

FY 2025-26 Proposed Budget and Multi-Year Capital Plan

Management and Budget

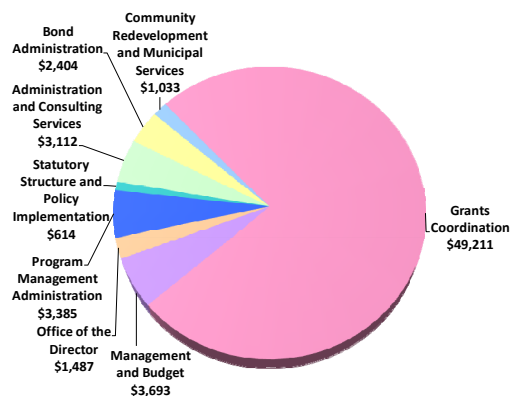
The Office of Management and Budget (OMB) provides reliable information, expert analysis, guidance, resources, and oversight needed to support excellent public service delivery and to ensure a fiscally responsible local government that is accountable to the community. OMB supports and facilitates the County's results-oriented government framework to promote the most efficient use of the County's resources; 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 General Obligation Bond (BBC-GOB) Program and the Countywide Infrastructure Investment Program (CIIP); manages the County's debt financing and debt issuances; and supports the County constitutional offices established in January 2025.

As part of the General Government strategic area, OMB supports the County's strategic planning and business planning processes; develops the County's annual budget; facilitates performance reporting mechanisms; and conducts organizational, management and business process reviews. The Department 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; and provides policy analysis regarding incorporation and annexation. OMB 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. OMB handles 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. The Department is responsible for the County's financial planning and debt management. Additionally, OMB oversees the implementation of services in alignment with transition agreements executed with County constitutional offices.

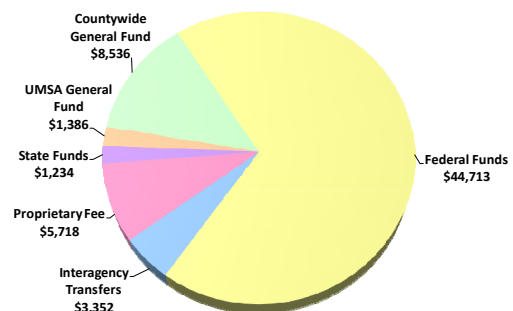
Stakeholders include the Mayor, the Board of County Commissioners (BCC), all County departments, other governmental entities, not-for-profit organizations, small businesses, district property owners, private developers, municipalities, advisory boards and consumers.

FY 2025-26 Proposed Operating Budget

Expenditures by Activity
(dollars in thousands)

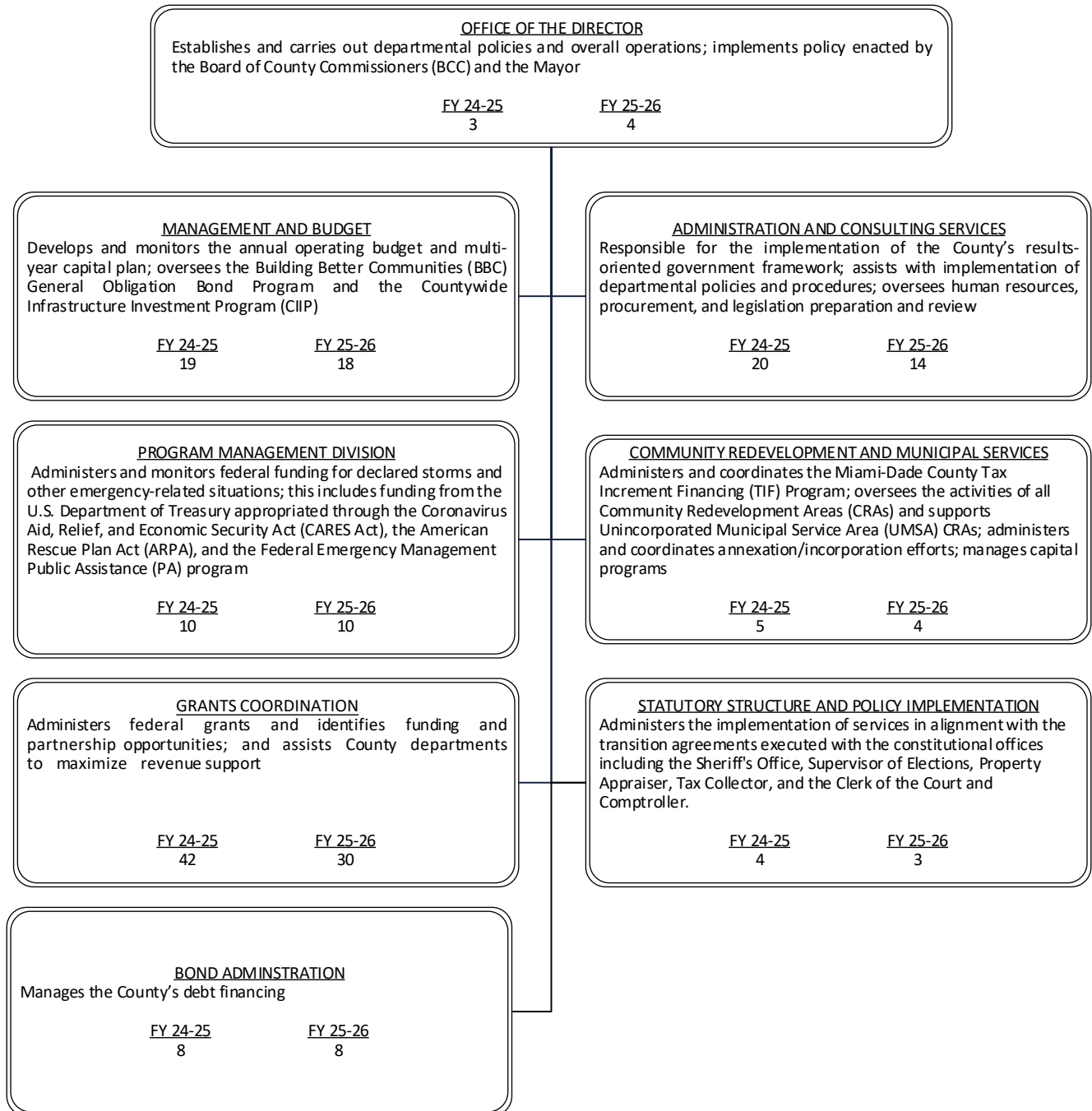


Revenues by Source
(dollars in thousands)



FY 2025-26 Proposed Budget and Multi-Year Capital Plan

TABLE OF ORGANIZATION



The FY 2025-26 total number of full-time equivalent positions is 91

FY 2025-26 Proposed Budget and Multi-Year Capital Plan

DIVISION: OFFICE OF THE DIRECTOR

The Office of the Director Division provides leadership and direction to departmental staff and establishes and implements departmental policies and overall operations.

- Establishes and carries out departmental policies and overall operations
- Directs and coordinates daily departmental operations
- Reviews, coordinates and implements County policy
- Manages and performs intergovernmental and legislative activities
- Coordinates the review of County Implementing Orders (IOs) and Administrative Orders (AOs), facilitates placement in budget documents or preparation of agenda items for Board of County Commissioners (BCC) 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

DIVISION COMMENTS

- **The FY 2025-26 Proposed Budget includes one OMB Senior Advisor approved as an overage in FY 2024-25 to provide strategic and executive support (\$259,000)**
- As part of OMB's re-organization and efficiency efforts, the FY 2025-26 Proposed Budget includes the transfer of one OMB Intergovernmental Affairs Administrator position from OMB's Administration and Consulting Services to the Office of the Director
- *As part of our commitment to ensuring long-term financial stability, strengthening essential services, and improving operational efficiency, the FY 2025-26 Proposed Budget includes the elimination of one vacant Administrative Support Specialist position (\$136,000)*

DIVISION: ADMINISTRATION AND CONSULTING SERVICES

The Administration and Consulting Services Division is responsible for implementing the directives of the Office of the Director and provides oversight over Miami-Dade County's results-oriented government framework.

- Manages and provides overall administration of departmental activities to include human resources and employee engagement, budget, procurement, asset management, special projects, and other administrative functions
- 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 tools 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

FY 2025-26 Proposed Budget and Multi-Year Capital Plan

Strategic Plan Objectives							
<ul style="list-style-type: none"> GG2-2: Promote employee development and leadership 							
Departmental Objectives	Performance Measures	Measure Type	Good Direction	FY 22-23	FY 23-24	FY 24-25	FY 25-26
				Actual	Actual	Budget	Target
Promote the use of Lean Six Sigma (LSS) techniques	Number of County employees completing advanced Lean Six Sigma training programs	OP	↔	43	33	30	30
	Employees trained in Lean Six Sigma yellow belt methodology (via OMB program) since inception	OC	↑	1,707	1,860	1,800	2,000

Strategic Plan Objectives							
<ul style="list-style-type: none"> GG4-2: 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 22-23	FY 23-24	FY 24-25	FY 25-26
				Actual	Actual	Budget	Target
Improve alignment and achievement of strategic priorities throughout the County	Performance analysis projects completed	OC	↑	10	9	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	↔	429	456	363	350

* FY 2025-26 target is adjusted due to the reduction in users of the Strategic Management System as a result of the new constitutional offices

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DIVISION COMMENTS

- In FY 2024-25, the Department completed or initiated performance analysis projects that included an analysis of call handle and wait time at the Water and Sewer customer call center and an analysis of overtime in Water and Sewer fleet operations; in FY 2025-26, the Department will build on the successful pilot of a coaching initiative for certified Lean Six Sigma Green Belts to further promote the application of Lean Six Sigma tools and techniques throughout the County
- In FY 2024-25, the Department engaged an external training partner to lead a group of selected employees through a Lean Six Sigma project to reduce the time to procure bus parts; through this training project, two OMB employees were certified as Lean Six Sigma Black Belts; in FY 2025-26 the Department will continue to promote training opportunities in Lean Six Sigma performance improvement techniques, including introductory Yellow Belt classes and more advanced classes on specific tools including survey development, flowcharting and decision analysis; also in FY 2025-26, the Department intends to facilitate Lean Six Sigma Green Belt training following the procurement of a new training partner
- As part of the preparation of the FY 2025-26 Proposed Budget, OMB partnered with the Information Technology Department to integrate the County's performance management and budget development systems; this effort has improved the consistency of performance reporting across the County organization and minimized duplicative data entry
- As part of OMB's re-organization and efficiency efforts, the FY 2025-26 Proposed Budget includes the transfer of one OMB Intergovernmental Affairs Administrator position from OMB's Administration and Consulting Services to the Office of the Director
- *As part of our commitment to ensuring long-term financial stability, strengthening essential services, and improving operational efficiency, the FY 2025-26 Proposed Budget includes the elimination of one vacant OMB Administrative Support Officer position (\$105,000), and four vacant Business Analyst positions (\$498,000)*

DIVISION: MANAGEMENT AND BUDGET

The Management and Budget Division ensures the financial viability of the County through sound financial management policies.

- Develops and monitors the annual operating budget and multi-year capital plan
- Provides financial and management analyses and reviews
- Prepares the Five-Year Financial Outlook
- Performs capital planning and monitors the Building Better Communities General Obligation Bond (BBC-GOB) Program, the Countywide Infrastructure Investment Program and the Quality Neighborhood Improvement Program (QNIP)
- Provides legislative and staff support for the BBC-GOB Citizens Advisory Committee
- Coordinates with the Board of County Commissioners (BCC), municipalities, not-for-profit organizations and County departments for allocation of BBC-GOB funding
- Coordinates and monitors payments to community-based organizations funded from discretionary allocations

Strategic Plan Objectives

- GG4-1: Provide sound financial and risk management

Departmental Objectives	Performance Measures	Measure Type	Good Direction	FY 22-23	FY 23-24	FY 24-25	FY 25-26
				Actual	Actual	Budget	Target
Prepare and monitor the County's Resource Allocation Plan	Countywide emergency contingency reserve balance (in millions)	OC	↑	\$57.5	\$64.5	\$66.6	\$81.9

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Strategic Plan Objectives							
<ul style="list-style-type: none"> GG4-2: 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 22-23	FY 23-24	FY 24-25	FY 25-26
				Actual	Actual	Budget	Target
Maintain healthy reserves	Carryover as a percentage of the General Fund budget	OC	↑	6.1%	1.7%	3.6%	3.0%
Prepare budget that supports the County's mission	GFOA budget scores	OC	↑	3.3	3.3	3.3	3.3

DIVISION COMMENTS

- The FY 2025-26 Proposed Budget includes a reorganization that transfers one position from the Regulatory and Economic Resources Department to the Bond Program Monitoring section of the Management and Budget Division (\$180,000)**
- The Department is in the process of formalizing grants agreements, based on the \$90 million in Economic Development Fund (EDF) allocations approved by the BCC; to date, grant agreements valued at \$87.4 million have been approved; in FY 2025-26, this function will transfer from the Regulatory and Economic Resources Department to the Bond Program Monitoring section of the Management and Budget Division
- In FY 2025-26, the Department 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 2025-26 Proposed Budget and Multi-Year Capital Plan includes \$230.427 million of BBC-GOB capital projects
- In FY 2025-26, the Department 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 (\$508,000)
- As part of our commitment to ensuring long-term financial stability, strengthening essential services, and improving operational efficiency, the FY 2025-26 Proposed Budget includes the elimination of one vacant Business Analyst Manager position (\$157,000) and one vacant Senior Business Analyst position (\$139,000)*

DIVISION: 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), coordinates all annexation and incorporation requests and manages capital programs.

- Evaluates the feasibility of new CRAs or alternative approaches to promote redevelopment
- Prepares Findings of Necessity and redevelopment plans for all UMSA CRAs
- Coordinates all municipal and UMSA CRA requests to the County for approval of CRA creation, CRA boundary adjustments, plan amendments, financing, and annual budgets and negotiates interlocal agreements between the County and the various CRAs and municipalities
- Provides fiscal analysis of all annexation and incorporation proposals
- Negotiates interlocal agreements with municipalities requesting boundary changes and annexations, negotiates conceptual agreements with Municipal Advisory Committees in areas considering incorporation, negotiates interlocal agreements with new municipalities, and coordinates the transition of services to newly incorporated municipalities

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Strategic Plan Objectives							
<ul style="list-style-type: none"> ED3-2: Increase economic opportunity and access to information technology 							
Departmental Objectives	Performance Measures	Measure Type	Good Direction	FY 22-23	FY 23-24	FY 24-25	FY 25-26
				Actual	Actual	Budget	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	↑	\$76.7	\$93.4	\$105.2	\$123.2
	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

DIVISION COMMENTS

- In FY 2025-26, staff will continue to support and monitor five UMSA CRAs, ensuring the implementation of policies and projects that improve conditions in those communities
- In FY 2025-26, staff will continue to monitor eleven municipal CRAs to ensure their compliance with County and state regulations and that opportunities are achieved based upon their approved redevelopment plan; additionally, the Division will continue to evaluate and analyze the need for future CRAs and/or extensions and provide policy recommendations
- In FY 2025-26, staff will continue to review proposals to incorporate or annex parts of the County into existing municipalities, which affect all Miami-Dade County residents, provide analysis on the fiscal impact of such proposals, and provide guidance to the BCC
- As part of our commitment to ensuring long-term financial stability, strengthening essential services, and improving operational efficiency, the FY 2025-26 Proposed Budget includes the elimination of one vacant Senior Business Analyst position (\$139,000)*

DIVISION: GRANTS COORDINATION

The Grants Coordination Division manages and administers federal grants, including the United States Department of Health and Human Services/Health Resources and Services Administration's Ending the HIV Epidemic: A Plan for America and Ryan White Part A/Minority AIDS Initiative (Ryan White HIV/AIDS Treatment Extension Act of 2009) grants; identifies and promotes grant and revenue generating opportunities for County initiatives; provides direct support to the Miami-Dade HIV/AIDS Partnership (planning council).

- Develops and maintains a grants website to identify and promote grant opportunities; prepares grant applications
- Manages the U.S. Department of Justice Second Chance Act Program grant and other local, state and federal grants assigned to the Department to ensure implementation, performance and compliance

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Strategic Plan Objectives							
<ul style="list-style-type: none"> GG4-2: 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 22-23	FY 23-24	FY 24-25	FY 25-26
				Actual	Actual	Budget	Target
Actively pursue grant and sponsorship funding opportunities	Grants funding received (in \$ millions)*	OC	↑	\$97	\$225	\$85	\$85

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

Strategic Plan Objectives							
<ul style="list-style-type: none"> HS2-1: Provide the necessary support services to residents in need 							
Departmental Objectives	Performance Measures	Measure Type	Good Direction	FY 22-23	FY 23-24	FY 24-25	FY 25-26
				Actual	Actual	Budget	Target
Promote independent living through early intervention and support services	People with HIV in Miami-Dade served by Ryan White Program	OP	↔	9,060	9,316	9,200	9,300
	Comprehensive Ryan White Program site visits (per contract year)*	OP	↔	18	14	18	18

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

DIVISION COMMENTS

- The FY 2025-26 Proposed Budget includes a reorganization that transfers one position from the Regulatory and Economic Resources Department to the Grants Coordination Division (\$269,000)
- In FY 2024-25, the Grants Coordination Division successfully completed the countywide transition, training, and adoption of the Grants Information Management System (GIMS) as a centralized resource database for tracking grants; this initiative will continue to be supported and enhanced during FY 2025-26, ensuring the ongoing utilization and optimization of GIMS for efficient grant tracking and management
- In FY 2024-25, the Grants Coordination Division assumed the fiscal agent role for Miami-Dade Police Department grants awarded to the County, facilitating and supporting the transition to the newly established Constitutional Sheriff's Office; in FY 2025-26, the Department is budgeting \$18.604 million related to these grants on behalf of the Miami-Dade Sheriff's Office, the expenses associated with the grant are included in the OMB salary and fringes line items
- The FY 2025-26 Proposed Budget includes in-kind funding for allocations at \$10,000 per Commission District and \$25,000 for the Office of the Chair

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- *As part of our commitment to ensuring long-term financial stability, strengthening essential services, and improving operational efficiency, the FY 2025-26 Proposed Budget eliminates \$5.345 million in funding previously allocated through the OMB budget to various organizations and events; \$120,000 for recovery services provided by the Gratitude Foundation of Miami, Inc.; \$500,000 for AIDS research at the University of Miami; \$500,000 for services to individuals in distress by Share Your Heart, Inc.; \$450,000 for services to neurodivergent individuals through the University of Miami's Center for Autism and Related Disabilities (UM CARD); \$500,000 for Live Like Bella, Inc. to support families of children with cancer; \$500,000 for Casa Familia, Inc. to assist adults with intellectual and developmental disabilities; \$1 million for the Bay of Pigs Museum and Library of the "2506 Brigade", Inc.; \$1 million for district-wide cultural activities; \$200,000 for the Adrienne Arsht Center in support of the Florida Grand Opera; \$75,000 for Piano Slam; \$250,000 for Miami Fashion Week through The Fashion Shows LLC; and \$250,000 for the Haitian Compass Festival*
- *As part of our commitment to ensuring long-term financial stability, strengthening essential services, and improving operational efficiency, the FY 2025-26 Proposed Budget includes the elimination of \$16.577 million in funding for community-based organizations (CBOs) monitored by the OMB Grants Coordination Division, and \$1.17 million allocated to the Mom and Pop Small Business Grant Program*
- *As part of our commitment to ensuring long-term financial stability, strengthening essential services, and improving operational efficiency, the FY 2025-26 Proposed Budget eliminates \$7.225 million in funding previously allocated through the General Fund non-departmental budget to various organizations and events monitored by the OMB Grants Coordination Division. This includes \$220,000 for the Alliance for the Aging; \$168,000 for the Case Management program, \$250,000 for the Center for Haitian Studies (Santa La, Inc.); \$175,000 for the Child Protection Team (University of Miami); \$389,000 for the Citizen's Crime Watch of Miami-Dade County, Inc.; \$724,000 for the Alternative Programs, Inc.; \$459,000 for the Trauma Resolution Center, Inc.; \$520,000 for the Community Health of South Florida, Inc.; \$340,000 for the Court Care Program (YWCA South Florida Inc.); \$200,000 for the Curley's House, Inc.; \$250,000 for the Farm Share; \$180,000 for the Florida Venture Foundation, Inc.; \$250,000 for the Friendship Circle of Miami; \$150,000 for the Haitian Heritage Month; \$250,000 for the Jewish Community Services of South Florida; \$100,000 for the Ladies Empowerment and Action Program (LEAP); \$100,00 for the Mahogany Youth Corp.; \$100,000 for the National Alliance on Mental Health Illness (NAMI); \$150,000 for the Sant La LLC.; \$1 million for the South Florida Behavioral Network; \$1 million for the Summer Youth Employment Program; and \$250,000 for the Voices for Children*
- *As part of our commitment to ensuring long-term financial stability, strengthening essential services, and improving operational efficiency, the FY 2025-26 Proposed Budget includes the elimination of one filled Special Projects Administrator 2 position (\$157,000), nine filled Contracts Officer positions (\$1,237,000), one filled Accountant 2 position (\$116,000), one filled OMB Program Coordinator position (\$249,000), and one filled OMB Capacity Building Manager position (\$209,000)*

FY 2025-26 Proposed Budget and Multi-Year Capital Plan

DIVISION: PROGRAM MANAGEMENT ADMINISTRATION

The Program Management Division administers federal funding for declared storms and other emergency-related situations to maximize reimbursement opportunities for the County and ensure compliance with federal requirements; 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.

- Evaluates programs and activities supported by federal funds to ensure congruence with funder guidelines
- Ensures accountability and compliance for federal funding received
- Streamlines internal processes to enhance the County's reimbursement opportunities
- Prepares and submits reports and plans required by funding sources
- Validates information submitted to funding sources for compliance with federal terms to expedite funder reviews and minimize denied costs and risks of claw backs
- Works collaboratively with funders to assist them in their reviews of County projects for award and reimbursement
- Provides technical assistance, training, and support to County Departments regarding funder policies and processes
- Oversees the receipt of funding from the State from the Opioid Settlements reached with pharmaceutical and distributors; disburses funding to municipalities that executed Interlocal Agreements with the County

Strategic Plan Objectives

- GG4-2: 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 22-23	FY 23-24	FY 24-25	FY 25-26
				Actual	Actual	Budget	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	↑	N/A	58 points	60 points	60 points

*FROC initiative commenced in FY 2023-24

DIVISION COMMENTS

- In FY 2024-25, the Division assumed the cost recovery responsibilities for Hurricane Irma overseeing the management of 186 active projects; in FY 2025-26, the Division anticipates collection of \$27 million in pending payments for this disaster
- The Division continues participating in the Florida Recovery Obligation Calculation (FROC) process, using forms and templates established by the State to expedite disaster funding for the County; new procedures were developed to bolster the County's Disaster Readiness Assessment score, which remains one of the highest in the state

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- In FY 2024-25, the Division continued to manage the cost recovery efforts for the COVID-19 pandemic; \$503 million has been awarded to date to reimburse the County's unbudgeted costs and \$440 million has been collected; the Division submitted final claims of \$28 million for COVID-19 emergency work by FEMA's extended closeout deadline of June 30, 2025, and will file reimbursement requests for \$207 million pending FEMA approval; in FY 2025-26, the Division will ensure that final payments are issued to the County for reimbursement requests submitted, submit final reimbursement requests for the Category Z Management Costs project, prepare closeout reports, and issue final credits to departments
- In FY 2024-25, the Division submitted claims for Hurricane Milton totaling approximately \$1.5 million; the claims were approved in 45 days or less without any reductions; in FY 2025-26, the Division will ensure that final payments are issued to the County for reimbursement requests submitted, submit final reimbursement requests for the Category Z Management Costs project, initiate project and incident closeouts with the State, prepare closeout reports, and issue any final credits to departments

DIVISION: BOND ADMINISTRATION

The Bond Acquisition Administration Division is responsible for managing the County's debt financing and coordinating all debt issuances, including the County's Master Lease Program.

- Accesses the capital markets to provide capital funding as needed by County departments and constitutional offices, while providing for stable debt coverage levels
- Analyzes outstanding debt and the needs of the departments to determine the most advantageous financing instrument vehicles
- Provides capital for the purchases of County departments' and constitutional offices' fleet and equipment through the Master Lease Program
- Coordinates with the Clerk of the Court and Comptroller to make payments on bonds/loan debt service
- Prepares and submits the Annual Report to Bondholders encompassing all the County's outstanding bond issues from inception through the fiscal year end
- Provides administrative support to the Miami-Dade County Educational Facilities Authority and Health Facilities Authority

Strategic Plan Objectives

- GG4-1: Provide sound financial and risk management

Departmental Objectives	Performance Measures	Measure Type	Good Direction	FY 22-23	FY 23-24	FY 24-25	FY 25-26
				Actual	Actual	Budget	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

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DIVISION COMMENTS

- During FY 2024-25 Bond Acquisition Administration successfully closed four financings, generated \$19.87 million in debt service savings representing a net present value savings of 7.53%, received two rating upgrades and a positive outlook revision on County credits, and met all continuing disclosure requirements of the Securities and Exchange Commission Rule 15c2-12; in FY 2025-26, Bond Acquisition Administration will continue its proactive debt management strategies, focusing on optimizing the County's debt portfolio and ensuring fiscal responsibility

DIVISION: STATUTORY STRUCTURE AND POLICY IMPLEMENTATION

The Statutory Structure and Policy Implementation Division is responsible for overseeing the implementation of services aligned with the transition agreements executed with the constitutional offices which include the Sheriff's Office, Supervisor of Elections, Property Appraiser, Tax Collector, and the Clerk of the Court and Comptroller.

- Serves as the County's liaison to constitutional offices, ensuring continued collaboration and coordination in the delivery of services consistent with the executed transition agreements
- Provides strategic guidance and support to constitutional offices to maintain service continuity and uphold public accountability

Strategic Plan Objectives

- GG4-2: 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 22-23	FY 23-24	FY 24-25	FY 25-26
				Actual	Actual	Budget	Target
Facilitate County departments transition to independent Constitutional Offices	Overall percentage completion of the transition to Constitutional Offices	OC	↑	N/A	75%	100%	100%

DIVISION COMMENTS

- In FY 2024-25, the County finalized transition and service level agreements with the constitutional offices—the Tax Collector, Supervisor of Elections, Property Appraiser, Sheriff's Office, and Clerk of the Court and Comptroller; approved by the Board of County Commissioners (BCC), these agreements facilitate the seamless transfer of essential resources while outlining the County's ongoing support throughout the transition period; during FY 2025-26, the Department will oversee implementation, ensuring the effective delivery of critical services as stipulated in the agreements, promoting continuity and uninterrupted public service
- The Proposed FY 2025-26 Budget includes the elimination of one filled Business Analyst position (\$127,000)*

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SELECTED ITEM HIGHLIGHTS AND DETAILS

Line-Item Highlights	(dollars in thousands)				
	Actual FY 22-23	Actual FY 23-24	Budget FY 24-25	Projection FY 24-25	Proposed FY 25-26
Advertising	6	6	79	59	27
Fuel	0	0	0	0	0
Overtime	3	9	0	0	0
Rent	25	83	145	94	69
Security Services	0	0	0	0	0
Temporary Services	0	21	220	0	220
Travel and Registration	30	53	102	68	63
Utilities	25	30	21	21	36

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OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 22-23	Actual FY 23-24	Budget FY 24-25	Proposed FY 25-26	(dollars in thousands)	Total Funding Budget FY 24-25	Proposed FY 25-26	Total Positions Budget FY 24-25	Proposed FY 25-26
Revenue Summary					Expenditure By Program				
General Fund Countywide	7,745	7,961	15,917	8,536	Strategic Area: Health and Society				
General Fund UMSA	1,041	1,071	1,296	1,386	Grants Coordination	27,000	27,284	14	13
Bond Administration Fees	0	2,264	1,950	1,671	Strategic Area: General Government				
Bond Transaction Fees	0	2,484	1,365	2,113	Office of the Director	1,122	1,487	3	4
Building Better Communities	721	592	687	815	Administration and	3,564	3,112	20	14
Bond Interest					Consulting Services				
CIIP Proceeds	613	618	581	612	Management and Budget	3,583	3,693	19	18
CRA Administrative					Community Redevelopment	1,378	1,033	5	4
Reimbursement	915	1,936	1,780	1,248	and Municipal Services				
Carryover	0	0	2,039	2,990	Grants Coordination	10,961	21,927	28	17
Interest Earnings	0	84	45	45	Program Management	6,721	3,385	10	10
Miscellaneous	0	0	0	186	Administration				
Miscellaneous Revenues	0	7	30	30					
QNIP Bond Proceeds	0	0	0	82					
State Grants	0	0	0	1,234	Bond Administration	2,593	2,404	8	8
Federal Grants	948	1,037	6,501	17,429	Statutory Structure and	659	614	4	3
Ryan White Grant	28,472	27,751	27,000	27,284	Policy Implementation				
Constitutional Officers	0	528	659	0	Total Operating Expenditures	57,581	64,939	111	91
Reserve Fund									
IT Funding Model	4,306	5,531	427	212					
Interagency Transfers	175	0	0	0					
Interfund Transfers	151	163	140	3,140					
Total Revenues	45,087	52,027	60,417	69,013					
Operating Expenditures									
Summary									
Salary	12,826	16,056	13,804	22,588					
Fringe Benefits	4,726	5,984	5,375	10,145					
Court Costs	0	1	4	24					
Contractual Services	193	197	5,213	1,908					
Other Operating	392	456	598	3,684					
Charges for County Services	545	592	846	413					
Grants to Outside	26,336	25,719	31,675	25,700					
Organizations									
Capital	33	32	66	477					
Total Operating Expenditures	45,051	49,037	57,581	64,939					
Non-Operating Expenditures									
Summary									
Transfers	0	0	2,836	4,074					
Distribution of Funds In Trust	0	0	0	0					
Debt Service	0	0	0	0					
Depreciation, Amortizations	0	0	0	0					
and Depletion									
Reserve	0	0	0	0					
Total Non-Operating	0	0	2,836	4,074					
Expenditures									