Office of Management and Budget Business Plan

Fiscal Years: 2014 and 2015

(10/01/13 through 9/30/15)

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TABLE OF CONTENTS

DEPARTMENT OVERVIEW Page 3
- Departmental Mission
- Department Description
- Table of Organization
- Strategic Alignment Summary
- Our Customer

KEY ISSUES Page 5

PRIORITY INITIATIVES Page 6

FUTURE OUTLOOK Page 7

ATTACHMENT 1
BUSINESS PLAN REPORT

DEPARTMENT OVERVIEW

Department Mission

The mission of the Office of Management and Budget (OMB) is to partner with Miami-Dade County Departments to provide excellent services to the community through optimal resource allocation, results-oriented planning and process improvement, maximizing grant and alternative funding opportunities, and monitoring the use of County, state, federal and/or private funds to ensure effective service delivery and compliance with funding requirements.

Department Description

The Office of Management and Budget brings together the County's operating and capital budgeting, strategic planning and business planning, performance improvement, grants coordination, Community Redevelopment Agency (CRA), bond monitoring, and incorporation and annexation support functions of Miami-Dade County. Taken together, these functions help ensure the County allocates resources to reflect the community's priorities.

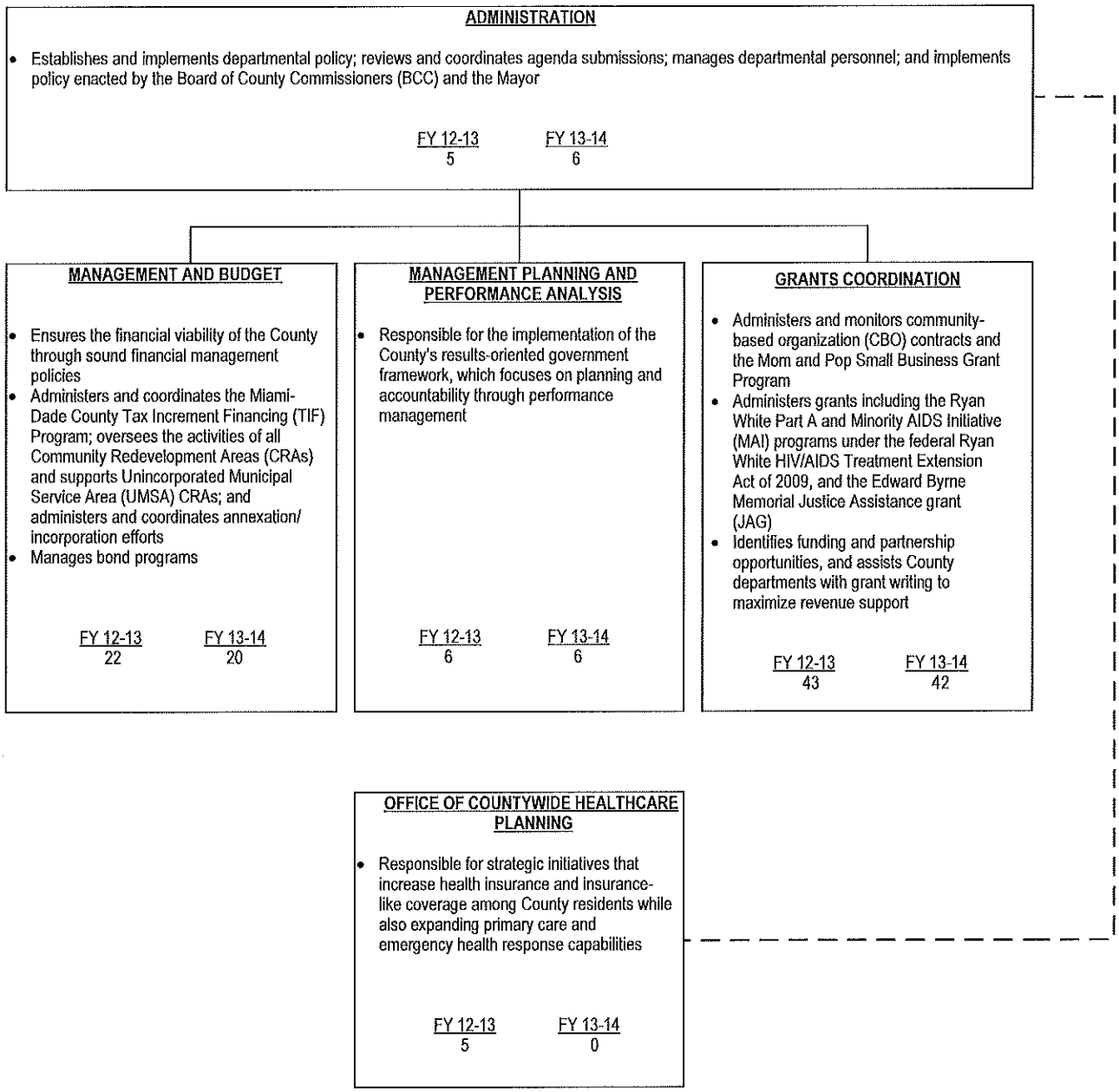
The Management and Budget Division develops and implements the County's operating and capital budget to ensure financial resources, department operations, and staffing levels are aligned to achieve results driven by policy and customer needs, promoting a Results-Oriented Government by linking funding recommendations with priorities outlined in the Strategic Plan and departmental business plans. The division is also responsible for providing annual updates to the County's Five-Year Financial Plan in addition to managing the Building Better Communities General Obligation Bond (BBC-GOB), Quality Neighborhoods Improvement (QNIP) and Safe Neighborhood Parks (SNP) Bond Programs.

The Management and Budget Division also administers and coordinates the Miami-Dade County Tax Increment Financing (TIF) Program; oversees the activities of all CRAs; supports Unincorporated Municipal Service Area (UMSA) CRAs; and provides analysis and support of incorporation and annexation efforts, and policy recommendations for unincorporated Miami-Dade County.

The Management Planning and Performance Analysis Division is responsible for the implementation of the County's results-oriented framework that includes strategic and business planning, and developing systems to track the County's progress in achieving its goals. In addition, the division is the County's internal management consulting resource, focusing on increasing efficiency and effectiveness of public service delivery. Its specialties range from conducting organizational and business process reviews to the development of gainsharing agreements.

The Grants Coordination Division administers and monitors Community-Based Organization (CBO) contracts including the Mom and Pop Small Business Grant Program to ensure compliance; manages grant programs (including the federal Ryan White Program); monitors state and federal legislation, appropriations, and regulatory actions that affect grant programs and funding opportunities; coordinates County grant, advertising, and marketing partnership initiatives to pursue new and/or additional funding to strengthen and enhance programs; assists County departments and community organizations with grant writing to maximize revenue support; and provides grant-related training and technical assistance to County departments and CBOs.

TABLE OF ORGANIZATION



Strategic Alignment Summary

OMB primarily supports the following goals and objectives from the General Government portion of the Miami-Dade County Strategic Plan:

GG1	Friendly Government
GG1-3	Foster a positive image of government
GG4	Effective management practices
GG4-1	Provide sound financial and risk management
GG4-2	Effectively allocate and utilize resources to meet current and future operating and capital needs

Additionally, OMB's efforts in developing a comprehensive budget and monitoring the use of local, state and federal funds also support the following goals and objectives from a variety of other strategic areas:

ED5	Revitalized communities
HH1	Healthy communities
HH3-4	Increase the self-sufficiency of vulnerable residents and special populations

Our Customer

OMB serves many internal and external customer groups through several products including the County's operating and capital budget, strategic and departmental business plans, management of County bond programs and CRAs, annexation and incorporation efforts, securing grant and alternative funding opportunities for county initiatives and projects, improving outreach to key service providers, and by monitoring for compliance how County, state and federal funds are used.

Internal customers include County policy makers such as the Office of the Mayor and the Board of County Commissioners. OMB supports these customers by annually preparing a budget that meets the community needs and priorities identified by these elected officials. OMB also provides these groups expert and timely information pertaining to County resources to help guide decision making and policy setting.

Departmental staff is another important internal customer. OMB serves these customers by developing with them proposed budgets and helping them plan their expenditures and revenues on an ongoing basis throughout the year. OMB also supports these customers by helping them develop their business plans, performance measures, process improvement techniques, capital plans, marketing partnerships, and grant applications.

External customers include municipalities, businesses, consultants and contractors supporting the County, not-for-profit organizations (including CBOs and recipients of Mom and Pop Small Business Grant Program support), CRA boards, and financial rating agencies.

Ultimately, OMB serves all County residents and visitors. By working with our internal and our external customers in all our product lines, OMB helps promote an excellent quality of life in Miami-Dade County.

KEY ISSUES

The following are key issues OMB needs to address in the current and upcoming fiscal year:

- Continued economic uncertainty and related negative impact on the property roll impacts local, state and federal resources, including grant funding, that is available for the County. OMB must be able to develop a variety of scenarios to effectively plan for actual resources that may become available.

- The recent change in the structure of several County departments will continue to be a major focus area for OMB. The merger of several departments continues to require substantial planning and coordination among all interested parties.

- With given resource limitations, there is an ongoing need to develop strong countywide knowledge in performance improvement techniques, structured problem solving, group facilitation, and root cause analysis.

- Access to quality information from key sources remains critical for OMB to accomplish its mission. OMB began Phase 1 of the Hyperion (BAT) system implementation, which is part of the larger ERP implementation that will help integrate the various systems (Financial, Accounting, Management Information System Resourcing for Results On-line, and Automated Budget Development System) needed during budget development. It will continue to work to further integrate information from the Capital Improvement Information System (CIIS), and ActiveStrategy Enterprise (ASE). OMB uses ASE to collect performance measure information and relies on input from departmental staff to generate the budget, related performance measures, and other products. It is critical that this input is timely and accurate.

- Coordinate with key stakeholders, including federal funders, other Ryan White funded grantees, the Miami-Dade HIV/AIDS Partnership, and local HIV/AIDS CBOs to implement enrollment of eligible clients into cost effective Affordable Care Act health insurance exchange options ensuring that Ryan White remains the payer of last resort, as federally mandated.

- CBO funding mechanisms do not reflect the current needs of human and social services. As a result, the County must develop and implement a competitive solicitation process to ensure the best use of funding to service priority areas of most needs.

- The continuation of the BBC-GOB Flexible Drawdown Program requires the support from the Finance Department to provide timely issuance of bonds to meet capital project needs

PRIORITY INITIATIVES

To address these key issues and serve our customers OMB will:

- Develop and effectively communicate the annual operating and capital budget that reflects the community's needs and priorities, continue to coordinate systems to improve integrity of information, and work with department staff in a collaborative fashion to ensure that information sharing meets OMB and departmental needs

- With completion of Phase I of the Hyperion (BAT) system implementation, complete Phase II which will allow for a single source system that will not only be used for budget development, but also for forecasting, revenue estimation modeling, five-year plan development, and budget document development

- Monitor Community Redevelopment Areas with a focus on the Unincorporated Municipal Service Area (UMSA): West Perrine, the Naranja Lakes, 79th Street, and the 7th Avenue CRAs

- Support incorporation and annexation applications, particularly with the moratorium lifted, and develop recommendations for policy changes to improve the incorporation and annexation processes

- Manage projects implemented by Miami-Dade County, municipalities, businesses, consultants, and not-for-profit CBOs (including the Mom and Pop Small Business Grant Program); provide timely information to the public, Citizens' Advisory Committee (CAC), and Board of County Commissioners (BCC) related to the Building Better Communities General Obligation Bond program (BBC-GOB). Schedule, monitor and coordinate BBC-GOB CAC meetings; monitor, document, and audit project expenditures by bond series; and provide timely reimbursement

payments and project information to Miami-Dade County departments, municipalities, and not-for-profit CBOs

- Build expertise in innovative problem-solving methodologies such as Lean Six Sigma and identify lucrative areas in county government to apply these techniques to make our processes more efficient and more effective
- Continue to conduct yearly site visits to monitor fiscal, programmatic, and administrative operations of funded CBOs, recipients of the Mom and Pop Small Business Grant Program, contracted providers of the Ryan White Program, and contracted municipalities of the Edward Byrne Memorial Justice Assistance Grant (JAG) Program to ensure compliance with contractual requirements
- Develop a new competitive solicitation process for funding CBOs
- Collaborate with all Advisory Boards in seeking new and creative revenue stream opportunities through grant seeking
- Provide oversight of the Indoor and Outdoor Commercial Advertising Structures/Space and Print Media contract(s)
- Begin to implement the new countywide Marketing Partnerships Program, including drafting a formal policy for Board consideration; and continue to provide sponsorship training and marketing consulting support to all County departments; and
- Continue to coordinate with departmental staff and external customers with the utilization of proceeds from the Flexible Drawdown Program which provides the County with access to capital funds as needed for expenditures on BBC-GOB projects.

FUTURE OUTLOOK

State Legislation, the negative economic environment in the preceding years, and reduced federal and state funding have impacted resources countywide and the availability of resources for departments. OMB operating and capital budget development staff will continue to work with all County departments on resourceful and innovative techniques to meet the needs of the community during this time of increasing and competing demands. Inclusive of these techniques is the new Flexible Drawdown Program for financing projects in the Building Better Communities Bond program.

In addition, OMB's Management and Budget Division will continue to monitor municipal and unincorporated CRA and incorporation and annexation activities. While it has been challenging for the CRAs to fund large projects as a result of the downturn in the local economy, some CRAs continue to experience some extraordinary growth. During this economic downturn, CRAs are focusing on their respective redevelopment plans to ensure that the strategies laid out are still viable in the foreseeable future. Several CRAs have taken this opportunity to amend their redevelopment plans. The unit will develop strategies for the CRAs within the unincorporated area to deal with the issues confronting their respective communities. Some of these initiatives will include commercial and residential grant programs, small business development assistance and the continuation of partnering with community stakeholders. In addition, should there be renewed community interest in incorporation activities, OMB will need to review resources to provide support to the Municipal Advisory Committees.

OMB's Management Planning and Performance Analysis Division will continue pursuing policies, methodologies, software, and countywide training to strengthen data integrity and to make performance measures more relevant to departmental management. This division will also continue to perform targeted analysis of organizational structures, shared services and internal process reviews

countywide, especially as the County continues to streamline departments and operations. In addition, demand for performance analysis and improvement services will remain very high. As a result, the department will continue to deploy strategies to expand the knowledge of proven problem solving techniques across the organization.

In the next three to five years, OMB's Grants Coordination Division will continue to identify and promote grant and revenue generating opportunities, as well as provide grant-related technical assistance, training, and support to County departments and CBOs. The division will continue to coordinate County grant, advertising, and sponsorship initiatives and provide direct administrative support to the Miami-Dade HIV/AIDS Partnership. Additionally, it will continue to ensure compliance with all related grant requirements and conditions of award for the federal Ryan White Program and other state and/or federal grants managed by the division; improve the internal review process of CBO performance outcomes to evaluate community impact and ensure best use of funding; and improve transparency and accountability of funds received by CBOs through improved reporting (this objective also applies to the Mom and Pop Small Business Grant Program).

OMB continues to work within its own fiscal constraints to deliver excellent service in a timely manner by providing responses to requested reports and provide effective and efficient analysis and reviews in conjunction with other County departments. The department will continue to have challenges, but will strive to develop a workforce through cross training and succession planning to continue to be the engine that supports and facilitates results-oriented governing within the County.