

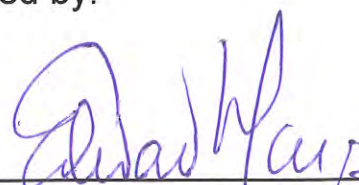


# Office of Management and Budget Business Plan

**Fiscal Years: 2015 and 2016**  
(10/01/13 through 9/30/15)

Approved by:

  
\_\_\_\_\_  
Jennifer Moon, Department Director

  
\_\_\_\_\_  
Edward Marquez, Deputy Mayor

Plan Date: February 11, 2015



## TABLE OF CONTENTS

<b>DEPARTMENT OVERVIEW</b>	<b>Page 3</b>
Departmental Mission	
Department Description	
Table of Organization	
Strategic Alignment Summary	
Our Customer	
<b>KEY ISSUES</b>	<b>Page 5</b>
<b>PRIORITY INITIATIVES</b>	<b>Page 6</b>
<b>FUTURE OUTLOOK</b>	<b>Page 7</b>
<b>ATTACHMENT 1</b>	
<b>BUSINESS PLAN REPORT</b>	

## **DEPARTMENT OVERVIEW**

### **Department Mission**

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

### **Department Description**

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

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

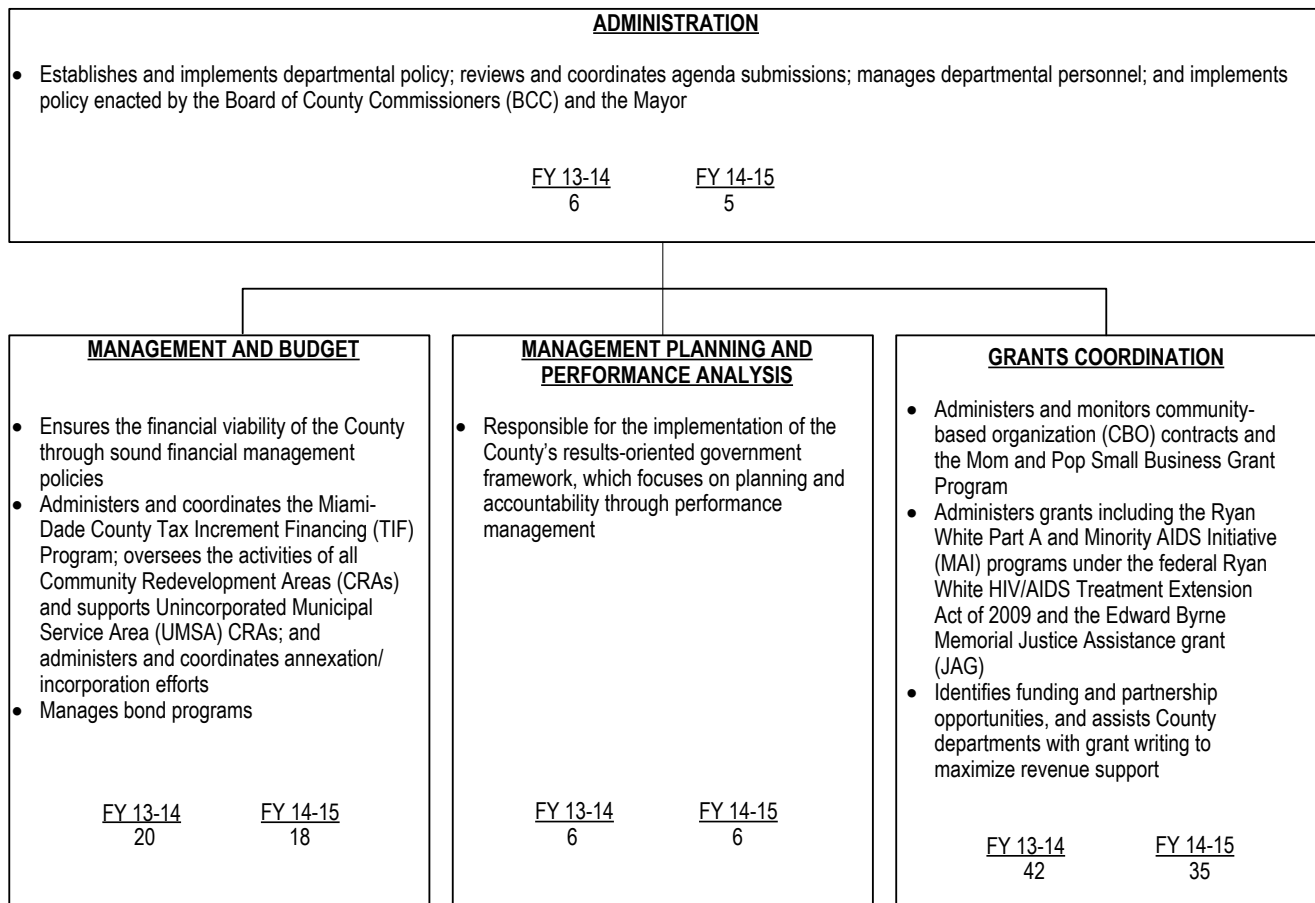
The Management and Budget Division also administers and coordinates the Miami-Dade County Tax Increment Financing (TIF) Program; oversees the activities of all CRAs; supports Unincorporated Municipal Service Area (UMSA) CRAs; and provides analysis and support of incorporation and annexation efforts,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

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

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

**Departmental Business Plan and Outlook**  
**Department Name: Office of Management and Budget**  
**FY2014-15 & FY2015-16**

**TABLE OF ORGANIZATION**



**Strategic Alignment Summary**

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

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

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

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

## Departmental Business Plan and Outlook

Department Name: Office of Management and Budget  
FY2014-15 & FY2015-16

### Our Customer

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

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

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

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

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

## KEY ISSUES

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

- Although the economy is beginning to improve, there continues to be economic uncertainty. A potential impact on the property roll can affect local, state and federal resources, including grant funding, that is available for the County. OMB must be able to develop a variety of scenarios to effectively plan for actual resources that may become available.
- With given resource limitations, there is an on-going need to develop strong countywide knowledge in performance improvement techniques, structured problem solving, group facilitation, and root cause analysis.
- Access to quality information from key sources remains critical for OMB to accomplish its mission. OMB has completed Phase 1 of the Hyperion (BAT) system implementation, which is part of the larger ERP implementation that will help integrate the various systems, including Financial Accounting Management Information System (FAMIS), Resourcing for Results Online (RFRO), ActiveStrategy Enterprise (ASE) Performance Management System, and Automated Budget Development System that was retired during the completion of Phase 1. Phase 2 of the BAT implementation continues and includes improvements and enhancements to Phase 1 work, such as the creation of the Capital Budgeting Analysis Tool (CBAT) and the implementation of position management using the PeopleSoft system. These will integrate directly with BAT to streamline the budget development process for OMB's internal customers.

## Departmental Business Plan and Outlook

**Department Name: Office of Management and Budget**  
**FY2014-15 & FY2015-16**

With the implementation of CBAT, information from the Capital Improvement Information System (CIIS) and FAMIS will be integrated into one capital budgeting system and will result in retiring the budget component of CIIS. OMB uses ASE to collect performance measure information and relies on input from departmental staff to generate the budget, related performance measures, and other products. It is critical that this input is timely and accurate.

- Coordinate with key stakeholders, including federal funders, other Ryan White funded grantees, the Miami-Dade HIV/AIDS Partnership, and local HIV/AIDS CBOs to implement enrollment of eligible clients into cost effective Affordable Care Act health insurance exchange options ensuring that Ryan White remains the payer of last resort, as federally mandated.
- CBO funding mechanisms do not reflect the current needs of human and social services. As a result, the County must develop and implement a competitive solicitation process to ensure the best use of funding to service priority areas of most needs.
- The continuation of the BBC-GOB Flexible Drawdown Program requires the support from the Finance Department to provide timely issuance of bonds to meet capital project needs.

## PRIORITY INITIATIVES

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

- Develop and effectively communicate the annual operating and capital budget that reflects the community's needs and priorities, continue to coordinate systems to improve integrity of information, and work with department staff in a collaborative fashion to ensure that information sharing meets OMB and departmental needs
- Completion of Phase 1 and Phase 2 of the Hyperion (BAT) system implementation will allow for a single source system that will be used for both operating and capital budget development, and the use of BAT for five-year plan development and revenue estimation modeling
- Monitor Community Redevelopment Areas with a focus on the Unincorporated Municipal Service Area (UMSA): West Perrine, the Naranja Lakes, 79<sup>th</sup> Street, and the 7th Avenue CRAs
- Support incorporation and annexation applications, particularly with the moratorium lifted, and develop recommendations for policy changes to improve the incorporation and annexation processes
- Manage projects implemented by Miami-Dade County, municipalities, businesses, consultants, and not-for-profit CBOs (including the Mom and Pop Small Business Grant Program); provide timely information to the public, Citizens' Advisory Committee (CAC), and Board of County Commissioners (BCC) related to the Building Better Communities General Obligation Bond program (BBC-GOB). Schedule, monitor and coordinate BBC-GOB CAC meetings; monitor, document, and audit project expenditures by bond series; and provide timely reimbursement payments and project information to Miami-Dade County departments, municipalities, and not-for-profit CBOs
- Schedule, monitor and coordinate meeting of the Addiction Services Board
- Continue building expertise in innovative problem-solving methodologies such as Lean Six Sigma and identify lucrative areas in county government to apply these techniques to make our processes more efficient and more effective



## Departmental Business Plan and Outlook

**Department Name: Office of Management and Budget**  
**FY2014-15 & FY2015-16**

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

## FUTURE OUTLOOK

OMB will continue monitoring state legislation, economic indicators and federal and state funding to determine if these will impact resources countywide and the availability of resources for departments. OMB operating and capital budget development staff will continue to work with all County departments on resourceful and innovative techniques to meet the needs of the community during this time of increasing and competing demands.

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

OMB's Management Planning and Performance Analysis Division will continue pursuing policies, methodologies, software, and countywide training to strengthen data integrity and to make performance measures more relevant to departmental management. This division will also continue to perform targeted analysis of organizational structures, shared services and internal process reviews countywide, especially as the County continues to streamline operations. In addition, demand for performance analysis and improvement services will remain very high. As a result, the department will continue to deploy strategies to expand the knowledge of proven problem solving techniques across the organization.

In the next three to five years, OMB's Grants Coordination Division will continue to identify and promote grant and revenue generating opportunities, as well as provide grant-related technical assistance, training, and support to County departments and CBOs. The division will continue to

## Departmental Business Plan and Outlook

**Department Name: Office of Management and Budget**  
**FY2014-15 & FY2015-16**





coordinate County grant, advertising, and sponsorship initiatives and provide direct administrative support to the Miami-Dade HIV/AIDS Partnership. Additionally, it will continue to ensure compliance with all related grant requirements and conditions of award for the federal Ryan White Program and other state and/or federal grants managed by the division; improve the internal review process of CBO performance outcomes to evaluate community impact and ensure best use of funding; and improve transparency and accountability of funds received by CBOs through improved reporting (this objective also applies to the Mom and Pop Small Business Grant Program).

Beginning in FY 2014-15 and extending into FY 2015-16, a competitive solicitation process for the allocation of funding to CBOs will be facilitated. This process will include community involvement, development of outcomes and objectives and performance measures for evaluation. The new contract period is expected to begin in May 2016.


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

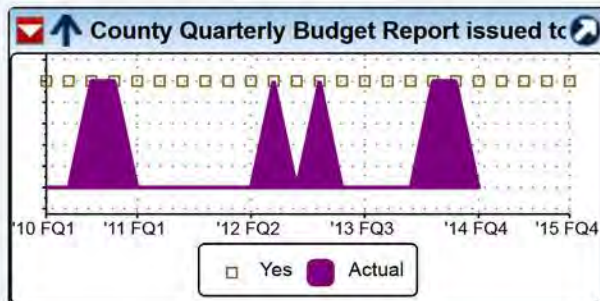


# Business Plan Report - Office of Management and Budget (OMB)

Scorecard	Description										Owners	
Office of Management and Budget (OMB)	The mission of the Office of Management and Budget (OMB) is to partner with Miami-Dade County Departments to provide excellent services to the community through optimal resource allocation, results-oriented planning and process improvement, maximizing grant and alternative funding opportunities, and monitoring the use of County, state, federal and/or private funds to ensure effective service delivery and compliance with funding requirements.										Moon, Jennifer (OMB)	
Initiatives Linked to Scorecard	Est. Start	Est. End	Type	As Of						%	Status	Owners
Develop and implement new capital budgeting system	10/1/2013	12/31/2014		n/a							n/a	Markowitz, Nan; Santana, Mario (OMB)
Flexible Drawdown Program	10/1/2013	9/30/2015		n/a							n/a	Markowitz, Nan; Santana, Mario (OMB)
Process Davis Ponce Annexation Application	10/7/2003	12/31/2007		12/31/2008							On Hold	Fernandez, Jorge (OMB); Binns II, Basil (OMB)
Process Florida City "D" Annexation Application	1/1/2006	12/31/2007		12/31/2008							On Hold	Fernandez, Jorge (OMB); Binns II, Basil (OMB)
Process North Miami Beach Annexation Application	1/1/2006	12/31/2007		12/31/2008							On Hold	Fernandez, Jorge (OMB); Binns II, Basil (OMB)
Promote Sponsorship Opportunities with County Departments	10/1/2011	9/30/2012		n/a							n/a	MacPherson, Doris

## 1.0 Customer

Objective	Description					Owners
1.1 Provide Excellent Customer Service (OMB)						Moon, Jennifer (OMB)
Grandparent Objectives	Description					Owners
GG1 Friendly government						Miami-Dade County
Parent Objectives	Description					Owners
GG1-2 Develop a customer-oriented organization						Miami-Dade County
Measures Linked to Objective		Period	Actual	Target	Variance	Owners
County Quarterly Budget Report issued to the Board within 45 days after quarter-end		'14 FQ4	No	Yes	n/a	Galvez, Barbara (OMB)



# Business Plan Report - Office of Management and Budget (OMB)

Percentage of Payments Processed within 21-Days - Ryan White

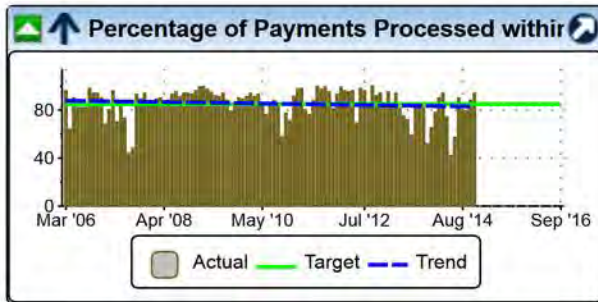


Nov '14

94.0%

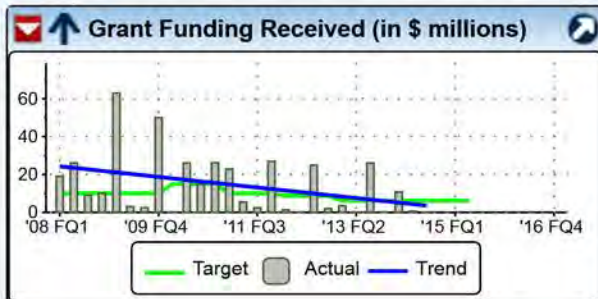
85.0%

9.0% Valle-Schwenk, Carla J. (OMB)



Objective	Description	Owners
1.2 Actively pursue grant and sponsorship funding opportunities (OMB)		Wall, Dan
Grandparent Objectives	Description	Owners
GG4 Effective management practices		Miami-Dade County
Parent Objectives	Description	Owners
GG4-1 Provide sound financial and risk management		Miami-Dade County
GG4-2 Effectively allocate resources to meet current and future operating and capital needs		Miami-Dade County

Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Grant, Sponsorship, & Marketing Funding Received (in \$ millions) - Quarter	'14 FQ3	\$0.2M	\$6.3M	\$-6.0M	Parker, Terry (OMB); Wall, Dan



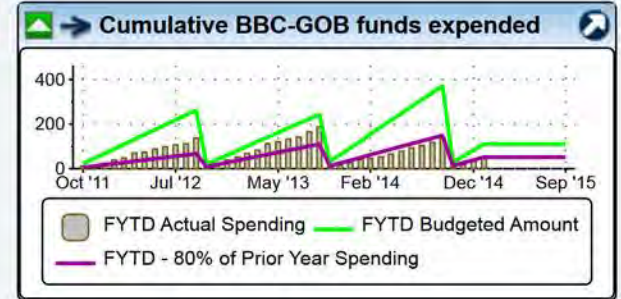
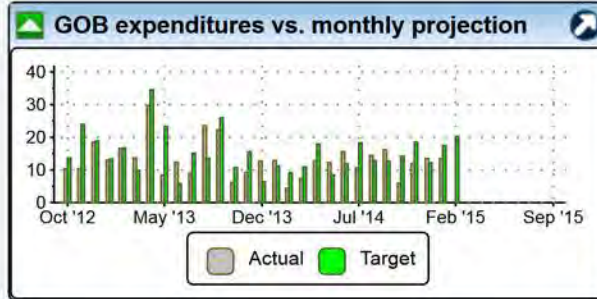
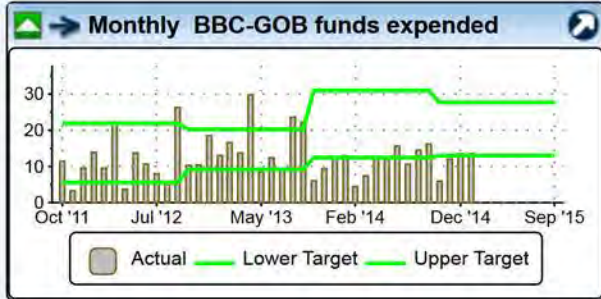


# Business Plan Report - Office of Management and Budget (OMB)

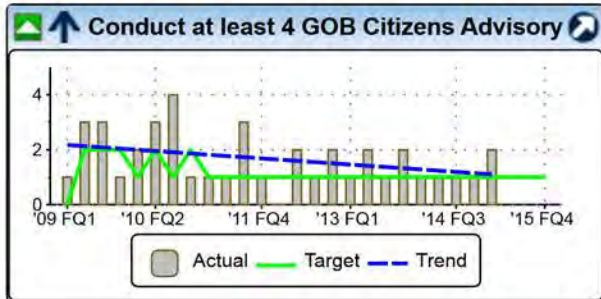
Objective	Description	Owners
1.3 Monitor County Bond Programs (OMB)		Markowitz, Nan; Codner, Eugene (OMB)
Grandparent Objectives	Description	Owners
GG4 Effective management practices		Miami-Dade County
Parent Objectives	Description	Owners
GG4-1 Provide sound financial and risk management		Miami-Dade County

Initiatives Linked to Objective	Est. Start	Est. End	Type	As Of	%	Status	Owners
Develop and implement new capital budgeting system	10/1/2013	12/31/2014		n/a		n/a	Markowitz, Nan; Santana, Mario (OMB)
Flexible Drawdown Program	10/1/2013	9/30/2015		n/a		n/a	Markowitz, Nan; Santana, Mario (OMB)

Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Value of BBC-GOB funds expended (in millions)	Jan '15	\$13.5M	n/a	n/a (\$13.0M - \$27.7M)	Markowitz, Nan; Santana, Mario (OMB)



Conduct at least 4 GOB Citizens Advisory Committee (CAC) meetings per fiscal year	'15 FQ1	2	1	1 Markowitz, Nan; Santana, Mario (OMB)
---	---------	---	---	--



# Business Plan Report - Office of Management and Budget (OMB)

Number of Days to Process BBC-GOB  
Reimbursement Requests

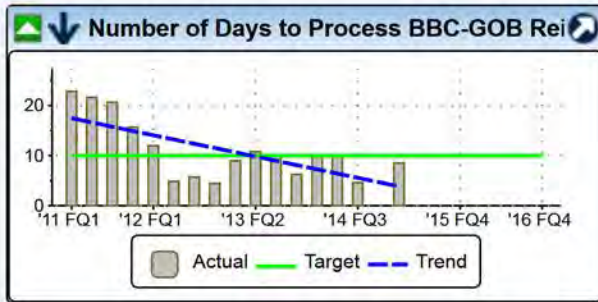







'15 FQ1

8.52 Days  
(230.00 / 27.00)

10.00 Days

-1.48 Days Markowitz, Nan; Santana, Mario (OMB)









Objective		Description										Owners	
1.4 Prepare budget that supports the County's mission (OMB)												Moon, Jennifer (OMB)	
Grandparent Objectives		Description										Owners	
GG4 Effective management practices												Miami-Dade County	
Parent Objectives		Description										Owners	
GG4-2 Effectively allocate resources to meet current and future operating and capital needs												Miami-Dade County	
Initiatives Linked to Objective		Est. Start	Est. End	Type	As Of						%	Status	Owners
Implement a new budgeting system that fits with the enterprise solution		10/1/2011	9/30/2014		3/28/2014						90%	In Progress	Galvez, Barbara (OMB)
Automated Five Year Plan		n/a	n/a		n/a						n/a		Galvez, Barbara (OMB)

Objective		Description										Owners	
1.5 Promote development in distressed areas by monitoring CRAs (OMB)												Fernandez, Jorge (OMB)	
Grandparent Objectives		Description										Owners	
ED5 Revitalized communities												Miami-Dade County	
Parent Objectives		Description										Owners	
ED5-1 Provide adequate public infrastructure that is supportive of new and existing businesses												Miami-Dade County	
ED5-2 Develop urban corridors (TUAs, CRAs & Enterprise Zones, NRSAs) as destination centers												Miami-Dade County	



# Business Plan Report - Office of Management and Budget (OMB)

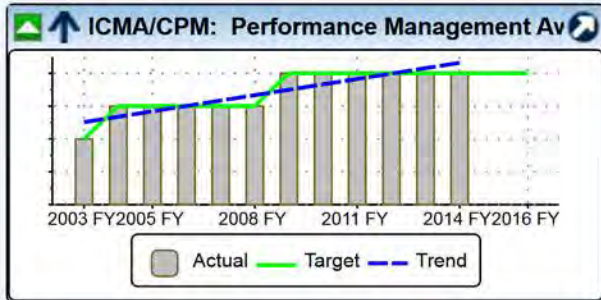
Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Dollar Value of New Construction in CRA	2011	\$42,740,253	n/a	n/a	Fernandez, Jorge (OMB); Binns, Basil
Child Measures	Period	Actual	Target	Variance	Owners
Florida City	2011	\$2,758,344	n/a	n/a	Fernandez, Jorge (OMB); Binns, Basil
7th Ave Corridor	2011	\$485,368	n/a	n/a	Fernandez, Jorge (OMB); Binns, Basil
SEOPW	2011	\$6,738,398	n/a	n/a	Fernandez, Jorge (OMB); Binns, Basil
Homestead	2011	\$1,085,060	n/a	n/a	Fernandez, Jorge (OMB); Binns, Basil
Naranja Lakes	2011	\$7,004,155	n/a	n/a	Fernandez, Jorge (OMB); Binns, Basil
North Miami	2011	\$989,011	n/a	n/a	Fernandez, Jorge (OMB); Binns, Basil
North Miami Beach	2011	\$76,827	n/a	n/a	Fernandez, Jorge (OMB); Binns, Basil
Omni	2011	\$-60,476	n/a	n/a	Fernandez, Jorge (OMB); Binns, Basil
South Miami	2011	\$247,385	n/a	n/a	Fernandez, Jorge (OMB); Binns, Basil
Midtown	2011	35,566	n/a	n/a	Binns, Basil
West Perrine	2011	904,666	n/a	n/a	Binns, Basil
City Center - Miami Beach	2011	\$22,475,949.00	n/a	n/a	Fernandez, Jorge (OMB); Binns, Basil
Difference Between CRA and Countywide Growth Rates	2012	11.3 percentage pts.	0.1 percentage pts.	11.2 percentage pts.	Fernandez, Jorge (OMB); Binns, Basil
Child Measures	Period	Actual	Target	Variance	Owners
Growth of Taxable Values in CRA Areas	2012	13.3%	n/a	n/a	Fernandez, Jorge (OMB); Binns, Basil
Growth rate of Countywide Taxable Values	2012	2.0%	n/a	n/a	Fernandez, Jorge (OMB); Binns, Basil
Percentage point increase in all CRAs taxable value compared to the County tax roll: KPI	2011 FY	-5.6Perc. Point	8.5Perc. Point	-14.1Perc. Point	Miami-Dade County

Objective	Description										Owners	
1.6 Continuously improve government (OMB)											Galvez, Barbara (OMB); Moon, Jennifer (OMB); Scher, Ray (OMB)	
Parent Objectives	Description										Owners	
GG4 Effective management practices											Miami-Dade County	
Initiatives Linked to Objective	Est. Start	Est. End	Type	As Of						%	Status	Owners
PWWM: Heavy Fleet Decision Analysis	n/a	n/a		1/15/2015						100%	Complete	Morales, Mayra E. (OMB)
PWWM: Heavy Fleet Cost Reduction	5/1/2014	10/17/2014		10/20/2014						100%	Complete	Horton-Tavera, Amy (OMB)
WASD: Review of Damage Prevention Unit (Locates)	7/1/2014	12/31/2014		1/16/2015						95%	In Progress	Horton-Tavera, Amy (OMB)
Human Resources: Reemployment Assistance Process Review (Lean)	n/a	n/a		12/16/2014						100%	Complete	Maxwell, Carlos M. (OMB); Horton-Tavera, Amy (OMB)
Public Defender: Early Release Unit Evaluation	10/1/2014	2/28/2015		2/6/2015						20%	In Progress	Horton-Tavera, Amy (OMB)
Tax Collector: Tangible Personal Property (TPP) Managed Competition	n/a	n/a		1/15/2015						5%	In Progress	Scher, Ray (OMB)
WASD: Review of Information Technology Consolidation Options	n/a	n/a		n/a						n/a		Horton-Tavera, Amy (OMB); Maxwell, Carlos M. (OMB)

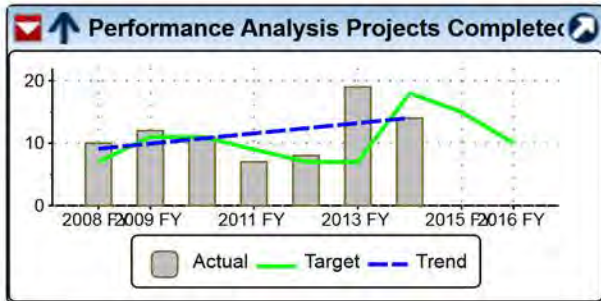
# Business Plan Report - Office of Management and Budget (OMB)

WASD: Review of Heavy Fleet Consolidation	7/1/2014	10/31/2014	1/16/2015		90%	In Progress	Morales, Mayra E. (OMB); Horton-Tavera, Amy (OMB)
WASD: Call Center Review	n/a	n/a	1/15/2015	▲	40%	In Progress	Avalos, Lourdes (OMB)
WASD: Project Approval Process	11/10/2014	2/27/2015	1/16/2015		50%	In Progress	Busutil, William (OMB)
WASD: Review of Procurement	8/1/2014	9/30/2015	1/15/2015	▲ ▲	95%	In Progress	Horton-Tavera, Amy (OMB); Morales, Mayra E. (OMB)
Tax Collector: Local Business Tax Review	n/a	n/a	1/16/2015	▲	80%	In Progress	Maxwell, Carlos M. (OMB)
WASD: Plans Review Process	n/a	n/a	1/16/2015		100%	Complete	Busutil, William (OMB)

Measures Linked to Objective	Period	Actual	Target	Variance	Owners
ICMA/CPM: Performance Management Awards	2014 FY	Blue	Blue	n/a	Avalos, Lourdes (OMB)



Performance Analysis Projects Completed	2014 FY	14	18	-4	Scher, Ray (OMB)
---	---------	----	----	----	------------------



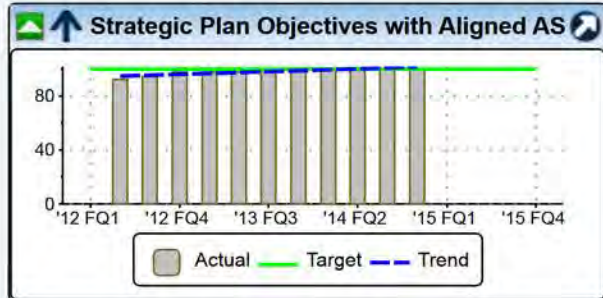
GFOA Budget Scores	2014 FY	3.4	3.3	0.1	Galvez, Barbara (OMB)
--------------------	---------	-----	-----	-----	-----------------------

Objective	Description	Owners
1.7 Help Departments Align to County Priorities (OMB)		Scher, Ray (OMB)
Parent Objectives	Description	Owners
GG4 Effective management practices		Miami-Dade County



# Business Plan Report - Office of Management and Budget (OMB)

Measures Linked to Objective		Period	Actual	Target	Variance	Owners
Strategic Plan Objectives with Aligned ASE Objects		'14 FQ4	100.0% (91.0/91.0)	100.0%	0.0%	Maxwell, Carlos M. (OMB)

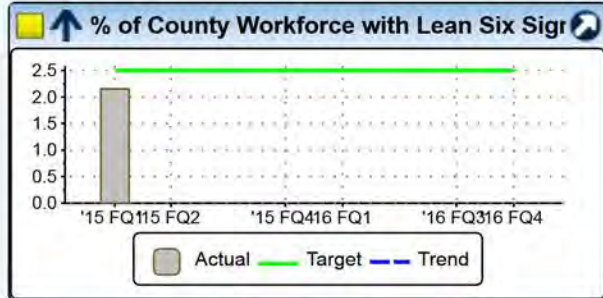


Active ASE Users (90 Day)		Jan '15	725	800	-75	Scher, Ray (OMB); Maxwell, Carlos M. (OMB)
Child Measures		Period	Actual	Target	Variance	Owners
Licensed ASE Users (Aggregate)		Jan '15	3,392	3,000	392	Scher, Ray (OMB); Maxwell, Carlos M. (OMB)
Personnel Trained on ASE (aggregate)		Feb '07	610	n/a	n/a	Maxwell, Carlos M. (OMB); Scher, Ray (OMB)

Objective			Description							Owners			
1.8 Promote Lean Six Sigma (LSS) in Miami-Dade County (OMB)										Maxwell, Carlos M. (OMB); Scher, Ray (OMB)			
Parent Objectives			Description							Owners			
GG4 Effective management practices										Miami-Dade County			
Initiatives Linked to Objective		Est. Start	Est. End	Type	As Of						%	Status	Owners
Develop Continuing Learning Sessions for Yellow and Green Belts		1/1/2015	9/30/2016		2/3/2015						10%	In Progress	Maxwell, Carlos M. (OMB)
Lean Six Sigma Green Belt Wave 6		12/2/2014	4/1/2015		12/17/2014						25%	In Progress	Maxwell, Carlos M. (OMB)

# Business Plan Report - Office of Management and Budget (OMB)

Measures Linked to Objective	Period	Actual	Target	Variance	Owners
% of County Workforce with Lean Six Sigma Certification	'15 FQ1	2.2% (595.0 / 27,631.0)	2.5%	-0.3%	Maxwell, Carlos M. (OMB)



Employees Trained in LSS Yellow Belt Methodology (via OMB program)	'15 FQ1	549	560	-11	Maxwell, Carlos M. (OMB); Scher, Ray (OMB)
--	---------	-----	-----	-----	---



Employees Trained in LSS Green Belt Methodology (via OMB program)	'15 FQ1	99	99	0	Maxwell, Carlos M. (OMB); Scher, Ray (OMB)
---	---------	----	----	---	---



## Business Plan Report - Office of Management and Budget (OMB)

Employees Trained in LSS Green Belt Team Leader Methodology (via OMB program)

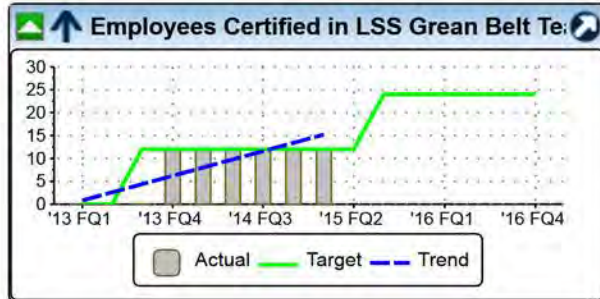


'15 FQ1

12

12

0 Maxwell, Carlos M. (OMB);  
Scher, Ray (OMB)



Employees Trained in LSS Black Belt Methodology (via OMB program)

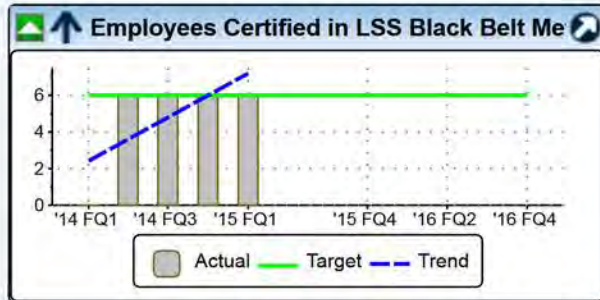


'15 FQ1

6

6

0 Scher, Ray (OMB);  
Maxwell, Carlos M. (OMB)



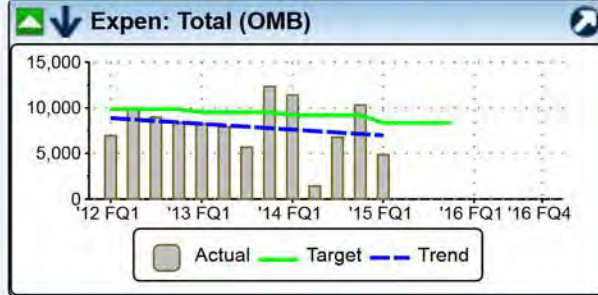
## 2.0 Financial

Objective	Description	Owners
2.1 Meet Budget Targets (OMB)		Moon, Jennifer (OMB)
Grandparent Objectives	Description	Owners
GG4-2 Effectively allocate resources to meet current and future operating and capital needs		Miami-Dade County
Parent Objectives	Description	Owners
Meet Budget Targets (All Miami-Dade County)	This is the parent objectives to all departmental "Meet Budget Targets" objective. This is the child objective to the County's Strategic Plan Objective, "GG4-2: Effectively allocate and utilize resources to meet current and future operating and capital needs."	Moon, Jennifer (OMB)
Office of Management and Budget		Moon, Jennifer (OMB)

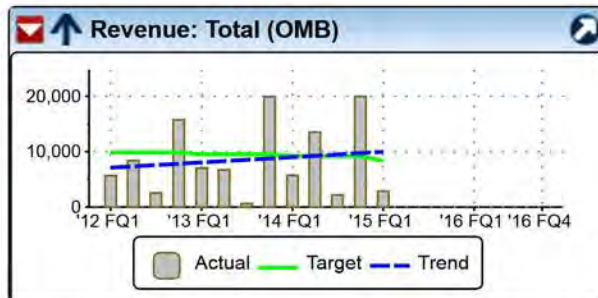


# Business Plan Report - Office of Management and Budget (OMB)

Measures Linked to Objective		Period	Actual	Target	Variance	Owners
Expen: Total (OMB)	▲	'15 FQ1	\$4,859K	\$8,352K	\$-3,493K	Moon, Jennifer (OMB)

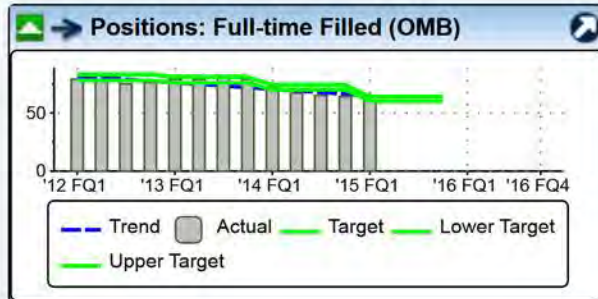


Child Measures		Period	Actual	Target	Variance	Owners
Expenditure: Personnel Costs (OMB)	▲	'15 FQ1	\$1,780K	\$1,827K	n/a	Moon, Jennifer (OMB)
Expenditure: Court Costs (OMB)	▼	'15 FQ1	\$29K	\$0K	n/a	Moon, Jennifer (OMB)
Expenditure: Contractual Services (OMB)	▼	'15 FQ1	\$2,168K	\$3K	n/a	Moon, Jennifer (OMB)
Expenditure: Other Operating (OMB)	▲	'15 FQ1	\$981K	\$6,245K	\$-5,264K	Moon, Jennifer (OMB)
Expenditure: Charges for County Services (OMB)	▼	'15 FQ1	\$418K	\$265K	n/a	Moon, Jennifer (OMB)
Expenditure: Grants to Outside Organizations (OMB)	▲	'15 FQ1	\$0K	\$0K	n/a	Moon, Jennifer (OMB)
Expenditure: Capital (OMB)	▼	'15 FQ1	\$11K	\$10K	\$-1K	Moon, Jennifer (OMB)
Expenditure: Transfers Out (OMB)	▲	'15 FQ1	\$0K	\$0K	n/a	Moon, Jennifer (OMB)
Expenditure: Distribution of Funds in Trust (OMB)	▲	'15 FQ1	\$0K	\$0K	n/a	Moon, Jennifer (OMB)
Expenditure: Debt Service (OMB)	▲	'15 FQ1	\$-528K	\$0K	n/a	Moon, Jennifer (OMB)
Expenditure: Depreciation, Amortization, Depletion (OMB)	▲	'15 FQ1	\$0K	\$0K	n/a	Moon, Jennifer (OMB)
Expenditure: Reserves (OMB)	▲	'15 FQ1	\$0K	\$0K	n/a	Moon, Jennifer (OMB)
Expenditure: Intradepartmental Transfers (OMB)	▲	'15 FQ1	\$0K	\$0K	n/a	Moon, Jennifer (OMB)
Revenue: Total (OMB)	▼	'15 FQ1	\$2,850K	\$8,352K	\$-5,502K	Moon, Jennifer (OMB)



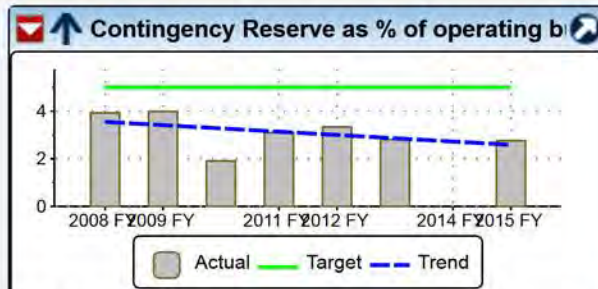
# Business Plan Report - Office of Management and Budget (OMB)

Child Measures		Period	Actual	Target	Variance	Owners
Revenue: Carryover (OMB)	▲	'15 FQ1	\$0K	\$0K	\$0K	Moon, Jennifer (OMB)
Revenue: Proprietary (OMB)	▼	'15 FQ1	\$0K	\$261K	\$-261K	Moon, Jennifer (OMB)
Revenue: General Fund (OMB)	▼	'15 FQ1	\$0K	\$1,270K	\$-1,270K	Moon, Jennifer (OMB)
Revenue: Federal (OMB)	▼	'15 FQ1	\$2,850K	\$6,536K	\$-3,686K	Moon, Jennifer (OMB)
Revenue: State (OMB)	▲	'15 FQ1	\$0K	\$0K	\$0K	Moon, Jennifer (OMB)
Revenue: Interagency/Intradepartmental (OMB)	▼	'15 FQ1	\$0K	\$285K	\$-285K	Moon, Jennifer (OMB)
Positions: Full-time Filled (OMB)	▲	'15 FQ1	61	64 (60 - 64)	-3	Moon, Jennifer (OMB)



Objective	Description	Owners
2.2 Maintain Healthy Reserves (OMB)		Galvez, Barbara (OMB)
Grandparent Objectives	Description	Owners
GG4 Effective management practices		Miami-Dade County
Parent Objectives	Description	Owners
GG4-2 Effectively allocate resources to meet current and future operating and capital needs		Miami-Dade County

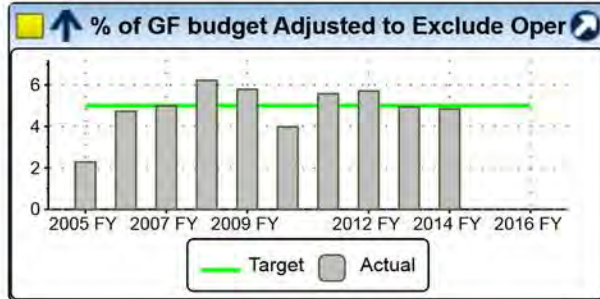
Measures Linked to Objective		Period	Actual	Target	Variance	Owners
Contingency Reserve as % of operating budget (excluding operating reserves)	▼	2015 FY	2.76%	5.00%	-2.24%	Galvez, Barbara (OMB)



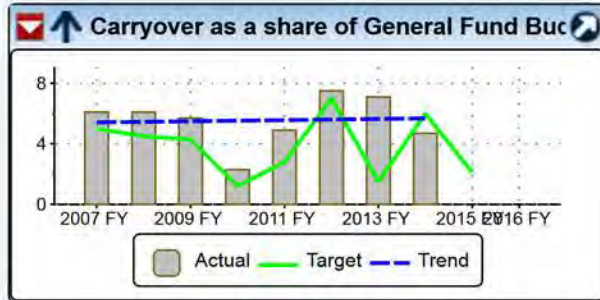


# Business Plan Report - Office of Management and Budget (OMB)

% of GF budget Adjusted to Exclude Operating Reserve from Total Budget ■ 2014 FY 4.84% 5.00% -0.16% Galvez, Barbara (OMB)



Carryover as a share of General Fund Budget ■ 2014 FY 4.7% 6.0% -1.3% Galvez, Barbara (OMB); Moon, Jennifer (OMB)




Child Measures		Period	Actual	Target	Variance	Owners
General Fund Budget	<span style="color: red;">■</span>	2014 FY	\$1,569.962(mil)	\$1,579.215(mil)	\$-9.253(mil)	Moon, Jennifer (OMB); Galvez, Barbara (OMB)
General Fund Carryover	<span style="color: red;">■</span>	2014 FY	\$74,376.000(mil)	\$95,462.000(mil)	\$-21,086.000(mil)	Moon, Jennifer (OMB); Galvez, Barbara (OMB)

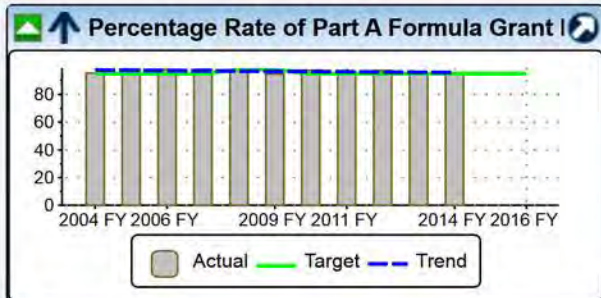
## 3.0 Internal

Objective	Description	Owners
3.2 Maintain Compliance (OMB)		Wall, Dan
<b>Grandparent Objectives</b>	<b>Description</b>	<b>Owners</b>
GG4 Effective management practices		Miami-Dade County
<b>Parent Objectives</b>	<b>Description</b>	<b>Owners</b>
GG4-2 Effectively allocate resources to meet current and future operating and capital needs		Miami-Dade County

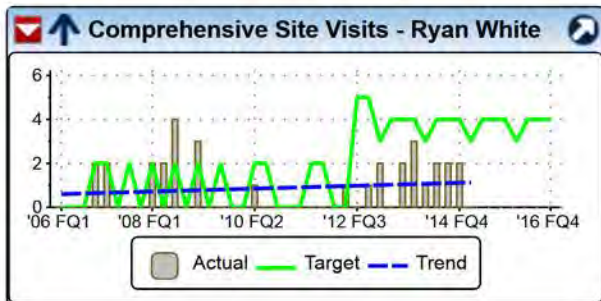



# Business Plan Report - Office of Management and Budget (OMB)

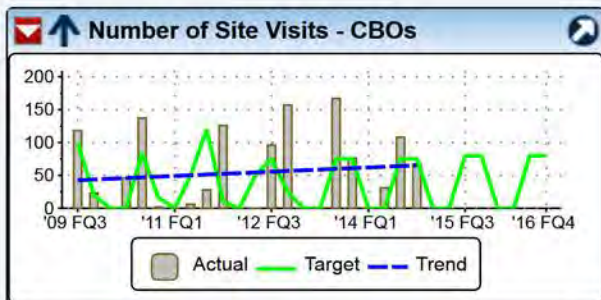
Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Percentage Rate of Part A Formula Grant Expenditures - Ryan White 	2014 FY	95%	95%	0%	Wall, Dan; Valle-Schwenk, Carla J. (OMB)



Comprehensive Site Visits - Ryan White 	'15 FQ1	0	3	-3	Valle-Schwenk, Carla J. (OMB)
--	---------	---	---	----	-------------------------------



Number of Site Visits - CBOs 	'14 FQ4	67	75	-8	Wall, Dan
--	---------	----	----	----	-----------



Child Measures	Period	Actual	Target	Variance	Owners
Number of Site Visits (CBOs) - Contracts & Grants	'14 FQ1	67	n/a	n/a	Vazquez, Manny
Number of Site Visits (CBOs) - Fiscal Unit	'14 FQ4	0	n/a	n/a	Vazquez, Manny

## 4.0 Learning and Growth

Objective	Description	Owners
4.1 Develop leadership and management expertise through organized and individual educational opportunities (OMB)		Moon, Jennifer (OMB)

Grandparent Objectives	Description	Owners
GG2 Excellent, engaged workforce		Miami-Dade County

Parent Objectives	Description	Owners
GG2-2 Develop and retain excellent employees and leaders		Miami-Dade County

Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Number of Trainings, Seminars, Workshops attended by OMB-GC staff	Aug '14	24	n/a	n/a	Wall, Dan

