Management and Budget

The mission of the Office of Management and Budget (OMB) is to provide the reliable information, expert analysis, guidance, resources, and oversight needed to support excellent public service delivery and to ensure a fiscally responsible local government that is accountable to the community. In fulfilling its vision, "managing resources for a thriving community," OMB is guided by its core values of integrity, accountability, excellence, leadership, adaptability, transparency and empathy.

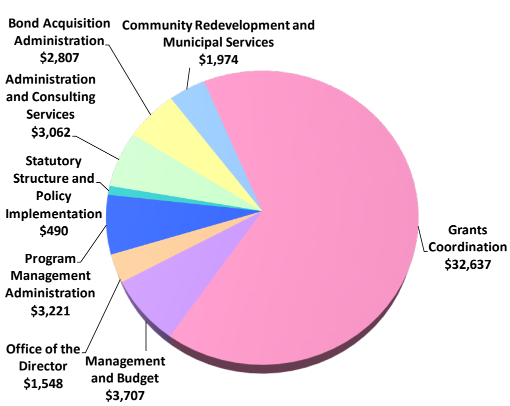
In supporting the strategic priority of Fiscal Responsibility and Efficiency, OMB supports and facilitates the County's results-oriented government framework to promote the most efficient use of the County's resources through strategic and business planning, operating and capital budgeting, fiscal monitoring, and performance improvement initiatives. It manages grant programs and Federal Emergency Management Agency (FEMA) projects, identifies funding and partnership opportunities, and assists County departments to maximize financial resources. OMB also leads incorporation and annexation functions as well as facilitation of community redevelopment agency (CRA) activities. OMB oversees the Building Better Communities General Obligation Bond (BBC-GOB) Program and the Countywide Infrastructure Investment Program (CIIP) and manages the County's debt financing and debt issuances. Also, OMB serves as the lead liaison and manages the ongoing transition of operations for the County's constitutional offices. Taken together, these functions help ensure the County allocates and manages resources to reflect the community's priorities.

OMB serves Miami-Dade residents and visitors. By working with internal and external customers, OMB addresses community priorities, fosters prosperity for residents and businesses, and builds trust and collaboration among stakeholders. It strives to meet customer needs timely, accurately, cost-effectively, and ethically. Internal customers include the Office of the Mayor and the Board of County Commissioners, as well as County departments. External customers include municipalities, residents, community leaders, CRA boards, municipal advisory committees and the five constitutional offices. Additionally, OMB works with federal and state grant funding sources, not-for-profit organizations, public and philanthropic grant makers, academia and contractors supporting the County. Customer feedback from meetings, focus groups, and surveys is analyzed to improve performance.

FY 2026-27 Proposed Operating Budget

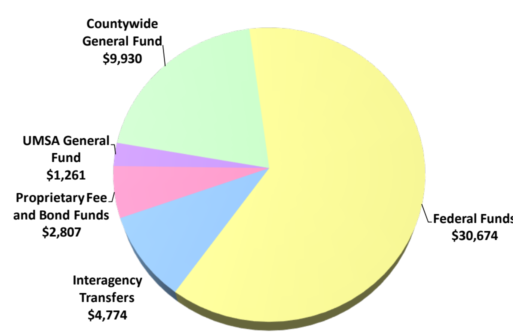
Expenditures by Activity

(dollars in thousands)



Revenues by Source

(dollars in thousands)



OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 23-24	Actual FY 24-25	Budget FY 25-26	Proposed FY 26-27
Revenue Summary				
General Fund Countywide	7,961	14,584	9,594	9,930
General Fund UMSA	1,071	1,305	1,295	1,261
Bond Administration Fees	2,264	2,489	1,671	2,171
Bond Transaction Fees	2,484	1,188	2,113	1,560
Building Better Communities Bond Interest	592	207	706	783
CIIP Proceeds	618	1,034	721	572
CRA Administrative Reimbursement	1,936	1,511	1,249	2,719
Carryover	0	4,073	2,990	1,550
Interest Earnings	84	591	45	45
Miscellaneous	0	0	186	0
Miscellaneous Revenues	7	12	30	107
QNIP Bond Proceeds	0	0	82	0
State Grants	0	0	1,234	0
Federal Grants	1,037	1,236	17,429	3,221
Ryan White Grant	27,751	27,823	27,284	27,453
Constitutional Officers Reserve Fund	528	0	0	0
IT Funding Model	424	476	212	216
Interfund Transfers	163	186	3,140	0
Transfer From Other Funds	0	0	0	377
Total Revenues	46,920	56,715	69,981	51,965
Operating Expenditures Summary				
Salary	12,322	13,239	23,255	14,942
Fringe Benefits	4,649	4,941	10,479	6,337
Court Costs	1	5	24	2
Contractual Services	197	257	1,908	1,904
Other Operating	424	396	3,683	531
Charges for County Services	592	526	381	363
Grants to Outside Organizations	25,719	30,873	25,700	25,330
Capital	26	48	477	37
Total Operating Expenditures	43,930	50,285	65,907	49,446
Non-Operating Expenditures Summary				
Transfers	0	2,836	4,074	2,519
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	2,836	4,074	2,519

	Total Funding		Total Positions	
(dollars in thousands) Expenditure By Program	Budget FY 25-26	Proposed FY 26-27	Budget FY 25-26	Proposed FY 26-27
Strategic Priority: Fiscal Responsibility and Efficiency				
Office of the Director	1,487	1,548	4	4
Administration and Consulting Services	2,966	3,062	14	13
Management and Budget	3,540	3,707	18	17
Community Redevelopment and Municipal Services	1,034	1,974	4	5
Grants Coordination	50,611	32,637	40	42
Program Management Administration	3,385	3,221	10	9
Bond Acquisition Administration	2,404	2,807	8	8
Statutory Structure and Policy Implementation	480	490	3	3
Total Operating Expenditures	65,907	49,446	101	101

SELECTED ITEM HIGHLIGHTS AND DETAILS

	(dollars in thousands)				
Line-Item Highlights	**Actual FY 23-24**	**Actual FY 24-25**	**Budget FY 25-26**	**Projection FY 25-26**	**Proposed FY 26-27**
Advertising	6	8	24	19	22
Fuel	0	0	0	0	0
Overtime	9	6	0	2	0
Rent	83	91	69	85	89
Security Services	0	0	0	0	0
Temporary Services	21	526	220	100	0
Travel and Registration	53	21	62	37	63
Utilities	30	36	36	20	34

TABLE OF ORGANIZATION

OFFICE OF THE DIRECTOR
Establishes and carries out departmental policies; directs overall operations; implements policy enacted by the Board of County Commissioners (BCC) and the Mayor

FY 25-26	FY 26-27
4	4

MANAGEMENT AND BUDGET
Develops and monitors the annual operating budget and multi-year capital plan; oversees the Building Better Communities (BBC) General Obligation Bond Program and the Countywide Infrastructure Investment Program (CIIP)

FY 25-26	FY 26-27
18	17

ADMINISTRATION AND CONSULTING SERVICES
Responsible for the implementation of the County's results-oriented government framework; assists with implementation of departmental policies and procedures; oversees human resources, and procurement

FY 25-26	FY 26-27
14	13

PROGRAM MANAGEMENT ADMINISTRATION
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

FY 25-26	FY 26-27
10	9

COMMUNITY REDEVELOPMENT AND MUNICIPAL SERVICES
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

FY 25-26	FY 26-27
4	5

GRANTS COORDINATION
Administers federal grants and identifies funding and partnership opportunities; assists County departments to maximize revenue support

FY 25-26	FY 26-27
40	42

STATUTORY STRUCTURE AND POLICY IMPLEMENTATION
Administers the implementation of services in alignment with the transition agreements executed with the constitutional offices including the Sheriff's Office, Supervisor of Elections, Property Appraiser, Tax Collector, and Clerk of the Court and Comptroller.

FY 25-26	FY 26-27
3	3

BOND ADMINSTRATION
Manages the County's debt financing

FY 25-26	FY 26-27
8	8

The FY 2026-27 total number of full-time equivalent positions is 101

DIVISION: OFFICE OF THE DIRECTOR

The Office of the Director provides leadership and direction to departmental staff, establishes and implements departmental policies, and directs overall operations. It reviews and implements County policy, manages intergovernmental and legislative activities, coordinates Implementing Orders (IOs) and Administrative Orders (AOs) for budget and agenda items, maintains the IO/AO database, and oversees development and review of County procedures and the Procedures Manual.

DIVISION: ADMINISTRATION AND CONSULTING SERVICES

The Administration and Consulting Services (ACS) Division supports results-oriented government through strategic planning, performance measurement, and internal consulting. It facilitates business planning for County departments and improves service efficiency and effectiveness through performance analysis projects and Lean Six Sigma training. ACS also manages policies, human resources, procurement, and the Management Advisory Consulting Services (MACS) Pool.

Strategic Plan Objectives

- FRE2-2: Promote employee development and leadership

Departmental Objectives	Performance Measures	Measure Type	Good Direction	FY 23-24 Actual	FY 24-25 Actual	FY 25-26 Budget	FY 26-27 Target
Promote the use of Lean Six Sigma (LSS) techniques	Number of County employees completing advanced Lean Six Sigma training programs	OP	↔	33	24	30	30
	Employees trained in Lean Six Sigma yellow belt methodology (via OMB program) since inception	OC	↑	1,860	1,995	2,000	2,125

Strategic Plan Objectives

- FRE4-2: Effectively prioritize, allocate and use resources to meet the current and future operating and capital needs for all our residents

Departmental Objectives	Performance Measures	Measure Type	Good Direction	FY 23-24 Actual	FY 24-25 Actual	FY 25-26 Budget	FY 26-27 Target
Improve alignment and achievement of strategic priorities throughout the County	Performance analysis projects completed	OC	↑	9	8	8	8
	Percentage of Strategic Plan objectives supported by department business plans and scorecards	OC	↑	100%	100%	100%	100%
	Average number of active users of the County Strategic Management System	IN	↔	456	454	350	425

KEY ISSUES

- OMB's Green Belt previous training provider ceased to operate, creating a gap in the delivery of Lean Six Sigma training services; notwithstanding, there is an opportunity to develop partnerships with County departments and other organizations and to expand the Lean Six Sigma coaching program

PRIORITY INITIATIVES

- In FY 2025-26, the Division completed the procurement of a new Lean Six Sigma Green and Black Belt training partner and plans to conduct Green Belt training for County employees; this effort will ensure high quality training services remain available to County employees and enhance performance improvement skills in the workforce; training services will be funded by the respective employees' departments
- In FY 2026-27, the Division will develop structured partnerships with County departments and/or constitutional offices and expand the Lean Six Sigma coaching program; this initiative will help customer organizations achieve meaningful process and performance improvements and to promote a culture of continuous improvement; this initiative will be completed using existing resources
- In FY 2025-26, the Division will launch a countywide transformation framework to identify cost savings and improve employee experience and service delivery through data-driven, cross-department initiatives; this initiative will improve resident services and fiscal accountability, generate sustainable cost savings, and improve employees' capacity to focus on mission-critical work; this initiative will be managed with existing staff and potentially supplemented with external vendor support; it is expected to generate verified net cost savings over time

BUDGET COMMENTS

- *As part of our commitment to ensuring long-term financial stability, strengthening essential services, and improving operational efficiency, the FY 2026-27 Proposed Budget includes the reduction of one vacant Program Coordinator position ($253,000)*

DIVISION: MANAGEMENT AND BUDGET

The Management and Budget Division ensures the County's viability through sound financial policies. It develops and implements the operating and capital budget, ensuring resources, operations, and staffing levels align to achieve results. It updates the County's Five-Year Financial Plan, and manages the Building Better Communities General Obligation Bond, Countywide Infrastructure Investment Program, General Government Improvement Fund, and the Quality Neighborhood Improvement Program.

Strategic Plan Objectives

- FRE4-1: Provide sound financial and risk management

Departmental Objectives	Performance Measures	Measure Type	Good Direction	FY 23-24 Actual	FY 24-25 Actual	FY 25-26 Budget	FY 26-27 Target
Prepare and monitor the County's budget	Countywide emergency contingency reserve balance (in millions)	OC	↑	$64.5	$75.8	$81.9	$87.8

Strategic Plan Objectives

- FRE1-2: Facilitate community outreach and engagement to promote better decision-making in County government

Departmental Objectives	Performance Measures	Measure Type	Good Direction	FY 23-24 Actual	FY 24-25 Actual	FY 25-26 Budget	FY 26-27 Target
Facilitate community involvement and engagement in the budget process	Total number of public speakers at budget hearings	OC	↑	276	436	150	150

Strategic Plan Objectives							
• FRE4-2: Effectively prioritize, allocate and use resources to meet the current and future operating and capital needs for all our residents							
Departmental Objectives	Performance Measures	Measure Type	Good Direction	FY 23-24 Actual	FY 24-25 Actual	FY 25-26 Budget	FY 26-27 Target
Maintain healthy reserves	Carryover as a percentage of the General Fund budget	OC	↑	1.7%	5.5%	3.0%	6.6%
Prepare budget that supports the County's mission	GFOA budget scores	OC	↑	3.3	3.5	3.3	3.3

ACCOMPLISHMENTS

- The Division developed and presented the FY 2025-26 Proposed Budget that was adopted by the Board on September 18, 2025; additionally, the FY 2025-26 Adopted Budget Book received the Distinguished Budget Presentation Award from the Government Finance Officers Association for the 24th consecutive year

KEY ISSUES

- Developing a budget in an uncertain economic environment and with ongoing governmental structural changes and property tax legislation being considered in the Florida Legislature's regular sessions is challenging; working with stakeholders to obtain funding priorities in a timely manner is critical

BUDGET COMMENTS

- In FY 2026-27, the Division will continue to work with County departments as well as municipalities and outside organizations to plan, schedule and coordinate the BBC-GOB program to ensure adherence to budgets and schedules; the FY 2026-27 Proposed Budget and Multi-Year Capital Plan includes $158.445 million of BBC-GOB capital projects
- In FY 2026-27, the Division will continue the implementation of the Countywide Infrastructure Investment Plan (CIIP); staff from the Bond Program Monitoring section of the Management and Budget Division will facilitate the program, coordinate contracting efforts, develop reporting requirements, and communicate the program's progress; staff will be funded with CIIP proceeds ($572,000)
- The FY 2026-27 Proposed Budget includes the transfer of one Contracts Officer position from Bond Program Monitoring to Grants Coordination

DIVISION: COMMUNITY REDEVELOPMENT AND MUNICIPAL SERVICES

The Community Redevelopment and Municipal Services (CRMS) Division administers the County's Tax Increment Financing (TIF) Program and oversees all CRAs; evaluates redevelopment areas/plans and findings of necessity; coordinates CRA approvals, budgets, and interlocal agreements; analyzes annexations and incorporations and manages the Municipal Advisory Committees. CRMS also negotiates municipal boundary and service-transition agreements; reviews CRA activities, manages UMSA CRAs, and provides recommendations on future municipal boundaries.

Strategic Plan Objectives

- EWA4-2: Increase economic opportunity and access to information technology

Departmental Objectives	Performance Measures	Measure Type	Good Direction	FY 23-24 Actual	FY 24-25 Actual	FY 25-26 Budget	FY 26-27 Target
Promote development in distressed areas by monitoring and supporting CRAs	Number of Community Redevelopment Agencies (CRAs)	IN	↔	15	15	16	16
	County TIF revenue payments (in millions)*	OC	↑	$93.4	$108.4	$123.2	$135.5
	Percent of total County Urban Development Boundary area within TIF districts**	IN	↔	26.9%	26.9%	28.0%	28.0%

* TIF Revenue Payments include Strategic Miami Area Rapid Transit (SMART) Transportation Infrastructure Improvement District (TIID) payments

** This measure includes the SMART TIID

KEY ISSUES

- Ensuring stable and predictable revenue for Community Redevelopment Areas (CRAs) is becoming increasingly challenging as potential state legislation aimed at eliminating property taxes threatens their primary funding source
- UMSA CRA Boards continue to request greater independence from the County, potentially reducing coordination and oversight by County staff

PRIORITY INITIATIVES

- In FY 2026-27, the Division will renegotiate all UMSA CRA interlocal agreements to identify operational tasks between the CRAs and the County and require a reimbursement back to the County; this effort will reduce the County's liability by defining processes between the CRAs and County staff while reimbursing the County's General Fund and helping fund projects within the CRA areas; this initiative will be completed using existing resources and could reduce liability and costs to the County while resulting in a funding source for projects within the CRA areas
- In FY 2025-26 the Division will renegotiate the Miami Gardens CRA interlocal agreement to reduce the County's TIF contribution to the Agency and potentially sunset the Agency early; this will reduce the County's TIF payment to the CRA; this initiative will be completed with existing resources; potentially, between $3 to $9 million net will be returned to the County within the next five years

BUDGET COMMENTS

- The FY 2026-27 Proposed Budget includes the transfer of one Senior Business Analyst to Community Redevelopment and Municipal Services from Program Management Administration

DIVISION: GRANTS COORDINATION

The Grants Coordination Division (GC) drives County grant strategy and compliance by identifying, pursuing, and supporting County department led and community-based revenue generating opportunities. The Ryan White Program, Ending the HIV Epidemic Initiative, Community Based Organizations (CBO) Grant Program, Revenue Maximization, and Grant teams manage key program grants, train departments, provide technical assistance, and track legislative actions to expand County services.

Strategic Plan Objectives

- FRE4-2: Effectively prioritize, allocate and use resources to meet the current and future operating and capital needs for all our residents

Departmental Objectives	Performance Measures	Measure Type	Good Direction	FY 23-24 Actual	FY 24-25 Actual	FY 25-26 Budget	FY 26-27 Target
Actively pursue grant and sponsorship funding opportunities	Grants funding received (in millions)*	OC	↑	$225	$102	$85	$85

*FY 2023-24 Actual reflects funding amount as a result of infrastructure grant awards

Strategic Plan Objectives

- FRE1-3: Ensure involvement of local organizations to help address priority needs of our residents

Departmental Objectives	Performance Measures	Measure Type	Good Direction	FY 23-24 Actual	FY 24-25 Actual	FY 25-26 Budget	FY 26-27 Target
Maintain program integrity to ensure service delivery	Number of site visits - CBOs*	OP	↔	131	135	117	117

*Actuals for FY 23-24 have been updated due to a scrivener's error

Strategic Plan Objectives

- HSC5-6: Provide the necessary support services to residents in need

Departmental Objectives	Performance Measures	Measure Type	Good Direction	FY 23-24 Actual	FY 24-25 Actual	FY 25-26 Budget	FY 26-27 Target
Promote independent living through early intervention and support services	People with HIV in Miami-Dade served by Ryan White Program*	OP	↔	9,316	9,194	9,300	9,600
	Comprehensive Ryan White Program site visits (per contract year)**	OP	↔	14	12	18	18

*The Ryan White Program's grant fiscal year spans from March 1 to February 28/29 each year. For reporting purposes, however, the program is reported using a standard fiscal year (FY) format.

**A federal waiver of the annual site visit requirement was approved for Grant FY 2023-24

ACCOMPLISHMENTS

- Grants Coordination distributed the Weekly Grant Mail to over 25,000 subscribers and directly supported more than 65 grant projects, securing $101.8 million in awards; this includes $26.8 million for Ryan White Part A/Minority AIDS Initiative programs and $4.47 million for Ending the HIV Epidemic serving more than 9,300 residents with HIV in 2024

KEY ISSUES

- As the federal and state funding landscape continually changes, there is a need to strengthen grant applications, expenditures, reporting, and program management across departments, enhancing their capacity to apply for and manage grant funds to address unfunded needs
- To ensure transparency, compliance, and alignment with evolving federal funding requirements and HIV care needs, there is a need to issue a new Request for Proposals (RFP) for the Ryan White Part A Program, Minority AIDS Initiative, and the Ending the HIV Epidemic (EHE) Initiative
- Sustainable funding for Community-Based Organizations (CBOs) is needed, while pressures exist for the County to address evolving community needs; CBOs require enhanced capacity building, including targeted training, technical assistance, and onboarding support for new agencies and providers

PRIORITY INITIATIVES

- By August 2026 the Division will deploy a new competitive solicitation process, using ZoomGrants software, to identify qualified subrecipients to deliver Ryan White Program and Ending the HIV Epidemic services; this initiative ensures continuity of HIV care for people with HIV in Miami-Dade County; this initiative is funded through Ryan White Program budget and under Grants Coordination's ZoomGrants contract
- In FY 2025-26, the Division will develop and deliver a structured curriculum of grant management, reporting, compliance, and financial training tailored to CBOs, including onboarding for new providers; this effort strengthens CBO capacity, reduces compliance findings, and improves service delivery across funded programs; this initiative will be completed using existing CBO Program staff resources
- In FY 2025-26, the Division will launch an Internal SharePoint to house grant resources and new professional training series for County departments; this initiative expands departments' capacity to seek, apply for, and manage grants to address unfunded programmatic and capital needs; this initiative will be completed using existing resources

BUDGET COMMENTS

- **During FY 2025-26 two overages were approved to support nonprofit and community-based organization (CBO) capacity-building initiatives: one OMB Program Coordinator and one OMB Capacity Building Manager for Grants Coordination ($468,000)**
- The FY 2026-27 Proposed Budget includes the transfer of one Contracts Officer position to Grants Coordination from Bond Program Monitoring ($151,000)
- *As part of our commitment to ensuring long-term financial stability, strengthening essential services, and improving operational efficiency, the FY 2026-27 Proposed Budget includes the elimination of one vacant Contracts Officer position ($111,000)*

DIVISION: PROGRAM MANAGEMENT ADMINISTRATION

The Program Management (PM) Administration Division administers federal funding for declared storms and emergencies to maximize reimbursement for the County. It ensures compliance with federal terms, tracks and reconciles disaster costs via INFORMS Emergency Management System Solutions, prepares grant-required reports for funders and stakeholders, provides technical assistance and training to departmental staff, and collaborates with funders including FEMA and the U.S. Treasury.

Strategic Plan Objectives

- FRE4-2: Effectively prioritize, allocate and use resources to meet the current and future operating and capital needs for all our residents

Departmental Objectives	Performance Measures	Measure Type	Good Direction	FY 23-24 Actual	FY 24-25 Actual	FY 25-26 Budget	FY 26-27 Target
Foster successful reimbursement of emergency related expenditures	Percentage of FEMA and state requests for information completed on time	EF	↑	100%	100%	100%	100%
	Percentage of emergency liaisons trained annually on procedures and forms	OC	↑	100%	100%	100%	100%
	Florida Recovery Obligation Calculation (FROC) for Miami-Dade County*	OC	↑	58 points	57 points	60 points	60 points

*FROC initiative commenced in FY 2023-24

ACCOMPLISHMENTS

- The Division achieved the reinstatement of $3.6 million in funding for the COVID-19 Corrections and Rehabilitation Force Account Labor (FAL) costs and $1 million for the COVID-19 Non-Congregate Sheltering projects through successful appeal and arbitration of FEMA's negative determinations and denials of costs

KEY ISSUES

- Currently, there is high uncertainty regarding the future of federal disaster funding to reimburse the County for emergency protective measures, permanent repair work, and management costs; this is resulting in frequent and inconsistent changes to funder and event-specific policies and practices

PRIORITY INITIATIVES

- In FY 2026-27, the Division will implement enhanced reporting functionalities using current FEMA equipment rates, FRS retirement rates, and geocoded locations; the improvements will validate staff reported emergency work within INFORMS/EMASS; this initiative will ensure accurate cost claims that meet FEMA requirements and capture labor costs of responding employees, targeting those from the 14 departments providing the bulk of the County's response; this initiative will be completed using existing resources
- By November 2026, the Division will participate in the Florida Recovery Obligation Calculation (FROC) initiative, complete the annual Disaster Readiness Assessment, address abatement items, and implement recommendations; the County will be able to quickly access the obligated FEMA Public Assistance funding in the same percentage as the F-ROC Disaster Readiness Assessment score achieved for each hurricane season; this initiative will be completed using existing resources

BUDGET COMMENTS

- The FY 2026-27 Proposed Budget includes the transfer of one Senior Business Analyst to Community Redevelopment and Municipal Services from Program Management Administration

DIVISION: BOND ACQUISITION ADMINISTRATION

The Bond Acquisition Administration (BAA) Division oversees all financial, analytical, and administrative functions of the County's debt management process, managing a bond portfolio of more than $18 billion across 16 distinct credits, peripheral authorities, and a Master Equipment Lease program of more than $486 million. BAA ensures the coordination of stakeholders responsible for monitoring expenditures, managing cash flow projections, and maintaining compliance before, during, and after debt issuance.

Strategic Plan Objectives

- FRE4-1: Provide sound financial and risk management

Departmental Objectives	Performance Measures	Measure Type	Good Direction	FY 23-24 Actual	FY 24-25 Actual	FY 25-26 Budget	FY 26-27 Target
Provide sound financial and risk management	Percentage of debt service payments made timely	OC	↑	100%	100%	100%	100%
	Bond rating evaluation by Moody's*	OC	↑	Aa2	Aa2	Aa2	Aa2
	Bond rating evaluation by Standard & Poor's*	OC	↑	AA	AA	AA	AA

*Bond ratings are for General Obligation Bonds

ACCOMPLISHMENTS

- During FY 2024-25, BAA completed eight financing transactions, including seven bond issuances and implementation of the 2025 Master Lease Program; the County executed $460 million in Countywide debt refundings, generating $52.2 million in gross debt service savings over the life of the bonds and $36.4 million in net present value savings, equal to 7.18% of the refunded bonds

KEY ISSUES

- In today's economic environment and with ongoing fiscal pressure, it remains important to preserve and enhance the County's strong credit ratings

PRIORITY INITIATIVES

- The Division will implement strategies to maintain and strengthen County credit ratings and achieve savings via prudent debt management, economic monitoring, proactive disclosure, compliance, and long-term planning; maintaining high credit ratings lowers borrowing costs, improves capital access, signals fiscal stability, supports long-term planning, and enhances public confidence in the County's governance; this initiative will be completed using existing resources

DIVISION: STATUTORY STRUCTURE AND POLICY IMPLEMENTATION

The Statutory Structure and Policy Implementation (SSPI) Division oversees and supports the transition and ongoing coordination of services for the County's independent Constitutional Offices, including the Sheriff, Supervisor of Elections, Property Appraiser, Tax Collector, and Clerk of the Court and Comptroller. The Division manages transition-related agreements, serves as the County's liaison, and provides strategic guidance to ensure service continuity and public accountability.

Strategic Plan Objectives

- FRE4-2: Effectively prioritize, allocate and use resources to meet the current and future operating and capital needs for all our residents

Departmental Objectives	Performance Measures	Measure Type	Good Direction	FY 23-24 Actual	FY 24-25 Actual	FY 25-26 Budget	FY 26-27 Target
Facilitate County departments transition to independent Constitutional Offices	Overall percentage completion of the transition to Constitutional Offices	OC	↑	75%	90%	100%	100%

ACCOMPLISHMENTS

- The SSPI Division successfully negotiated and executed transition agreements with the Constitutional Officers, establishing the legal and operational framework for the transfer of functions and ensuring continuity of services following the implementation of constitutional changes

KEY ISSUES

- Adjusting to changing priorities and policy directions of newly elected Constitutional Officers requires flexibility and may impact coordination, decision-making timelines, and long-term strategic alignment
- Successful development and negotiation of service level agreements with Constitutional Offices remains critical to defining service responsibilities and governance frameworks, and any delays or misalignment could impact service continuity and public accountability

PRIORITY INITIATIVES

- In FY 2025-26, the Division will establish a structured communication framework between the County and constitutional offices, including regular coordination meetings and standardized protocols; this initiative will improve coordination, clarity, and consistency in decision-making, reducing operational risk and strengthening collaboration across entities; this initiative will be completed using existing resources