the second quarter of FY 2021-22

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DIVISION: PROGRAM MANAGEMENT ADMINISTRATION

The Program Management Division administers federal funding for declared storms and other emergency-related situations. This includes funding from the U.S. Department of Treasury appropriated through the Coronavirus Aid, Relief, and Economic Security Act (CARES Act), the American Rescue Plan Act (ARPA), and the Federal Emergency Management Public Assistance (PA) program. The Division seeks to maximize reimbursement opportunities for the County as well as compliance with federal requirements.

- Vets programs and activities supported by federal funds to ensure congruence with funder guidelines
- Ensures accountability and compliance for federal funding received
- Refines internal processes to enhance the County's reimbursement opportunities
- Monitors subrecipients receiving County pass-through funds
- Reports impact of social and economic programs in Miami-Dade through data collection and compilation

Key Department Measures, Strategic Objectives, and Resiliency Drivers

Measures	SO	RD	Type	Good	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 21-22
					Actual	Actual	Budget	Projection	Target
Percentage of FEMA disallowances analyzed to develop internal process improvements	GG4-2	LS-3	OP	↔	N/A	N/A	15%	15%	90%
Percentage of FEMA-reimbursable fiscal year expenses assigned to projects and submitted for review within the fiscal year	GG4-2	LS-3	OC	↑	N/A	N/A	60%	60%	75%
Percentage of FEMA Request for Information's completed on time	GG4-2	LS-3	EF	↑	N/A	N/A	90%	90%	90%
Percentage of American Rescue Plan Act subrecipient monitoring reviews conducted*	GG4-1	LS-3	OC	↑	N/A	N/A	N/A	N/A	33%

*Although contracts for programs are anticipated to be executed in FY 2020-21, financial activity to be monitored will not occur until FY 2021-22

DIVISION COMMENTS

- During FY 2020-21 a new division, Program Management Administration, was created to support and maximize reimbursement opportunities to the County for emergency situations, including COVID-19, hurricanes, and other disasters
- The Program Management Division is comprised of eight new positions, which are funded by FEMA and other grants (\$929,000)

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line-Item Highlights	(dollars in thousands)				
	Actual FY 18-19	Actual FY 19-20	Budget FY 20-21	Projection FY 20-21	Budget FY 21-22
Advertising	58	39	65	55	65
Fuel	0	0	0	0	0
Overtime	-5	1	0	0	0
Rent	60	60	208	208	739
Security Services	0	0	0	0	0
Temporary Services	0	0	630	630	562
Travel and Registration	12	5	38	38	43
Utilities	55	93	46	37	31

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OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 18-19	Actual FY 19-20	Budget FY 20-21	Adopted FY 21-22
Revenue Summary				
General Fund Countywide	4,458	4,392	4,663	6,139
General Fund UMSA	696	716	782	854
Bond Proceeds	0	1,611	2,355	2,647
Building Better Communities	200	0	0	392
Bond Interest	0	246	673	787
CIIIP Proceeds	0	246	673	787
CRA Administrative Reimbursement	968	1,011	1,189	1,266
Miscellaneous Revenues	561	375	711	200
QNIP Bond Proceeds	25	110	0	0
SNP Bond Interest Revenue	90	0	0	0
Federal Grants	0	0	0	980
Other Miscellaneous Revenues	690	807	975	1,500
Ryan White Grant	26,214	24,383	30,000	30,000
Interagency Transfers	125	175	175	175
Interfund Transfers	187	200	162	210
IT Funding Model	91	252	1,722	2,636
Total Revenues	34,305	34,278	43,407	47,786

Operating Expenditures

Summary

Salary	6,388	7,742	9,244	11,740
Fringe Benefits	1,964	2,417	3,045	3,984
Court Costs	128	72	0	0
Contractual Services	13,327	7,791	100	0
Other Operating	2,217	2,472	945	1,006
Charges for County Services	343	249	822	1,265
Grants to Outside Organizations	9,861	13,488	29,170	29,702
Capital	77	47	81	89
Total Operating Expenditures	34,305	34,278	43,407	47,786

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 20-21	Adopted FY 21-22	Budget FY 20-21	Adopted FY 21-22
Strategic Area: Health and Society				
Grants Coordination	30,975	31,500	13	14
Strategic Area: General Government				
Administration	1,257	1,500	6	8
Management and Budget	3,520	4,093	19	24
Management Planning and Performance Analysis	1,058	1,338	6	7
Grants Coordination	2,775	3,451	22	25
Strategic Business Management	3,822	4,924	22	25
Program Management Administration	0	980	0	8
Total Operating Expenditures	43,407	47,786	88	111

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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	\$0	\$201	2
Fund one Senior Business Analyst and one Business Analyst position to allow for more comprehensive budget and performance monitoring	\$0	\$282	2
Fund vacant Special Projects Administrator 2 position to enhance revenue generating efforts through sponsorship and marketing programs	\$0	\$75	1
Fill one and fund two Contracts Officer positions to perform enhanced monitoring of community-based organizations	\$0	\$225	3
Total	\$0	\$903	9