

FY 2024-25 Adopted Budget and Multi-Year Capital Plan

Management and Budget

The mission of the Office of Management and Budget (OMB) is to provide 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 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; coordinates technical assistance and capacity-building opportunities for CBOs, 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); manages the County's debt financing and debt issuances; and coordinates implementation planning to address the impact of Amendment 10.

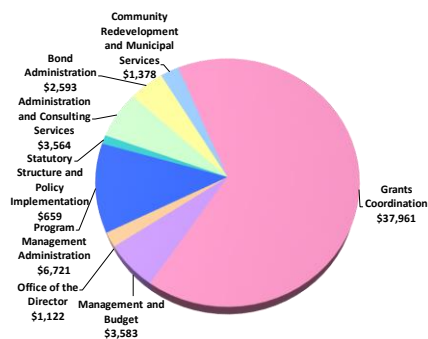
As part of the General Government strategic area, OMB supports the County's strategic planning and business planning processes; develops the County's annual budget; facilitates performance reporting mechanisms; and conducts organizational, management and business process reviews. The Department promotes 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 prepares the future transfer and transition agreements to be offered to the respective constitutional offices to ensure there is no disruption of service to the community after January 7, 2025.

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 2024-25 Adopted Operating Budget

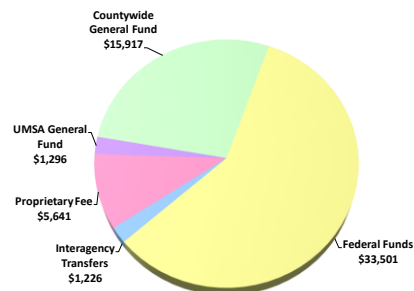
Expenditures by Activity

(dollars in thousands)



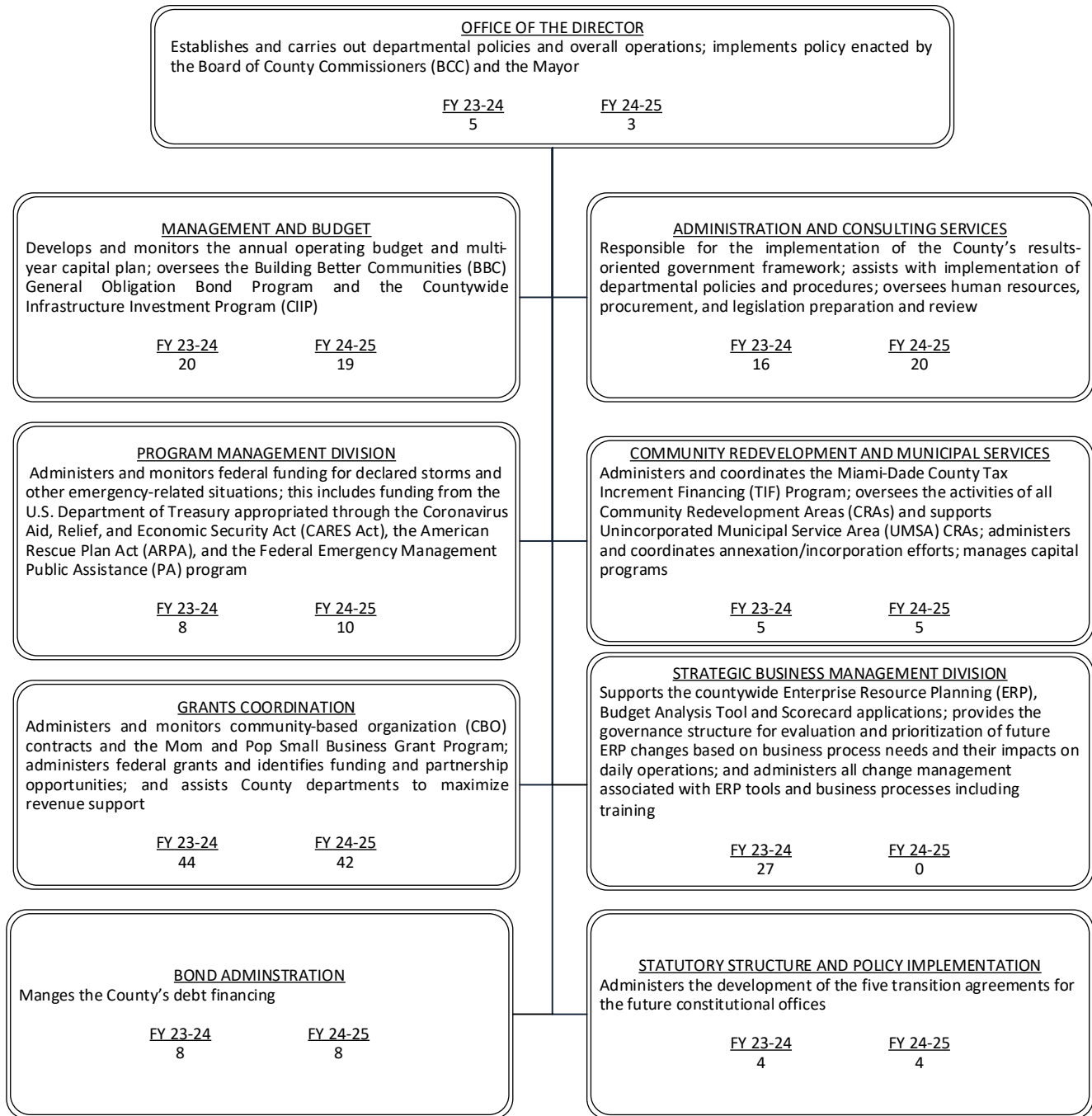
Revenues by Source

(dollars in thousands)



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TABLE OF ORGANIZATION



The FY 2024-25 total number of full-time equivalent positions is 111

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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

DIVISION COMMENTS

- *During FY 2023-24, one position was transferred from the Office of the Director to the Strategic Business Management Division*
- *The FY 2024-25 Adopted Budget includes the transfer of one position from the Office of the Director to the Internal Compliance Department*

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 human resources, provides overall administration of departmental activities to include intergovernmental and legislative affairs, and performs other administrative functions
- 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 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

Strategic Plan Objectives

- GG2-2: Promote employee development and leadership

Departmental Objectives	Performance Measures	Measure Type	Good Direction	FY 21-22	FY 22-23	FY 23-24	FY 23-24	FY 24-25
				Actual	Actual	Budget	Projection	Target
Promote the Use of Lean Six Sigma (LSS) Techniques	Number of County employees completing advanced Lean Six Sigma training programs	OP	↔	36	43	30	30	30
	Employees Trained in Lean Six Sigma Yellow Belt Methodology (via OMB program) since inception	OC	↑	1,563	1,707	1,750	1,750	1,800

FY 2024-25 Adopted Budget and Multi-Year Capital Plan

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 21-22	FY 22-23	FY 23-24	FY 23-24	FY 24-25
				Actual	Actual	Budget	Projection	Target
Improve alignment and achievement of strategic priorities throughout the County	Performance analysis projects completed	OC	↑	8	10	8	8	8
	Percentage of Strategic Plan Objectives supported by department business plans and scorecards	OC	↑	100%	100%	100%	100%	100%
	Average number of active users of the County Strategic Management System*	IN	↔	418	437	450	450	400

*Average number of active users of the County Strategic Management System FY 2024-25 target is adjusted due to the reduction in users of Strategic Management System as a result of the new constitutional offices.

DIVISION COMMENTS

- **The FY 2024-25 Adopted Budget includes one additional position for the Administration and Consulting Services to provide administrative support functions**
- **The FY 2024-25 Adopted Budget includes two additional positions for the Administration and Consulting Services to ensure compliance with Miami Dade County’s travel policies and procedures**
- During FY 2023-24, one position was transferred from the Strategic Business Management Division to the Administration and Consulting Services
- In FY 2023-24, the Department completed or initiated performance analysis projects that included a review of the customer experience when seeking rental assistance, an analysis of call handle and wait time at the Water and Sewer customer call center, and an analysis of the Purpose Driven Procurement process
- In FY 2023-24, 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 complete water connects; also in FY 2023-24, the Department introduced a new class for County employees, Creating a Culture of Continuous Improvement, as part of its Lean Six Sigma curriculum; additionally, the Department piloted a new coaching initiative for certified Lean Six Sigma Green Belts in partnership with the Parks, Recreation and Open Spaces Department; through this initiative, OMB provided guidance on projects to improve the timeliness of business contract payments and reduce risk in the Shannon Melendi Act compliance process; in FY 2024-25 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

FY 2024-25 Adopted Budget and Multi-Year Capital Plan

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 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, municipalities, not-for-profit organizations and County departments for allocation of BBC GOB funding
- Coordinates and monitors payments to community-based organizations a funded from discretionary allocations

Strategic Plan Objectives

- GG4-1: Provide sound financial and risk management

Departmental Objectives	Performance Measures	Measure Type	Good Direction	FY 21-22	FY 22-23	FY 23-24	FY 23-24	FY 24-25
				Actual	Actual	Budget	Projection	Target
Prepare and monitor the County's Resource Allocation Plan	Countywide Emergency Contingency Reserve balance (in millions)	OC	↑	\$55.9	\$57.5	\$63.1	\$64.5	\$66.6

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 21-22	FY 22-23	FY 23-24	FY 23-24	FY 24-25
				Actual	Actual	Budget	Projection	Target
Maintain Healthy Reserves	Carryover as a percentage of the General Fund Budget	OC	↑	3.4%	6.1%	3.9%	1.73%	2.5%
Prepare budget that supports the County's mission	GFOA Budget Scores	OC	↑	3.1	3.3	3.3	3.3	3.3

DIVISION COMMENTS

- In FY 2024-25, the Department will continue to work with County departments as well as municipalities and outside organizations to plan, schedule and coordinate the Building Better Communities General Obligation Bond program (BBC-GOB) to ensure adherence to budgets and schedules; the FY 2024-25 Adopted Budget and Multi-Year Capital Plan includes \$278 million of BBC-GOB capital projects



In FY 2024-25, the Department will continue the implementation of the Countywide Infrastructure Investment Plan; 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 (\$581,000)

FY 2024-25 Adopted Budget and Multi-Year Capital Plan

- During FY 2023-24, one position was transferred from the Management and Budget to the Strategic Business Management Division

DIVISION: COMMUNITY REDEVELOPMENT AND MUNICIPAL SERVICES
<p>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.</p> <ul style="list-style-type: none"> • 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, plans amendments, financing, and annual budgets and negotiates interlocal agreements between the County and the various CRAs and municipalities • Provides fiscal analysis of all annexations and incorporation proposals • Negotiates interlocal agreements with municipalities requesting boundary changes and annexation, 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

Strategic Plan Objectives								
<ul style="list-style-type: none"> • ED3-2: Increase economic opportunity and access to information technology for disadvantaged and disinherited communities 								
Departmental Objectives	Performance Measures	Measure Type	Good Direction	FY 21-22	FY 22-23	FY 23-24	FY 23-24	FY 24-25
				Actual	Actual	Budget	Projection	Target
Promote development in distressed areas by monitoring and supporting CRAs	Number of Community Redevelopment Agencies (CRAs)	IN	↔	15	15	16	15	16
	County TIF Revenue Payments (in millions)*	OC	↑	\$74.6	\$76.7	\$93.3	\$93.3	\$105.2
	Percent of total County Urban Development Boundary area within TIF districts**	IN	↔	26.9%	26.9%	28.0%	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 2024-25, 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 2024-25, 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 2024-25, 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

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DIVISION: GRANTS COORDINATION

The Grants Coordination Division administers the community-based organization (CBO) funding process; processes reimbursement requests for CBO contracts and for the Mom and Pop Small Business Grant Program; 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); and provides technical assistance and capacity building support for local CBOs.

- Facilitates competitive solicitation processes for the allocation of funding to CBOs
- Develops and maintains a grants 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 Comprehensive Opioid, Stimulant, and Substance Abuse Program grant and other local, state and federal grants assigned to the Department to ensure implementation, performance and compliance
- Coordinates technical assistance and capacity-building opportunities for CBOs

Strategic Plan Objectives

- GG1-3: Ensure involvement of local organizations to help address priority needs of our residents

Departmental Objectives	Performance Measures	Measure Type	Good Direction	FY 21-22	FY 22-23	FY 23-24	FY 23-24	FY 24-25
				Actual	Actual	Budget	Projection	Target
Maintain Program Integrity to Ensure Service Delivery	Number of Site visits - CBOs	OP	↔	166	155	123	127	131

Strategic Plan Objectives

- GG1-4: Promote equity in the planning and delivery of County services

Departmental Objectives	Performance Measures	Measure Type	Good Direction	FY 21-22	FY 22-23	FY 23-24	FY 23-24	FY 24-25
				Actual	Actual	Budget	Projection	Target
Ensure the effective and fair disbursement of grant funding in the community	Number of local organizations funded	IN	↑	N/A	142	N/A	142	142

Strategic Plan Objectives

- GG4-1: Provide sound financial and risk management

Departmental Objectives	Performance Measures	Measure Type	Good Direction	FY 21-22	FY 22-23	FY 23-24	FY 23-24	FY 24-25
				Actual	Actual	Budget	Projection	Target
Actively pursue grant and sponsorship funding opportunities	Grant, sponsorship and marketing funding received (in millions) by the County and CBOs associated with OMB revenue enhancement activities*	OC	↑	\$145	\$96	\$85	\$74	\$80
	Grants Funding Received (in millions)	OC	↑	N/A	N/A	N/A	\$85	\$85

*FY 2021-22 Actual increase was due to increased funding from federal COVID Relief funds through the State of Florida and additional funding as a result of the Federal Infrastructure Investment and Jobs Act

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Strategic Plan Objectives								
<ul style="list-style-type: none"> HS2-1: Provide the necessary support services for vulnerable residents and special populations 								
Departmental Objectives	Performance Measures	Measure Type	Good Direction	FY 21-22	FY 22-23	FY 23-24	FY 23-24	FY 24-25
				Actual	Actual	Budget	Projection	Target
Promote independent living through early intervention and support services	People with HIV in Miami-Dade served by Ryan White Program (includes Part A and Minority AIDS Initiative [MAI])	OP	↔	8,590	9,060	8,700	9,000	9,200
	Comprehensive Ryan White Program site visits (per contract year)*	OP	↔	3	18	21	11	18

*A federal waiver of the annual site visit requirement was approved for Grant FY 2020-21 and FY 2021-22; annual comprehensive site visits resumed in Grant FY 2022-23; another waiver was approved in Grant FY 2023-24

DIVISION COMMENTS



The FY 2024-25 Adopted Budget allocates \$16.58 million for community-based organizations (CBOs); the next triennial competitive process is currently underway and contemplates a three-month extension to current CBO agreements managed by OMB from October 2024 to December 2024 to allow for a January 1, 2025 start date for agreements resulting from the new process; 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 in FY 2024-25; the total funding for allocation to CBOs for district specific needs is \$4.355 million (\$335,000 per Commission District) and in-kind funding for allocations remains at \$10,000 per Commission District and \$25,000 for the Office of the Chair; the FY 2024-25 Adopted Budget also includes \$1.170 million to fund the Mom and Pop Small Business Grant Program



The FY 2024-25 Adopted Budget allocates a total of \$6.345 million for the following specific grants, each monitored by the OMB Grants Coordination Division, Association for the Development of the Exceptional, Inc. for capital improvements (\$1 million), Gratitude Foundation of Miami, Inc. for recovery services to the public (\$120,000), University of Miami for AIDS research (\$500,000), Share Your Heart Inc. to assist individuals in distress (\$500,000), University of Miami to provide services to neurodivergent individuals (UM CARD) (\$450,000), Live Like Bella, Inc. to provide support for families with children battling cancer (\$500,000), Casa Familia, Inc. to provide support for adults with intellectual, developmental and other related disabilities (\$500,000), Bay of Pigs Museum and Library of the "2506 Brigade", Inc. (\$1 million), Cultural Activities District-Wide (\$1 million), Adrienne Arsht Center support to the Florida Grand Opera (\$200,000), Piano Slam (\$75,000), The Fashion Shows LLC for Miami Fashion Week (\$250,000) and Haitian Compass Festival (\$250,000)

- *During FY 2023-24, one Special Projects Administrator 1 and one Revenue Development Coordinator was transferred to the Regulatory and Economic Resources Department*

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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 and ensure compliance with federal requirements.

- Evaluates 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
- 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
- Reports impact of social and economic programs in Miami-Dade through data collection and compilation
- Works collaboratively with funders to assist them in their reviews of County projects for award and reimbursement
- Provide technical assistance, training, and support to County Departments regarding funder policies and processes

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 21-22	FY 22-23	FY 23-24	FY 23-24	FY 24-25
				Actual	Actual	Budget	Projection	Target
Foster successful reimbursement of emergency related expenditures	Percentage of FEMA and State requests for Information completed on time	EF	↑	100%	100%	100%	100%	100%
	Percentage of emergency liaisons trained annually on procedures and forms	OC	↑	N/A	100%	N/A	100%	100%
	Florida Recovery Obligation Calculation (FROC) for Miami Dade County	OC	↑	N/A	N/A	N/A	58	60

DIVISION COMMENTS

- **The FY 2024-25 Adopted Budget includes the transfer of two positions to the Program Management Administration Division from the Finance Department to oversee ongoing FEMA grants**
- In FY 2023-24, the division assisted with the implementation of the Florida Recovery Obligation Calculation (F-ROC), a State-developed process that standardizes forms and tools for disaster claims as well as a risk assessment to minimize cost disallowances; Program Management achieved an F-ROC score of 58 out of 60 points, the second highest score in the state; the score will allow the County to draw down payment on awarded projects more quickly
- In FY 2023-24, the division continued to manage the cost recovery efforts for the COVID-19 pandemic; \$172.3 million in new funding was awarded by FEMA in the fiscal year and a total of \$494.6 million has been awarded to date to reimburse the County’s unbudgeted costs; the unit will submit final claims for COVID-19 emergency work by FEMA’s closeout deadline of November 4, 2024
- In FY 2023-24, the division completed various State-led courses regarding FEMA’s Public Assistance program and achieved certification

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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, while providing for stable debt coverage levels
- Analyzes outstanding debt and the needs of the departments to determine the most advantageous financing vehicles
- Master Lease Program provides capital for the purchases of County fleet and equipment
- 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 peripheral debt issuing authorities of the County, including the 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 21-22	FY 22-23	FY 23-24	FY 23-24	FY 24-25
				Actual	Actual	Budget	Projection	Target
Provide Sound Financial and Risk Management	Percentage of debt service payments made timely	OC	↑	100%	100%	100%	100%	100%
	Bond ratings evaluation by Moody's*	OC	↑	Aa2	Aa2	Aa2	Aa2	Aa2
	Bond ratings evaluation by Standard and Poor's*	OC	↑	AA	AA	AA	AA	AA

* Bond ratings are for General Obligation Bonds

DIVISION COMMENTS

- During FY 2023-24 Bond Acquisition Administration successfully closed eleven (11) financings, generated \$30.7M in debt service savings representing a net present value savings 9.15%, received five (5) rating upgrades on various County credits and met all continuing disclosure requirements of the Securities and Exchange Commission Rule 15c2-12

DIVISION: STATUTORY STRUCTURE AND POLICY IMPLEMENTATION

The Statutory Structure and Policy Implementation Division is responsible for administering the development of the five transition agreements for the future constitutional offices including the Sheriff's Office, Supervisor of Elections, Property Appraiser, and Tax Collector, as well as with the Clerk of Court and Comptroller, who will assume additional responsibilities in accordance with state law.

- Analyzes the impacts of Amendment 10 to the Florida Constitution approved during the 2018 General Election in Florida on the operations of the Miami-Dade County Tax Collector, the Supervisor of Elections, the Property Appraiser, the Sheriff's Office, and the Clerk of Court and Comptroller
- Develops the draft transfer agreements, in consultation with the County Attorney's Office, to be offered to the respective constitutional offices; after the 2024 General Election, these proposed agreements will be subject to negotiation with the newly elected constitutional officers during the time period between the election and January 7, 2025, when the constitutional offices are established

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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 21-22	FY 22-23	FY 23-24	FY 23-24	FY 24-25
				Actual	Actual	Budget	Projection	Target
Facilitate County departments transition to independent Constitutional Offices	Overall percentage completion of transition to Constitutional Offices	OC	↑	N/A	N/A	N/A	75%	95%

DIVISION COMMENTS

- In FY 2024-25, transfer agreements shall be approved by the Board and negotiated with the constitutional officers to be agreed upon before January 7, 2025, when they take office; these agreements will include the transfer of resources necessary for each officer to perform their statutory duties (i.e., workforce, contracts, etc.), and the County will provide support services during a transition period to ensure a seamless transition and maintain critical functions and services for the community; additionally, the Department will monitor and ensure that the critical services outlined in the agreements are provided to the Tax Collector, Supervisor of Elections, Property Appraiser, Sheriff's Office, and Clerk of Court and Comptroller through a transition period

ADDITIONAL INFORMATION

- During FY 2023-24, five positions were transferred from the Internal Services Department to the Strategic Business Management Division and one position was transferred from the Office of the Director to the Strategic Business Management Division; the FY 2024-25 Adopted Budget includes a departmental reorganization that transfers 33 positions from the Strategic Business Management Division to the Internal Compliance Department*

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line-Item Highlights	(dollars in thousands)				
	Actual	Actual	Budget	Projection	Adopted
	FY 21-22	FY 22-23	FY 23-24	FY 23-24	FY 24-25
Advertising	37	6	79	17	79
Fuel	0	0	0	0	0
Overtime	2	3	0	0	0
Rent	58	25	503	55	145
Security Services	0	0	0	0	0
Temporary Services	0	0	1,703	100	220
Travel and Registration	2	30	99	39	102
Utilities	20	25	26	6	21

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OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual	Actual	Budget	Adopted	(dollars in thousands)	Total Funding		Total Positions	
	FY 21-22	FY 22-23	FY 23-24	FY 24-25		Expenditure By Program	Budget FY 23-24	Adopted FY 24-25	Budget FY 23-24
Revenue Summary					Strategic Area: Health and Society				
General Fund Countywide	5,415	7,745	8,834	15,917	Grants Coordination	32,000	27,000	14	14
General Fund UMSA	825	1,041	1,270	1,296	Strategic Area: General Government				
Bond Administration Fees	0	0	1,959	1,950	Office of the Director	1,205	1,122	5	3
Bond Proceeds	2,008	0	0	0	Administration and	3,076	3,564	16	20
Bond Transaction Fees	0	0	950	1,365	Consulting Services				
Building Better Communities					Management and Budget	3,474	3,583	20	19
Bond Interest	400	721	592	687	Community Redevelopment	1,151	1,378	5	5
CIIP Proceeds	598	613	618	581	and Municipal Services				
CRA Administrative					Grants Coordination	4,592	10,961	30	28
Reimbursement	1,105	915	1,169	1,780	Program Management	6,433	6,721	8	10
Carryover	0	0	1,282	2,039	Administration				
Interest Earnings	0	0	45	45	Strategic Business	6,615	0	27	0
Miscellaneous Revenues	567	0	430	30	Management				
Federal Grants	646	948	6,487	6,501	Bond Administration	2,531	2,593	8	8
Ryan White Grant	21,397	28,472	32,000	27,000	Statutory Structure and	528	659	4	4
Constitutional Officers	0	0	528	659	Policy Implementation				
Reserve Fund					Total Operating Expenditures	61,605	57,581	137	111
IT Funding Model	1,454	4,306	7,039	427					
Interagency Transfers	258	175	0	0					
Interfund Transfers	0	151	137	140					
Total Revenues	34,673	45,087	63,340	60,417					
Operating Expenditures Summary									
Salary	10,100	12,826	18,180	13,804					
Fringe Benefits	3,588	4,726	6,085	5,375					
Court Costs	54	0	2	4					
Contractual Services	10,285	193	5,213	5,213					
Other Operating	1,660	392	1,130	598					
Charges for County Services	659	545	951	846					
Grants to Outside Organizations	8,286	26,336	29,973	31,675					
Capital	41	33	71	66					
Total Operating Expenditures	34,673	45,051	61,605	57,581					
Non-Operating Expenditures Summary									
Transfers	0	0	1,735	2,836					
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	1,735	2,836					