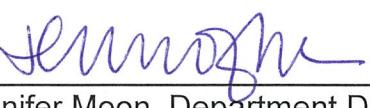




Office of Management and Budget Business Plan

Fiscal Years: 2019 and 2020
(10/01/18 through 9/30/20)

Approved by:



Jennifer Moon, Department Director



Edward Marquez, Deputy Mayor

Plan Date: February 11, 2019

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Departmental Business Plan and Outlook
Department Name: Office of Management and Budget
FY2018-19 & FY2019-20

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, monitoring the use of County, state, federal and/or private funds to ensure effective service delivery and compliance with funding requirements, and working with community partners to provide capacity-building resources to the non-profit sector, all to bolster the resilience of our organization and community.

Department Description

OMB is responsible for the operating and capital budgeting, strategic planning and business planning, performance improvement, revenue maximization, grants coordination, Community Redevelopment Agency (CRA) facilitation, bond program monitoring, and incorporation and annexation support functions of Miami-Dade County as well as support for special projects. 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), and Quality Neighborhoods Improvement (QNIP) programs.

The Management and Budget Division also administers and coordinates the Miami-Dade County Tax Increment Financing (TIF) Program; reviews 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 future municipal boundary decisions in Miami-Dade County.

The **Management Planning and Performance Analysis Division** is responsible for facilitating 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 include conducting organizational and business process reviews, developing gainsharing agreements, helping County departments develop performance measures, and training County employees in performance improvement techniques, including Lean Six Sigma.

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, Community Based Crime Reduction, and Opioid Affected Youth grants); 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 capacity-building technical assistance to County departments and CBOs.

Departmental Business Plan and Outlook
Department Name: Office of Management and Budget
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TABLE OF ORGANIZATION

ADMINISTRATION			
• Establishes and implements departmental policy; reviews and coordinates agenda submissions; manages departmental personnel; and implements policy enacted by the Board of County Commissioners (BCC) and the Mayor			
	<u>FY 17-18</u> 5	<u>FY 18-19</u> 5	
MANAGEMENT AND BUDGET	MANAGEMENT PLANNING AND PERFORMANCE ANALYSIS	GRANTS COORDINATION	
<ul style="list-style-type: none">Ensures the financial viability of the County through sound financial management policiesAdministers and coordinates the Miami-Dade County Tax Increment Financing (TIF) Program; oversees the activities of all Community Redevelopment Areas (CRAs) and supports Unincorporated Municipal Service Area (UMSA) CRAs; and administers and coordinates annexation/incorporation effortsManages bond programs	<ul style="list-style-type: none">Responsible for the implementation of the County's results-oriented government framework, which focuses on planning and accountability through performance management	<ul style="list-style-type: none">Administers and monitors community-based organization (CBO) contracts and the Mom and Pop Small Business Grant ProgramAdministers grants including the Ryan White Part A and Minority AIDS Initiative (MAI) programs under the federal Ryan White HIV/AIDS Treatment Extension Act of 2009Identifies funding and partnership opportunities, and assists County departments to maximize revenue support	
<u>FY 17-18</u> 18	<u>FY 18-19</u> 18	<u>FY 17-18</u> 6	<u>FY 18-19</u> 39

The FY 2018-19 total number of full-time equivalent positions is 64 FTEs

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
- GG6-1 Reduce County government's greenhouse gas emissions and resource consumption
- 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

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Our Customers

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 (BCC). 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. In addition, OMB works directly with municipal representatives, residents, community leaders and municipal advisory committees to ensure they have the ability to provide input about incorporation and annexation proposals.

Ultimately, OMB serves all County residents and visitors. By working with our internal and our external customers in all our product lines, OMB helps to promote resilience and 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:

- Economic drivers highly influence the County's ability to collect revenues as budgeted, therefore causing fiscal challenges that must be addressed on a multi-year basis. OMB must work with all its stakeholders to ensure the County's budget is stable, sustainable, and fiscally sound. In addition, OMB must be able to develop a variety of scenarios to effectively plan for actual resources that may become available.
- As part of our effort to prepare for the potential additional homestead exemption, the current budget reserved over \$50 million across the County's four taxing jurisdictions. After the adoption of the Budget, Florida voters did not approve the proposed homestead exemption amendment. OMB will work with the Office of the Mayor and BCC to allocate these resources to the County's highest priorities.
- 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.

Departmental Business Plan and Outlook

Department Name: Office of Management and Budget

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- Given the County's participation with the Rockefeller Foundation's 100 Resilient Cities Initiative, aligning County activities in conjunction with this program is required to further support the development of a resilient County government. This coincides with the need to update the County strategic plan so that the plan's language is less cumbersome and more relevant to current operations and priorities.
- Access to quality information from key sources remains critical for OMB to accomplish its mission. As part of our continued commitment to our customers, OMB will continue to review and make enhancements to our various internal information systems, such the Budgeting Analysis Tool (BAT), Resourcing for Results On-line (RFRO), and Active Strategy Enterprise (ASE). Additionally, as being a key stakeholder for the County's Enterprise Resource Planning (ERP) software implementation team that is designated to replace several legacy County systems related to finance, personnel, and procurement processes. OMB will work to ensure success and enjoy the productivity benefits offered by a Countywide ERP system, it is of critical importance that key departmental personnel and subject matter experts in OMB and across the county participate in the multi-year design, testing and implementation phases.
- Local CBOs continue to experience resource restrictions and reductions. In response to these challenges, the County will work with community partners to develop and implement a capacity-building program for local non-profits.
- CBO funding mechanisms do not reflect the current needs of human and social services. As a result, the County must maintain 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.
- Proposals to incorporate or annex parts of the County into existing municipalities affect all Miami-Dade County residents. OMB analyzes the fiscal impact of such proposals and provides guidance to policy makers and elected leaders. In addition, OMB staff supports a number of Municipal Advisory Committees and provides a forum for residents and other stakeholders to provide input to the process.
- CRAs are designed to foster development in distressed and blighted neighborhoods. OMB staff provides oversight of CRA activities to ensure resources are used appropriately.

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.
- Update the County strategic plan's goals and objectives to foster better organizational alignment, especially given the County's participation in the Rockefeller Foundation's 100 Resilient Cities Program. Update internal and external reporting systems to ensure the ability to track departmental progress towards both the strategic plan and the County's efforts to build a resilient government and community.



Departmental Business Plan and Outlook

Department Name: Office of Management and Budget

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- Continue the on-going production support of the Hyperion (BAT) system while incorporating changes that help users throughout the budget development process.
- Support implementation of Enterprise Resource Planning (ERP) software countywide particularly system modules affecting budgeting, performance measurement, and capital planning.
- Monitor Community Redevelopment Agencies; provide direct support to the UMSA CRAs: West Perrine, Naranja Lakes, 79th Street, and 7th Avenue. Facilitate community meetings to ensure residents and local leaders will have the ability to provide input.
- Provide financial calculations and analysis for the County's Strategic Miami Area Rapid Transit Transportation Infrastructure Improvement District (SMART TIID).
- Support incorporation and annexation applications and develop recommendations for policy changes to improve the incorporation and annexation processes. Provide community residents the ability to participate in the process and submit input.
- Manage capital projects implemented by Miami-Dade County, municipalities, businesses, consultants, and not-for-profit CBOs; provide timely information to the public, Citizens' Advisory Committee (CAC), and BCC related to the 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.
- Continue building expertise in innovative problem-solving methodologies such as Lean Six Sigma and identify areas in county government to apply these techniques to make our processes more efficient and more effective.
- Continue to manage grants and related contracts (the Ryan White Program, Community Based Crime Reduction, and Opioid Affected Youth programs).
- 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, and contracted providers of the Ryan White Program to ensure compliance with contractual requirements and provide capacity-building resources to the non-profit sector.
- Support the competitive solicitation process for funding CBOs. Continue to streamline processes and implement best practices.
- Facilitate and monitor joint participation agreements (JPAs) with Florida Power and Light (FPL) to ensure progress on solar implementation.
- Provide oversight of the Indoor and Outdoor Commercial Advertising Structures/Space and Print Media contract(s).
- Continue to implement the new countywide Marketing Partnerships Program and continue to provide sponsorship training and marketing consulting support to all County departments.
- 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.



Departmental Business Plan and Outlook

Department Name: Office of Management and Budget

FY2018-19 & FY2019-20

During the 2018-19 State legislative session actions were taken mandating local school districts to provide a certain level of security throughout all the schools in their respective districts without appropriating the necessary funding to support the added expense. As a result, the County partnered with the Miami-Dade County School District to provide security to all the elementary schools in the unincorporated areas of the County, with an estimated fiscal impact of \$20 million. Although it is anticipated that for FY 2018-19, the County will be able to address the added expense through the use of reserves, actions taken by the legislature during the FY 2019-20 legislative may result in the need to once again address any shortfall associated with this mandate. With the passage of Amendment 10, the County will be required to hold elections for the new constitutional offices Elections, Tax Collector, Property Appraiser, and Sheriff effective in 2024. This will result in the separation of these offices from the County table of organization, OMB will work to ensure that a seamless transition of the budgetary and financial activities is completed. Additionally, Florida Power and Light is not expected to renew its current franchise agreement when it expires in 2020. It is anticipated that a funding reduction of \$28 million will occur in the UMSA budget in the following year. OMB will be working towards preparing UMSA for the potential impact as well as monitoring the implementation of JPAs with FPL. 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.

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, 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. Several of the CRA areas, through efforts that were planned or championed by the CRA, are beginning to see transformative projects in their respective areas. These transformative projects benefit the area's and County's residents for years to come. 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. Lastly, the section will continue to monitor the County's SMART TIID providing recommendations and financial analysis.

OMB's Management Planning and Performance Analysis Division (MPPA) will continue pursuing policies, methodologies, performance measurement software, and countywide training to strengthen data integrity and to make performance measures more relevant to departmental management. MPPA 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, capacity-building training, and support to County departments and CBOs. The division will continue to coordinate County grant, advertising, sponsorship and marketing partnership 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, Community Based Crime Reduction, and Opioid Affected Youth grants, 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).



Departmental Business Plan and Outlook

Department Name: Office of Management and Budget

FY2018-19 & FY2019-20

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 and resilience-focused government in Miami-Dade County.



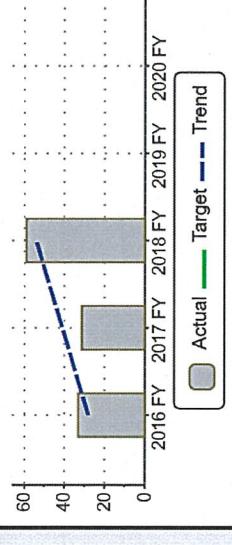
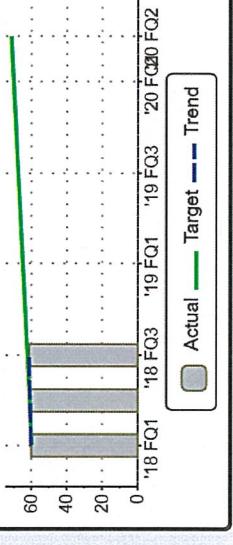
Business Plan Report - Office of Management and Budget (OMB)

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														
Countywide: Review Methodology for Setting Internal Fees		8/1/2018	9/30/2019	Improvement	1/2/2019					25%	In Progress	Horton-Tavera, Amy (OMB); Maxwell, Carlos M. (OMB)													
WASD: Recruitment Time Review		5/15/2016	9/30/2016	Lean Six Sigma	1/4/2017					100%	Complete	Horton-Tavera, Amy (OMB)													
1.0 Customer																									
Objective		Description										Owners													
1.1 Provide Excellent Customer Service (OMB)												Moon, Jennifer (OMB)													
Grandparent Objectives		Description										Miami-Dade County													
GG1 Friendly government																									
Parent Objectives		Description										Miami-Dade County													
GG1-2 Develop a customer-oriented organization																									
Measures Linked to Objective		Period		Actual		Target		Variance		Owners															
County Quarterly Budget Report issued to the Board within 45 days after quarter-end		'18 FQ2				No		Yes		n/a		Galvez, Barbara (OMB)													
Date		VR Comment										Author													
6/4/2018		Due to delays in departmental feedback, report could not be released within the required time period.										Galvez, Barbara (OMB)													
County Quarterly Budget Report issued to the Board within 45 days after quarter-end <table border="1"> <tr> <td>'10 FQ1</td> <td>'12 FQ1</td> <td>'14 FQ2</td> <td>'16 FQ3</td> <td>'18 FQ4</td> <td>'20 FQ4</td> </tr> <tr> <td><input type="checkbox"/> Yes</td> <td><input checked="" type="checkbox"/> Actual</td> <td></td> <td></td> <td></td> <td></td> </tr> </table>														'10 FQ1	'12 FQ1	'14 FQ2	'16 FQ3	'18 FQ4	'20 FQ4	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> Actual				
'10 FQ1	'12 FQ1	'14 FQ2	'16 FQ3	'18 FQ4	'20 FQ4																				
<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> Actual																								

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

<p>Percentage of Payments Processed within 21-Days - Ryan White</p> <table border="1"> <thead> <tr> <th>Date</th> <th>Actual (%)</th> </tr> </thead> <tbody> <tr><td>Mar '06</td><td>70</td></tr> <tr><td>Dec '08</td><td>80</td></tr> <tr><td>Sep '11</td><td>90</td></tr> <tr><td>Jul '14</td><td>100</td></tr> <tr><td>Apr '17</td><td>90</td></tr> <tr><td>Jan '20</td><td>100</td></tr> </tbody> </table> <p>Percentage of Payments Processed within 21-Days - CBOs</p> <table border="1"> <thead> <tr> <th>Date</th> <th>Actual (%)</th> </tr> </thead> <tbody> <tr><td>Oct '15</td><td>80</td></tr> <tr><td>Oct '16</td><td>90</td></tr> <tr><td>Oct '17</td><td>85</td></tr> <tr><td>Oct '18</td><td>90</td></tr> <tr><td>Oct '19</td><td>85</td></tr> <tr><td>Sep '20</td><td>80</td></tr> </tbody> </table>	Date	Actual (%)	Mar '06	70	Dec '08	80	Sep '11	90	Jul '14	100	Apr '17	90	Jan '20	100	Date	Actual (%)	Oct '15	80	Oct '16	90	Oct '17	85	Oct '18	90	Oct '19	85	Sep '20	80	<p>Percentage of Payments Processed within 21-Days - Ryan White</p> <p>Dec '18</p> <p>100.0%</p> <p>85.0%</p> <p>15.0% Valle-Schwent, Carla J. (OMB); Alexander, Meighan (OMB)</p> <p>Percentage of Payments Processed within 21-Days - CBOs</p> <p>Dec '18</p> <p>84.0%</p> <p>85.0%</p> <p>-1.0% Alexander, Meighan (OMB); Aleman, Michelle (OMB)</p> <p>VR Comment</p> <p>The reason for this low percentage is due to the holidays and many staff members being on vacation.</p>	<p>Author</p> <p>Alexander, Meighan (OMB)</p> <p>Percentage of Payments Processed within 21-Days - Ryan White</p> <p>Dec '18</p> <p>100.0%</p> <p>85.0%</p> <p>15.0% Valle-Schwent, Carla J. (OMB); Alexander, Meighan (OMB)</p> <p>Percentage of Payments Processed within 21-Days - CBOs</p> <p>Dec '18</p> <p>84.0%</p> <p>85.0%</p> <p>-1.0% Alexander, Meighan (OMB); Aleman, Michelle (OMB)</p> <p>VR Comment</p> <p>The reason for this low percentage is due to the holidays and many staff members being on vacation.</p> <p>Objective</p> <p>1.2 Actively pursue grant and sponsorship funding opportunities (OMB)</p> <p>Grandparent Objectives</p> <p>GG4 Effective management practices</p> <p>Parent Objectives</p> <p>GG4-1 Provide sound financial and risk management</p> <p>GG4-2 Effectively allocate resources to meet current and future operating and capital needs</p> <p>Owners</p> <p>Wall, Daniel (OMB)</p> <p>Owners</p> <p>Miami-Dade County</p> <p>Owners</p> <p>Miami-Dade County</p> <p>Owners</p> <p>Miami-Dade County</p>
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Mar '06	70																													
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Business Plan Report - Office of Management and Budget (OMB)

Measures Linked to Objective		Period	Actual	Target	Variance	Owners
Grant, Sponsorship, & Marketing Funding Received (in \$ millions) – Annual	2018 FY		\$39.0M	n/a		n/a Wall, Daniel (OMB); Alexander, Meghan (OMB); Parker, Terry (OMB)
↑ Grant, Sponsorship, & Marketing Funding 						
						
Objective	Description	Owners				
1.3 Monitor County Bond Programs (OMB)		Markowitz, Nan				
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
Flexible Drawdown Program - Establish Second Bond	10/1/2015	9/30/2016		2/1/2016	25%	In Progress
Measures Linked to Objective	Period	Actual	Target	Variance		Owners
Percentage of BBC-GOB program completion	'18 FQ3	61.4%	62.4%	-1.0%		Markowitz, Nan; Santana, Mario (OMB)
↑ Percentage of BBC-GOB program completion 						
						

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

<p>Value of BBC-GOB funds expended (in millions)</p> <p>Dec '18</p> <p>Value of BBC-GOB funds expended (in millions)</p> <p>Dec '18</p> <p>(\$18.4M) (\$4.9M - \$15.1M)</p> <p>n/a n/a Markowitz, Nan; Santana, Mario (OMB)</p>	<p>→ Monthly BBC-GOB funds expended</p> <p>Cumulative BBC-GOB funds expended</p> <p>Oct '11 Oct '12 Oct '13 Oct '14 Oct '15 Sep '16</p> <p>FYTD Actual Spending — FYTD Budgeted Amount</p> <p>FYTD - 80% of Prior Year Spending</p> <p>Oct '11 Jul '13 May '15 Feb '17 Dec '18 Sep '20</p> <p>Actual Lower Target Upper Target</p> <p>1 1</p> <p>Conduct at least 4 GOB Citizens Advisory Committee (CAC) meetings per fiscal year</p> <p>'19 FQ1</p> <p>0 0 Markowitz, Nan; Santana, Mario (OMB)</p>	<p>Number of Days to Process BBC-GOB Reimbursement Requests</p> <p>'19 FQ1</p> <p>5.91 days (65.00 / 11.00)</p> <p>10.00 days -4.09 days Markowitz, Nan; Santana, Mario (OMB)</p> <p>↓ Number of Days to Process BBC-GOB Reimbursement Requests</p> <p>Actual — Target — Trend</p> <p>'09 FQ1 '11 FQ1 '13 FQ1 '15 FQ1 '17 FQ1 '18 FQ1 '19 FQ1 '20 FQ4</p> <p>Actual Target Trend</p> <p>1 1</p> <p>Conduct at least 4 GOB Citizens Advisory Committee (CAC) meetings per fiscal year</p> <p>'19 FQ1</p> <p>0 0 Markowitz, Nan; Santana, Mario (OMB)</p>	<p>Objective</p> <p>1.4 Prepare budget that supports the County's mission (OMB)</p> <p>Grandparent Objectives</p> <p>GG4 Effective management practices</p> <p>Description</p> <p>Owners</p> <p>Moon, Jennifer (OMB)</p> <p>Owners</p> <p>Miami-Dade County</p>
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Business Plan Report - Office of Management and Budget (OMB)

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																					
Automated Five Year Plan	n/a	n/a		10/28/2015	0% On Hold																					
Develop and implement new capital budgeting system	10/11/2013	9/30/2016		2/5/2018	In Progress																					
Upgrade Hyperion BAT Software	2/6/2016	11/21/2016	Improvement	1/23/2017	100% Complete																					
Measures Linked to Objective	Period	Actual	Target	Variance	Owners																					
GFOA Budget Scores	2018 FY	3.0	3.3	-0.3	0.0 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																							
Measures Linked to Objective	Period	Actual	Target	Variance	Owners																					
Percentage point increase in all CRAs taxable value compared to the County tax roll: KPI	2017 FY	1.5 Prct. Pnt.	8.5 Prct. Pnt.	-7.0 Prct. Pnt.	Miami-Dade County																					
↗ Percentage point increase in all CRAs' tax <table border="1"> <caption>Percentage Point Increase in All CRAs' Tax</caption> <thead> <tr> <th>Year</th> <th>Point Difference</th> <th>2015 Strategic Plan Target</th> </tr> </thead> <tbody> <tr> <td>2012</td> <td>-8</td> <td></td> </tr> <tr> <td>2013</td> <td>-5</td> <td></td> </tr> <tr> <td>2015</td> <td>0</td> <td>0</td> </tr> <tr> <td>2017</td> <td>2</td> <td>2</td> </tr> <tr> <td>2019</td> <td>5</td> <td>5</td> </tr> <tr> <td>2020</td> <td>8</td> <td>8</td> </tr> </tbody> </table>						Year	Point Difference	2015 Strategic Plan Target	2012	-8		2013	-5		2015	0	0	2017	2	2	2019	5	5	2020	8	8
Year	Point Difference	2015 Strategic Plan Target																								
2012	-8																									
2013	-5																									
2015	0	0																								
2017	2	2																								
2019	5	5																								
2020	8	8																								
Child Measures	Period	Actual	Target	Variance	Owners																					
Growth Rate of Countywide Taxable Values (FY Version)	2017 FY	6.5%	n/a	n/a	n/a Fernandez, Jorge (OMB)																					
Growth rate of CRA Taxable Values (FY Version)	2017 FY	8.0%	n/a	n/a	n/a Fernandez, Jorge (OMB)																					

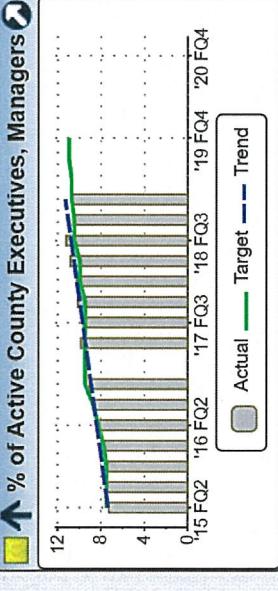
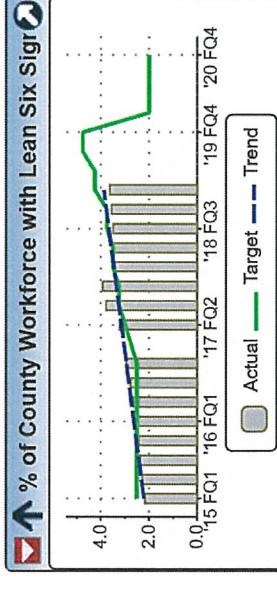
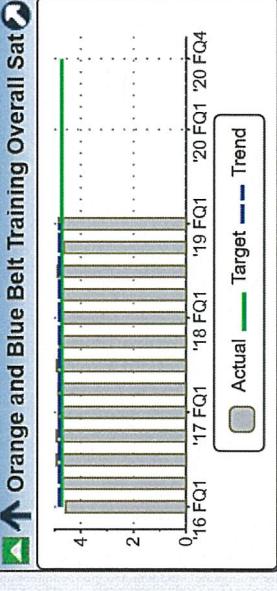
Business Plan Report - Office of Management and Budget (OMB)

Objective		Description										Owners																												
1.6 Lead/Conduct Performance Analysis Projects (OMB)												Galvez, Barbara (OMB); Moon, Jennifer (OMB)																												
Parent Objectives		Description										Owners																												
GG4 Effective management practices		Description										Miami-Dade County																												
Initiatives Linked to Objective	Est Start	Est End	Type	As Of						%	Status		Owners																											
HT: Homeless Trust Reimbursement Package Assistance	5/1/2018	11/30/2018	Lean Six Sigma	11/30/2018						100%	Complete		Horton-Tavera, Amy (OMB); Espinoza, Jose (OMB); Ferreira, Roy (OMB)																											
SWM: Bulky Waste Analysis and Modeling	5/1/2018	8/31/2018	Improvement	9/17/2018						80%	In Progress		Morales, Mayra E. (OMB); Maxwell, Carlos M. (OMB); Horton-Tavera, Amy (OMB); Ferreira, Roy (OMB)																											
SAO: Review Impact of Funding Expedited Intake at State Attorney's Office	n/a	n/a	Improvement	2/5/2018	▲					90%	In Progress		Horton-Tavera, Amy (OMB)																											
Countywide: Manage Relief Factor Analysis Study	10/1/2016	12/31/2017	Improvement	12/6/2017						100%	Complete		Maxwell, Carlos M. (OMB); Horton-Tavera, Amy (OMB)																											
Countywide: Clerk of Courts parking violation and citation fines	1/31/2019	6/30/2019	Improvement	1/29/2019						1%	In Progress		Horton-Tavera, Amy (OMB); Maxwell, Carlos M. (OMB)																											
ASD: Citation administration review	10/1/2018	3/1/2019	Improvement	1/29/2019						0%	In Progress		Horton-Tavera, Amy (OMB); Maxwell, Carlos M. (OMB); Espinoza, Jose (OMB); Avalos, Lourdes (OMB)																											
Countywide: Support ERP implementation	7/1/2018	12/31/2021	Improvement	1/29/2019						10%	In Progress		Horton-Tavera, Amy (OMB); Maxwell, Carlos M. (OMB); Morales, Mayra E. (OMB)																											
Measures Linked to Objective	Period	Actual	Target	Variance									Owners																											
Performance Analysis Projects Completed	2018 FY	13	11	-2									Maxwell, Carlos M. (OMB)																											
▲ Performance Analysis Projects Completed																																								
<p>The chart displays the number of performance analysis projects completed each fiscal year. The Y-axis represents the count of projects, ranging from 0 to 20. The X-axis shows the fiscal years from 2008 to 2020. The actual data points are represented by grey bars, and a green line represents the trend over time.</p> <table border="1"> <thead> <tr> <th>Period</th> <th>Actual</th> </tr> </thead> <tbody> <tr><td>2008 FY</td><td>10</td></tr> <tr><td>2009 FY</td><td>12</td></tr> <tr><td>2010 FY</td><td>15</td></tr> <tr><td>2011 FY</td><td>18</td></tr> <tr><td>2012 FY</td><td>16</td></tr> <tr><td>2013 FY</td><td>14</td></tr> <tr><td>2014 FY</td><td>17</td></tr> <tr><td>2015 FY</td><td>19</td></tr> <tr><td>2016 FY</td><td>16</td></tr> <tr><td>2017 FY</td><td>18</td></tr> <tr><td>2018 FY</td><td>13</td></tr> <tr><td>2019 FY</td><td>11</td></tr> <tr><td>2020 FY</td><td>12</td></tr> </tbody> </table>													Period	Actual	2008 FY	10	2009 FY	12	2010 FY	15	2011 FY	18	2012 FY	16	2013 FY	14	2014 FY	17	2015 FY	19	2016 FY	16	2017 FY	18	2018 FY	13	2019 FY	11	2020 FY	12
Period	Actual																																							
2008 FY	10																																							
2009 FY	12																																							
2010 FY	15																																							
2011 FY	18																																							
2012 FY	16																																							
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2016 FY	16																																							
2017 FY	18																																							
2018 FY	13																																							
2019 FY	11																																							
2020 FY	12																																							
Objective	Description																																							
1.7 Ensure Effective County Management through Strategic and Business Planning, Execution and Reporting (OMB)																																								

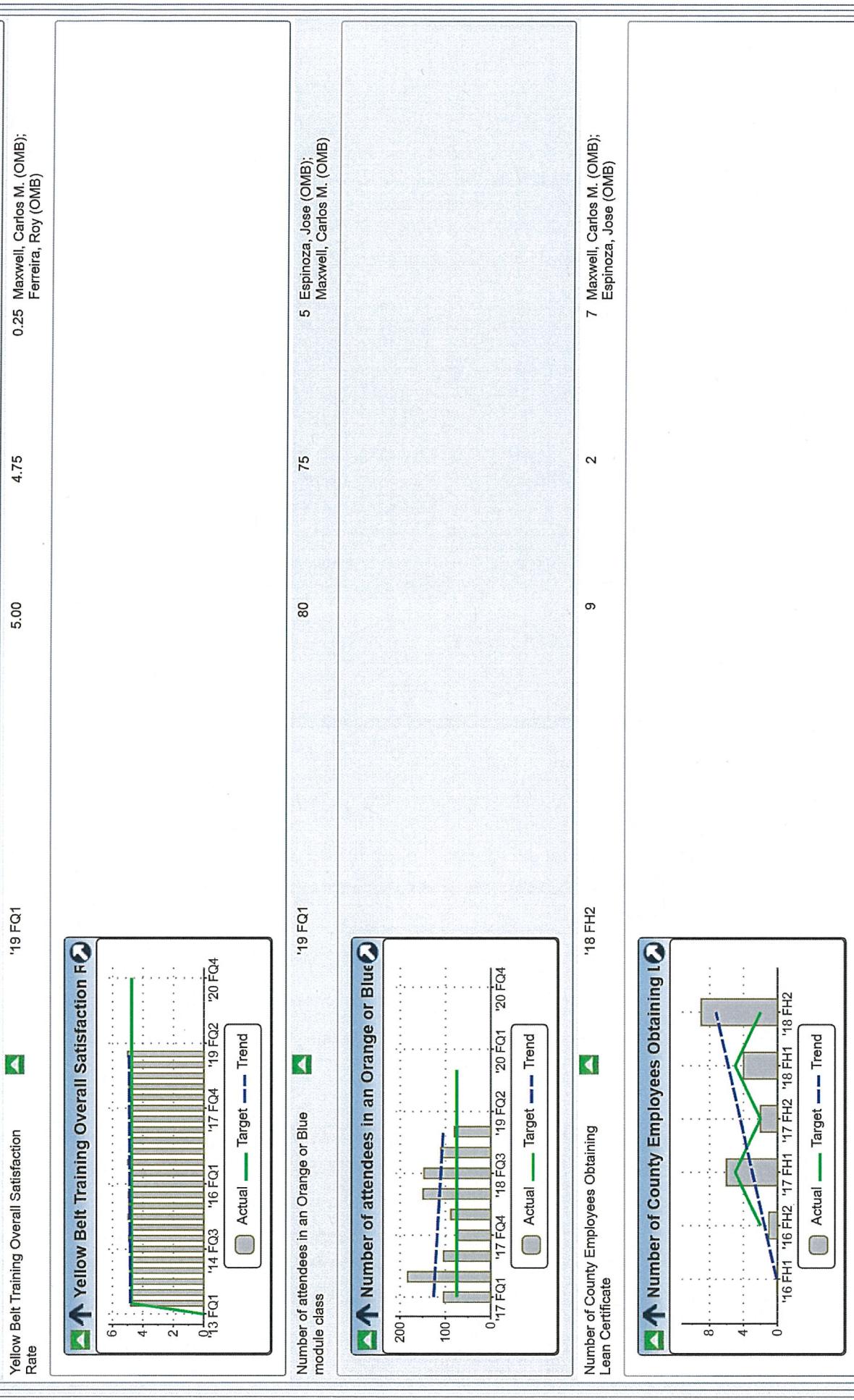
Business Plan Report - Office of Management and Budget (OMB)

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																											
Strategic Plan Refresh and Resiliency Update	12/1/2018	1/1/2020	Strategic Plan	1/29/2019	20% In Progress																											
Measures Linked to Objective	Period	Actual	Target	Variance	Owners																											
Strategic Plan Objectives with Aligned ASE Objects	'18 FQ4	95.6% (87.0 / 91.0)	95.0%	0.6%	Maxwell, Carlos M. (OMB)																											
↑ Strategic Plan Objectives with Aligned ASE Objects <table border="1"> <thead> <tr> <th>Period</th> <th>Actual</th> <th>Trend</th> </tr> </thead> <tbody> <tr><td>'16 FQ1</td><td>~10</td><td>~10</td></tr> <tr><td>'17 FQ1</td><td>~20</td><td>~20</td></tr> <tr><td>'18 FQ1</td><td>~30</td><td>~30</td></tr> <tr><td>'19 FQ1</td><td>~40</td><td>~40</td></tr> <tr><td>'20 FQ1</td><td>~50</td><td>~50</td></tr> </tbody> </table>						Period	Actual	Trend	'16 FQ1	~10	~10	'17 FQ1	~20	~20	'18 FQ1	~30	~30	'19 FQ1	~40	~40	'20 FQ1	~50	~50									
Period	Actual	Trend																														
'16 FQ1	~10	~10																														
'17 FQ1	~20	~20																														
'18 FQ1	~30	~30																														
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'20 FQ1	~50	~50																														
Active ASE Users (90 Day)	Jan '19	804	750	54	Maxwell, Carlos M. (OMB); Ferreira, Roy (OMB)																											
↑ Active ASE Users (Aggregate) <table border="1"> <thead> <tr> <th>Period</th> <th>Actual</th> <th>Target</th> </tr> </thead> <tbody> <tr><td>Oct '16</td><td>~100</td><td>~100</td></tr> <tr><td>Apr '17</td><td>~200</td><td>~200</td></tr> <tr><td>Oct '17</td><td>~300</td><td>~300</td></tr> <tr><td>Apr '18</td><td>~400</td><td>~400</td></tr> <tr><td>Oct '18</td><td>~500</td><td>~500</td></tr> <tr><td>Apr '19</td><td>~600</td><td>~600</td></tr> <tr><td>Oct '19</td><td>~700</td><td>~700</td></tr> <tr><td>Apr '20</td><td>~800</td><td>~800</td></tr> </tbody> </table>						Period	Actual	Target	Oct '16	~100	~100	Apr '17	~200	~200	Oct '17	~300	~300	Apr '18	~400	~400	Oct '18	~500	~500	Apr '19	~600	~600	Oct '19	~700	~700	Apr '20	~800	~800
Period	Actual	Target																														
Oct '16	~100	~100																														
Apr '17	~200	~200																														
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Apr '19	~600	~600																														
Oct '19	~700	~700																														
Apr '20	~800	~800																														
Child Measures	Period	Actual	Target	Variance	Owners																											
Licensed ASE Users (Aggregate)	Jan '19	4,994	n/a	n/a	n/a Maxwell, Carlos M. (OMB); Ferreira, Roy (OMB)																											
Objective	Description																															
1.8 Promote the Use of Lean Six Sigma (LSS) Techniques (OMB)																																

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

Parent Objectives		Description		Owners																																																														
		Period	Actual	Target	Variance																																																													
GG4 Effective management practices		'19 FQ1	(847.0 / 7,903.0)	10.7%	10.8%																																																													
Measures Linked to Objective																																																																		
% of Active County Executives, Managers and Supervisors with Lean Six Sigma Certification	Yellow																																																																	
Up ↑ % of Active County Executives, Managers 		 <table border="1"> <thead> <tr> <th>Period</th> <th>Actual</th> <th>Target</th> <th>Variance</th> </tr> </thead> <tbody> <tr><td>'15 FQ1</td><td>1.0</td><td>1.0</td><td>0.0%</td></tr> <tr><td>'16 FQ1</td><td>1.0</td><td>1.0</td><td>0.0%</td></tr> <tr><td>'16 FQ2</td><td>1.0</td><td>1.0</td><td>0.0%</td></tr> <tr><td>'17 FQ1</td><td>1.0</td><td>1.0</td><td>0.0%</td></tr> <tr><td>'17 FQ2</td><td>1.0</td><td>1.0</td><td>0.0%</td></tr> <tr><td>'18 FQ1</td><td>1.0</td><td>1.0</td><td>0.0%</td></tr> <tr><td>'18 FQ2</td><td>1.0</td><td>1.0</td><td>0.0%</td></tr> <tr><td>'18 FQ3</td><td>1.0</td><td>1.0</td><td>0.0%</td></tr> <tr><td>'18 FQ4</td><td>1.0</td><td>1.0</td><td>0.0%</td></tr> <tr><td>'19 FQ1</td><td>1.0</td><td>1.0</td><td>0.0%</td></tr> <tr><td>'19 FQ2</td><td>1.0</td><td>1.0</td><td>0.0%</td></tr> <tr><td>'19 FQ3</td><td>1.0</td><td>1.0</td><td>0.0%</td></tr> <tr><td>'19 FQ4</td><td>1.0</td><td>1.0</td><td>0.0%</td></tr> <tr><td>'20 FQ1</td><td>1.0</td><td>1.0</td><td>0.0%</td></tr> </tbody> </table>				Period	Actual	Target	Variance	'15 FQ1	1.0	1.0	0.0%	'16 FQ1	1.0	1.0	0.0%	'16 FQ2	1.0	1.0	0.0%	'17 FQ1	1.0	1.0	0.0%	'17 FQ2	1.0	1.0	0.0%	'18 FQ1	1.0	1.0	0.0%	'18 FQ2	1.0	1.0	0.0%	'18 FQ3	1.0	1.0	0.0%	'18 FQ4	1.0	1.0	0.0%	'19 FQ1	1.0	1.0	0.0%	'19 FQ2	1.0	1.0	0.0%	'19 FQ3	1.0	1.0	0.0%	'19 FQ4	1.0	1.0	0.0%	'20 FQ1	1.0	1.0	0.0%	
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'19 FQ4	1.0	1.0	0.0%																																																															
'20 FQ1	1.0	1.0	0.0%																																																															
Down ↓ % of County Workforce with Lean Six Sigma Certification 		'19 FQ1	(1,044.0 / 28,824.0)	3.6%	4.3%																																																													
Measures Linked to Objective																																																																		
% of County Workforce with Lean Six Sigma Certification	Red																																																																	
Up ↑ % of County Workforce with Lean Six Sigma Certification 		 <table border="1"> <thead> <tr> <th>Period</th> <th>Actual</th> <th>Target</th> <th>Variance</th> </tr> </thead> <tbody> <tr><td>'15 FQ1</td><td>1.0</td><td>1.0</td><td>0.0%</td></tr> <tr><td>'16 FQ1</td><td>1.0</td><td>1.0</td><td>0.0%</td></tr> <tr><td>'16 FQ2</td><td>1.0</td><td>1.0</td><td>0.0%</td></tr> <tr><td>'17 FQ1</td><td>1.0</td><td>1.0</td><td>0.0%</td></tr> <tr><td>'17 FQ2</td><td>1.0</td><td>1.0</td><td>0.0%</td></tr> <tr><td>'18 FQ1</td><td>1.0</td><td>1.0</td><td>0.0%</td></tr> <tr><td>'18 FQ2</td><td>1.0</td><td>1.0</td><td>0.0%</td></tr> <tr><td>'18 FQ3</td><td>1.0</td><td>1.0</td><td>0.0%</td></tr> <tr><td>'18 FQ4</td><td>1.0</td><td>1.0</td><td>0.0%</td></tr> <tr><td>'19 FQ1</td><td>1.0</td><td>1.0</td><td>0.0%</td></tr> <tr><td>'19 FQ2</td><td>1.0</td><td>1.0</td><td>0.0%</td></tr> <tr><td>'19 FQ3</td><td>1.0</td><td>1.0</td><td>0.0%</td></tr> <tr><td>'19 FQ4</td><td>1.0</td><td>1.0</td><td>0.0%</td></tr> <tr><td>'20 FQ1</td><td>1.0</td><td>1.0</td><td>0.0%</td></tr> </tbody> </table>					Period	Actual	Target	Variance	'15 FQ1	1.0	1.0	0.0%	'16 FQ1	1.0	1.0	0.0%	'16 FQ2	1.0	1.0	0.0%	'17 FQ1	1.0	1.0	0.0%	'17 FQ2	1.0	1.0	0.0%	'18 FQ1	1.0	1.0	0.0%	'18 FQ2	1.0	1.0	0.0%	'18 FQ3	1.0	1.0	0.0%	'18 FQ4	1.0	1.0	0.0%	'19 FQ1	1.0	1.0	0.0%	'19 FQ2	1.0	1.0	0.0%	'19 FQ3	1.0	1.0	0.0%	'19 FQ4	1.0	1.0	0.0%	'20 FQ1	1.0	1.0	0.0%
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'20 FQ1	1.0	1.0	0.0%																																																															
Orange and Blue Belt Training Overall Satisfaction Rate 		'19 FQ1	4.85	4.75	0.10																																																													
Measures Linked to Objective																																																																		
Orange and Blue Belt Training Overall Satisfaction Rate	Green																																																																	
Up ↑ Orange and Blue Belt Training Overall Satisfaction Rate 		 <table border="1"> <thead> <tr> <th>Period</th> <th>Actual</th> <th>Target</th> <th>Variance</th> </tr> </thead> <tbody> <tr><td>'16 FQ1</td><td>1.0</td><td>1.0</td><td>0.0%</td></tr> <tr><td>'17 FQ1</td><td>1.0</td><td>1.0</td><td>0.0%</td></tr> <tr><td>'17 FQ2</td><td>1.0</td><td>1.0</td><td>0.0%</td></tr> <tr><td>'18 FQ1</td><td>1.0</td><td>1.0</td><td>0.0%</td></tr> <tr><td>'18 FQ2</td><td>1.0</td><td>1.0</td><td>0.0%</td></tr> <tr><td>'18 FQ3</td><td>1.0</td><td>1.0</td><td>0.0%</td></tr> <tr><td>'18 FQ4</td><td>1.0</td><td>1.0</td><td>0.0%</td></tr> <tr><td>'19 FQ1</td><td>1.0</td><td>1.0</td><td>0.0%</td></tr> <tr><td>'19 FQ2</td><td>1.0</td><td>1.0</td><td>0.0%</td></tr> <tr><td>'19 FQ3</td><td>1.0</td><td>1.0</td><td>0.0%</td></tr> <tr><td>'19 FQ4</td><td>1.0</td><td>1.0</td><td>0.0%</td></tr> <tr><td>'20 FQ1</td><td>1.0</td><td>1.0</td><td>0.0%</td></tr> </tbody> </table>					Period	Actual	Target	Variance	'16 FQ1	1.0	1.0	0.0%	'17 FQ1	1.0	1.0	0.0%	'17 FQ2	1.0	1.0	0.0%	'18 FQ1	1.0	1.0	0.0%	'18 FQ2	1.0	1.0	0.0%	'18 FQ3	1.0	1.0	0.0%	'18 FQ4	1.0	1.0	0.0%	'19 FQ1	1.0	1.0	0.0%	'19 FQ2	1.0	1.0	0.0%	'19 FQ3	1.0	1.0	0.0%	'19 FQ4	1.0	1.0	0.0%	'20 FQ1	1.0	1.0	0.0%								
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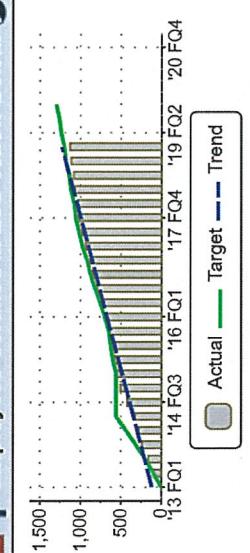
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Employees Trained in LSS Yellow Belt Methodology (via OMB program)

'19 FQ1

1,129
-71 Maxwell, Carlos M. (OMB);
Espinoza, Jose (OMB)

► Employees Certified in LSS Yellow Belt Methodology

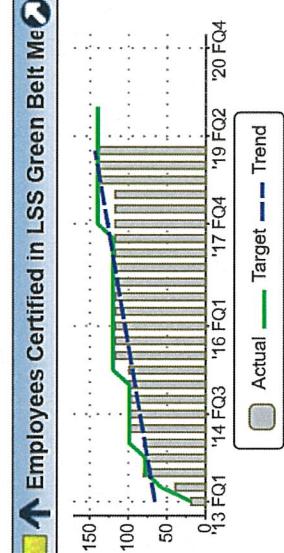


Employees Trained in LSS Green Belt Methodology (via OMB program)

'19 FQ1

140
-1 Maxwell, Carlos M. (OMB);
Espinoza, Jose (OMB)

► Employees Certified in LSS Green Belt Methodology



Objective	Description			Owners
	Description	Description	Description	
1.9 Process Annexation Applications				Fernandez, Jorge (OMB)
Grandparent Objectives				Miami-Dade County
GG4 Effective management practices				Miami-Dade County
Parent Objectives				Miami-Dade County
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
North Miami - Sunkist	n/a	n/a		4/30/2016	15%	In Progress	Fernandez, Jorge (OMB)
Opa-Locka	n/a	n/a		4/30/2016	60%	In Progress	Fernandez, Jorge (OMB)
Miami Shores	n/a	n/a		4/30/2016	20%	In Progress	Fernandez, Jorge (OMB)
North Miami NE 149 Street	n/a	n/a		4/30/2016	60%	In Progress	Fernandez, Jorge (OMB)
Biscayne Park	n/a	n/a		4/30/2016	60%	In Progress	Fernandez, Jorge (OMB)
North Miami - Biscayne Corridor	n/a	n/a		4/30/2016	In Progress	In Progress	Fernandez, Jorge (OMB)
North Miami Gratigny/Dixie	n/a	n/a		4/30/2016	60%	In Progress	Fernandez, Jorge (OMB)

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

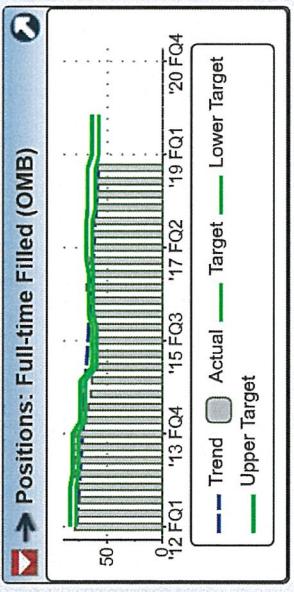
Florida City H	n/a	n/a	4/30/2016	4/30/2016	60%	In Progress	Fernandez, Jorge (OMB)
Process Davis Ponce Annexation Application	10/7/2003	12/31/2007			10%	In Progress	Fernandez, Jorge (OMB)
Process Florida City "D" Annexation Application	1/1/2006	12/31/2007	4/30/2016		10%	On Hold	Fernandez, Jorge (OMB)
Process North Miami Beach Annexation Application	1/1/2006	12/31/2007	12/31/2008		On Hold		Fernandez, Jorge (OMB)
Objective			Description				Owners
1.10 Facilitate Municipal Advisory Committee Process		Facilitate MAC process and incorporation efforts.					Fernandez, Jorge (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
Facilitate South A MAC Process	n/a	n/a	12/1/2017		80%	In Progress	Fernandez, Jorge (OMB)
Facilitate West End South MAC Process	n/a	n/a	12/1/2017		0%	Denied	Fernandez, Jorge (OMB)
Facilitate West End North MAC Process	n/a	n/a	12/12/2017		0%	Denied	Fernandez, Jorge (OMB)
Facilitate South B MAC Process	n/a	n/a	12/1/2017		75%	In Progress	Fernandez, Jorge (OMB)
Facilitate Biscayne Gardens MAC Process	9/9/2003	4/1/2007	12/1/2017		100%	Complete	Fernandez, Jorge (OMB)
Facilitate Northeast Dade MAC Process	4/8/2003	12/15/2004	12/1/2017		90%	In Progress	Fernandez, Jorge (OMB)
Facilitate Fontainebleau MAC Process	6/2/2002	12/30/2003	12/1/2017		100%	Complete	Fernandez, Jorge (OMB)
Facilitate North Central Dade MAC Process	1/1/2002	12/31/2007	12/1/2017		100%	Complete	Fernandez, Jorge (OMB)
2.0 Financial			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 objective 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)	►	'18 FQ4	\$11,792K	\$8,278K	\$3,514K	Moon, Jennifer (OMB)
↓ Expen: Total (OMB)						
		'12 FQ1	10,000	10,000	0	
		'13 FQ1	10,000	10,000	0	
		'14 FQ1	10,000	10,000	0	
		'15 FQ1	10,000	10,000	0	
		'16 FQ1	10,000	10,000	0	
		'17 FQ1	10,000	10,000	0	
		'18 FQ1	10,000	10,000	0	
		'19 FQ1	10,000	10,000	0	
		'20 FQ1	10,000	10,000	0	
			Actual	Target	Trend	
Child Measures						
Expenditure: Personnel Costs (OMB)	◀	'18 FQ4	\$1,189K	\$1,733K	\$-544K	Moon, Jennifer (OMB)
Expenditure: Court Costs (OMB)	▶	'18 FQ4	\$73K	\$1K	\$72K	Moon, Jennifer (OMB)
Expenditure: Contractual Services (OMB)	▶	'18 FQ4	\$4,947K	\$16K	\$4,931K	Moon, Jennifer (OMB)
Expenditure: Other Operating (OMB)	▶	'18 FQ4	\$625K	\$33K	\$592K	Moon, Jennifer (OMB)
Expenditure: Charges for County Services (OMB)	◀	'18 FQ4	\$74K	\$180K	\$-106K	Moon, Jennifer (OMB)
Expenditure: Grants to Outside Organizations (OMB)	◀	'18 FQ4	\$4,859K	\$6,301K	\$-1,442K	Moon, Jennifer (OMB)
Expenditure: Capital (OMB)	▶	'18 FQ4	\$25K	\$14K	\$-11K	Moon, Jennifer (OMB)
Expenditure: Transfers Out (OMB)	◀	'18 FQ4	\$0K	\$0K	\$0K	Moon, Jennifer (OMB)
Expenditure: Distribution of Funds in Trust (OMB)	◀	'18 FQ4	\$0K	\$0K	\$0K	Moon, Jennifer (OMB)
Expenditure: Debt Service (OMB)	◀	'18 FQ4	\$0K	\$0K	\$0K	Moon, Jennifer (OMB)
Expenditure: Depreciation, Amortization, Depletion (OMB)	◀	'18 FQ4	\$0K	\$0K	\$0K	Moon, Jennifer (OMB)
Expenditure: Reserves (OMB)	◀	'18 FQ4	\$0K	\$0K	\$0K	Moon, Jennifer (OMB)
Expenditure: Intradepartmental Transfers (OMB)	◀	'18 FQ4	\$0K	\$0K	\$0K	Moon, Jennifer (OMB)
Revenue: Total (OMB)	◀	'18 FQ4	\$18,035K	\$8,278K	\$9,757K	Moon, Jennifer (OMB)
↑ Revenue: Total (OMB)						
		'12 FQ1	10,000	10,000	0	
		'13 FQ1	10,000	10,000	0	
		'14 FQ1	10,000	10,000	0	
		'15 FQ1	10,000	10,000	0	
		'16 FQ1	10,000	10,000	0	
		'17 FQ1	10,000	10,000	0	
		'18 FQ1	10,000	10,000	0	
		'19 FQ1	10,000	10,000	0	
		'20 FQ1	10,000	10,000	0	
			Actual	Target	Trend	

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

Child Measures	Period	Actual	Target	Variance	Owners
Revenue: Carryover (OMB)	'18 FQ4	\$0K	\$0K	\$0K	\$0K Moon, Jennifer (OMB)
Revenue: Proprietary (OMB)	'18 FQ4	\$225K	\$57K	\$168K	\$168K Moon, Jennifer (OMB)
Revenue: General Fund (OMB)	'18 FQ4	\$5,589K	\$1,484K	\$4,105K	\$4,105K Moon, Jennifer (OMB)
Revenue: Federal (OMB)	'18 FQ4	\$11,871K	\$6,650K	\$5,221K	\$5,221K Moon, Jennifer (OMB)
Revenue: State (OMB)	'18 FQ4	\$0K	\$0K	\$0K	\$0K Moon, Jennifer (OMB)
Revenue: Interagency/Intradepartmental (OMB)	'18 FQ4	\$350K	\$87K	\$263K	\$263K Moon, Jennifer (OMB)
Positions: Full-time Filled (OMB)	'18 FQ4	59	68	-9	Moon, Jennifer (OMB)
		(61 - 68)			

➡ Positions: Full-time Filled (OMB)	
	

Objective	Description	Owners
2.2 Maintain Healthy Reserves (OMB)		Galvez, Barbara (OMB)
Grandparent Objectives		Owners
GG4 Effective management practices		Miami-Dade County
Parent Objectives		Owners
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																																																																				
Contingency Reserve as % of operating budget (excluding operating reserves)	►	2017 FY	2.67%	5.00%	-2.33%	Galvez, Barbara (OMB)																																																																				
Date	2/5/2018	VR Comment	Due to budgetary constraints, the County was not able to budget a transfer into the ECR for FY 2016-17			Author Galvez, Barbara (OMB)																																																																				
↑ Contingency Reserve as % of operating b ↗																																																																										
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► Carryover as a share of General Fund Budget ►		2017 FY	2.7%	2.9%	-0.2%	Galvez, Barbara (OMB); Moon, Jennifer (OMB)																																																																				
Date	2/5/2018	VR Comment	Carryover was impacted by poor performance of economically driven revenues			Author Galvez, Barbara (OMB)																																																																				
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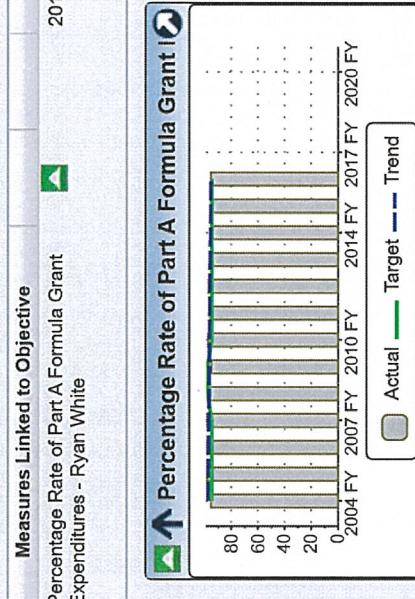
Business Plan Report - Office of Management and Budget (OMB)

Child Measures	Period	Actual	Target	Variance	Owners
General Fund Budget ▶	2017 FY	\$1,810,422(mil)	\$1,833,538(mil)	\$-23,116(mil)	Moon, Jennifer (OMB); Galvez, Barbara (OMB)
General Fund Carryover ▶	2017 FY	\$50,678(mil)	\$53,427(mil)	\$-2,749(mil)	Moon, Jennifer (OMB); Galvez, Barbara (OMB)

3.0 Internal

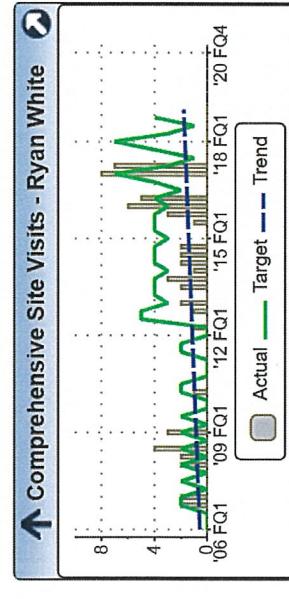
Objective	Description	Owners
3.1 Maintain Compliance (OMB)	Wall, Daniel (OMB)	
Grandparent Objectives	Description	Owners
GG4 Effective management practices		Miami-Dade County

Objective	Description	Owners
Parent Objectives	Description	Owners
GG4-2 Effectively allocate resources to meet current and future operating and capital needs		Miami-Dade County



Comprehensive Site Visits - Ryan White

'19 FQ1
n/a
Moon, Jennifer (OMB); Galvez, Barbara (OMB)



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Number of Site Visits - CBOs	'19 FQ1	4	n/a	n/a Wall, Daniel (OMB); Alexander, Meighan (OMB)
↑ Number of Site Visits - CBOs				
<p>Actual — Target — Trend</p>				
Child Measures	Period	Actual	Target	Variance
Number of Site Visits (CBOs) - Fiscal Unit	'15 FQ4	1	n/a	n/a Vazquez, Manuel I. (OMB)
↑ 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
Number of Trainings, Seminars, Workshops attended by OMB	Jan '17	61	10	51 Moon, Jennifer (OMB)
↑ Number of Trainings, Seminars, Workshops				
<p>Actual — Target — Trend</p>				

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

Child Measures	Period	Actual	Target	Variance	Owners																															
Number of Trainings, Seminars, Workshops attended by OMB-Budget Director/Bond Staff	Jan '17	8	n/a	n/a	n/a Galvez, Barbara (OMB)																															
Number of Trainings, Seminars, Workshops attended by OMB-CRA/MAC/INC Staff	Jan '18	2	n/a	n/a	n/a Fernandez, Jorge (OMB)																															
Number of Trainings, Seminars, Workshops attended by OMB-MPPA	Aug '18	0	n/a	n/a	n/a Maxwell, Carlos M. (OMB)																															
Number of Trainings, Seminars, Workshops attended by OMB-GC staff	Dec '18	10	n/a	n/a	n/a Alexander, Meighan (OMB); Wall, Daniel (OMB)																															
Objective	Description				Owners																															
4.2 Ensure performance evaluations are completed timely (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																															
% of Performance Appraisals Completed Within 2 Weeks of Employee Status Date (OMB)	'19 FQ1	44.4% (4.0 / 9.0)	80.0%	-35.6%	Moon, Jennifer (OMB)																															
<p>► % of Performance Appraisals Completed</p> <table border="1"> <caption>Data for % of Performance Appraisals Completed</caption> <thead> <tr> <th>Period</th> <th>Actual (%)</th> <th>Target (%)</th> <th>Trend (%)</th> </tr> </thead> <tbody> <tr> <td>'17 FQ1</td> <td>~10</td> <td>80.0</td> <td>~10</td> </tr> <tr> <td>'17 FQ2</td> <td>~15</td> <td>80.0</td> <td>~15</td> </tr> <tr> <td>'18 FQ3</td> <td>~20</td> <td>80.0</td> <td>~20</td> </tr> <tr> <td>'18 FQ4</td> <td>~25</td> <td>80.0</td> <td>~25</td> </tr> <tr> <td>'19 FQ2</td> <td>~30</td> <td>80.0</td> <td>~30</td> </tr> <tr> <td>'20 FQ1</td> <td>~35</td> <td>80.0</td> <td>~35</td> </tr> <tr> <td>'20 FQ2</td> <td>~40</td> <td>80.0</td> <td>~40</td> </tr> </tbody> </table>					Period	Actual (%)	Target (%)	Trend (%)	'17 FQ1	~10	80.0	~10	'17 FQ2	~15	80.0	~15	'18 FQ3	~20	80.0	~20	'18 FQ4	~25	80.0	~25	'19 FQ2	~30	80.0	~30	'20 FQ1	~35	80.0	~35	'20 FQ2	~40	80.0	~40
Period	Actual (%)	Target (%)	Trend (%)																																	
'17 FQ1	~10	80.0	~10																																	
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'20 FQ2	~40	80.0	~40																																	
Child Measures	Period	Actual	Target	Variance	Owners																															
% of Performance Appraisals Completed Within 2 Weeks of Employee Status Date (Budget/Bond)	'17 FQ1	33.3 (2.0 / 6.0)	80.0	-46.7	Moon, Jennifer (OMB)																															
% of Performance Appraisals Completed Within 2 Weeks of Employee Status Date (Admin & Sr. Staff)	'17 FQ2	Div/0	80.0%	n/a	Moon, Jennifer (OMB)																															
% of Performance Appraisals Completed Within 2 Weeks of Employee Status Date (CRA/Annex)	'17 FQ2	0.0% (0.0 / 1.0)	80.0%	-80.0%	Fernandez, Jorge (OMB)																															

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

		'19 FQ1	100.0% (1.0 / 1.0)	80.0%	20.0% Maxwell, Carlos M. (OMB)
	% of Performance Appraisals Completed Within 2 Weeks of Employee Status Date (MPPA)				
	% of Performance Appraisals Completed Within 2 Weeks of Employee Status Date (Grants/RV)	'17 FQ2	12.5% (1.0 / 8.0)	80.0%	-67.5% Wall, Daniel (OMB)