



Office of Management and Budget Business Plan

Fiscal Years: 2020 and 2021
(10/1/2020 through 9/30/2021)

Approved by:

A handwritten signature in blue ink, appearing to read "Jennifer Moon".

Jennifer Moon
Deputy Mayor and Department Director

2/14/2020

Date

Plan Date: February 11, 2020

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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, the delivery of supporting management information 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, support of the enterprise resource planning system and incorporation and annexation functions of Miami-Dade County, as well as support for special projects. Taken together, these functions help ensure the County allocates and manages 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 and to promote 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), Countywide Infrastructure Investment Program (CIIP) and Quality Neighborhood 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 and resilience 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, Ending the HIV Epidemic, 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



Departmental Business Plan and Outlook

**Department Name: Office of Management and Budget
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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.

The **Strategic Business Management Division** supports the countywide Enterprise Resource Planning application (ERP) and system of record for the general ledger, human resources, supply chain, strategic sourcing, grants, accounts payables and receivables, internal billing and project costing functions. In addition, the division supports the Budget Analysis Tool (BAT) and Performance Scorecard applications; provides the governance structure for evaluation and prioritization of future business process needs and their impacts on daily operations through the use of the ERP; manages the implementation of system upgrades and/or enhancements and administers all change management associated with ERP tools and business process improvements to include training development, corresponding materials and a communication plan.

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, helping them plan their expenditures and revenues on an ongoing basis throughout the year and supporting the ERP tools being implemented. 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.



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Table of Organization

	<p><u>ADMINISTRATION</u> Establishes and carries out departmental policies and implements policy enacted by the Board of County Commissioners (BCC) and the Mayor.</p> <p><u>FY 19-20</u> 5</p> <p><u>FY 20-21</u> 6</p>
	<p><u>MANAGEMENT AND BUDGET</u> Develops and monitors the annual operating budget and multi-year capital plan; administers and coordinates the Miami-Dade County Tax Increment Financing (TIF) Program; oversees the activities of all Community Redevelopment Areas (CRAs) and supports Unincorporated Municipal Service Area (UMSA) CRAs; administers and coordinates annexation/incorporation efforts; manages capital programs.</p> <p><u>FY 19-20</u> 19</p> <p><u>FY 20-21</u> 19</p>
	<p><u>MANAGEMENT PLANNING AND PERFORMANCE ANALYSIS</u> Responsible for the implementation of the County's results-oriented government framework, which focuses on planning and accountability through performance management, incorporating resilience dimensions.</p> <p><u>FY 19-20</u> 6</p> <p><u>FY 20-21</u> 6</p>
	<p><u>GRANTS COORDINATION</u> Administers and monitors community-based organization (CBO) contracts and the Mom and Pop Small Business Grant Program; administers federal grants and identifies funding and partnership opportunities, and assists County departments to maximize revenue support.</p> <p><u>FY 19-20</u> 37</p> <p><u>FY 20-21</u> 36</p>
	<p><u>STRATEGIC BUSINESS MANAGEMENT DIVISION</u> Supports the countywide Enterprise Resource Planning (ERP), Budget Analysis Tool and Scorecard applications; provides the governance structure for evaluation and prioritization of future business process needs and their impacts on daily operations through the use of ERP; and administers all change management associated with ERP tools and business processes to include training</p> <p><u>FY 19-20</u> 0</p> <p><u>FY 20-21</u> 22</p>

The FY 2020-21 total number of full-time equivalent positions is 89 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 Accessible, fair and responsible government
- GG1-2 Support a customer-focused organization
- GG4 Effective leadership and 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:

- ED3 Revitalized communities
- HS2 Self-sufficient and healthy population
- HS2-1 Provide the necessary support services for vulnerable residents and special populations

Alignment of Selected Scorecard Measures to Resilience

Scorecard Measures	Resilience Driver (Choose one from the list below)
Strategic Plan Objectives with Aligned Scorecard Objects	LS3
Performance Analysis Projects Completed	LS1
Grant, Sponsorship, & Marketing Funding Received (in \$ millions)	ES3
Percentage of Payments Processed within 21-Days - CBOs	LS1
Percentage of Payments Processed within 21-Days - Ryan White	LS1
Value of BBC-GOB funds expended (in millions)	ES3
Resilience Drivers: <div style="display: flex; justify-content: space-between;"> <div> LS1: Promote Leadership and Effective Management LS2: Empower a Broad Range of Stakeholders LS3: Foster Long-Term and Integrated Planning HW1: Meets Basic Needs HW2: Supports Livelihoods and Employment HW3: Ensures Public Health Services </div> <div> ES1: Promote Cohesive and Engaged Communities ES2: Ensure Social Stability, Security, and Justice ES3: Foster Economic Prosperity IE1: Provide and Enhances Protective Natural and Man-Made Assets IE2: Ensure Continuity of Critical Services IE3: Provide Reliable Communication and Mobility </div> </div>	

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.



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- 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.
- The 2019 Miami-Dade County strategic plan update includes a focus on supporting a resilient government and community. The updated goals and objectives must be communicated with departmental leadership and staff. County information systems need to be updated with the revised plan for successful alignment of departmental activities and ongoing monitoring.
- 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), and Resourcing for Results On-line (RFRO). This includes replacing Active Strategy Enterprise (ASE) with an application built in conjunction with the ongoing Enterprise Resource Planning (ERP) initiative support of the completed phases of ERP will present new challenges.
- 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.
- Addressing the County's aging infrastructure continues to be a major challenge. OMB, through the Countywide Infrastructure Investment Program (CIIP), will work with departments to develop and implement a plan to address their individual facility and infrastructure needs. The CIIP program was designed to renovate, refurbish and/or replace facilities to address building code requirements, update safety and security measures, address ADA concerns and provide a more resilient infrastructure.
- 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 distresses 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.
- Continue to provide outreach to County departments regarding the updates to the strategic plan's goals and objectives to foster better organizational alignment, especially given the focus on creating and building a resilient government and community. This includes revising internal and external reporting systems to monitor the County's progress.
- Continue the on-going production support of the Hyperion (BAT) system while incorporating changes that help users throughout the budget development process.



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- Implement the Enterprise Resource Planning (ERP) system countywide, particularly modules affecting human resources, budgeting, capital planning and reporting.
- 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 to provide oversight for the CIIP program and develop a countywide communication and outreach plan to create visibility and awareness of the program through social media and branding including developing a website to provide an online presence for the program with beneficial information to both the public and county personnel.
- 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, Ending the HIV Epidemic, Community Based Crime Reduction, and Opioid Affected Youthgrant).
- 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.
- Continue to provide management and oversight of countywide marketing and advertising contracts, including the Marketing Assets and Advertising Services Pool program.
- Continue to develop and manage new Marketing Partnerships Program projects including, but not limited to, naming rights and sponsorships.
- 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. In addition, Section 1 of Article VIII of the Florida Constitution, requires the County hold elections for the new constitutional offices including Elections Supervisor, Tax Collector, Property Appraiser and Sheriff in 2024. Since 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. Finally, 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.

In addition, the Management and Budget Division will continue to monitor and provide oversight over the BCC-GOB program. As the BCC-GOB capital projects begin to wind down, the Countywide Infrastructure Investment Program (CIIP) will start to ramp up. OMB will continue to play a key role in providing oversight over the CIIP plan in the coming years and work with departments to ensure they have the necessary support and funding in place that will be necessary to address their ongoing facility needs.

OMB's Management Planning and Performance Analysis Division (MPPA) will continue promoting policies, methodologies, performance measurement software, and countywide training 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, Ending the HIV Epidemic, Community Based Crime Reduction, and Opioid Affected Youth grants, and other state and/or federal grants managed by the division; provide grant writing workshops, training and technical assistance to CBOs and County departments, to enhance their ability to drawdown federal, state and foundation grants; improve the internal review



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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).

Through new Strategic Business Management Division, OMB will be responsible for the continued success of the Countywide ERP system support, reviewing on-going and future business process needs to ensure departmental operational requirements are being addressed, and leading future system development such as consolidating the Water and Sewer and Aviation departments into the Countywide ERP system.

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)

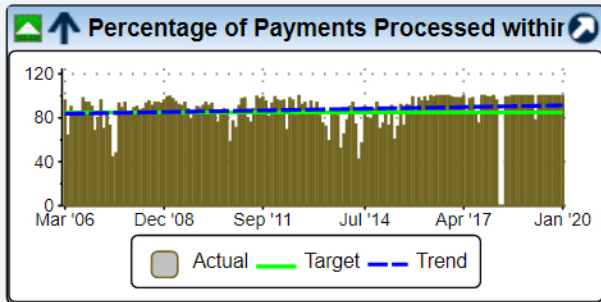
1.0 Customer

Objective	Description	Owners
1.1 Provide Excellent Customer Service (OMB)		Moon, Jennifer (OMB)

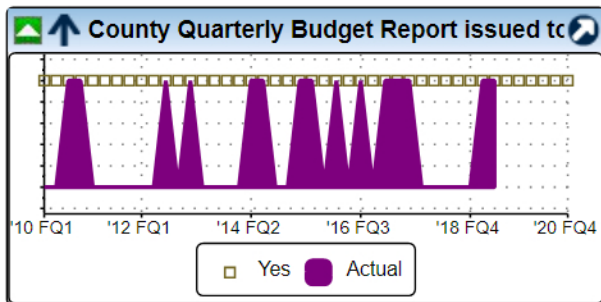
Grandparent Objectives	Description	Owners
GG1: Accessible, fair and responsible government		Miami-Dade County

Parent Objectives	Description	Owners
GG1-2: Support a customer-focused organization		Miami-Dade County

Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Percentage of Payments Processed within 21-Days - Ryan White	Jan '20	100.0%	85.0%	15.0%	Valle-Schwenk, Carla J. (OMB); Alexander, Meighan (Office of the Mayor); Aleman, Michelle (OMB)



County Quarterly Budget Report issued to the Board within 45 days after quarter-end	'19 FQ2	Yes	Yes	n/a	Sarduy, John (OMB)
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Business Plan Report - Office of Management and Budget (OMB)

Percentage of Payments Processed within 21-Days - CBOs



Dec '19

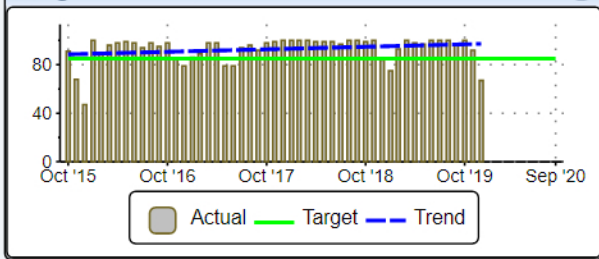
67.0%


85.0%

-18.0%

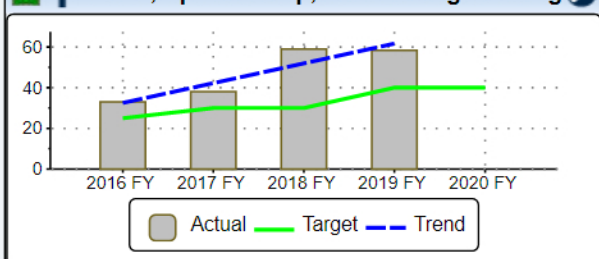
Alexander, Meighan (OMB);
Aleman, Michelle (OMB)

Percentage of Payments Processed within 21-Days - CBOs



Objective	Description					Owners
1.2 Actively pursue grant and sponsorship funding opportunities (OMB)						Wall, Daniel (OMB)
Grandparent Objectives	Description					Owners
GG4: Effective leadership and management practices						Miami-Dade County
Parent Objectives	Description					Owners
GG4-1: Provide sound financial and risk management						Miami-Dade County
GG4-2: Effectively allocate and utilize 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) – Annual		2019 FY	\$58.4M	\$40.0M	\$18.4M	Wall, Daniel (OMB); Alexander, Meighan (Office of the Mayor); Aleman, Michelle (OMB); Parker, Terry (OMB)

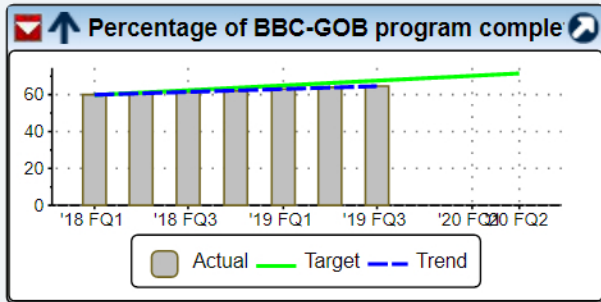
Grant, Sponsorship, & Marketing Funding



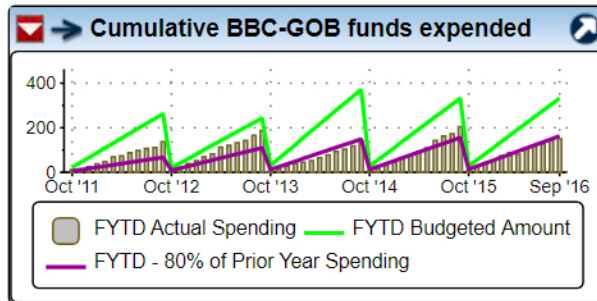
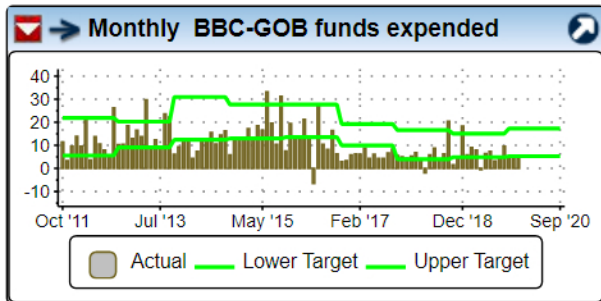
Business Plan Report - Office of Management and Budget (OMB)

Objective	Description	Owners										
1.3 Monitor County Bond Programs (OMB)		Clodfelter, David (OMB); Gibboney, Anita (OMB)										
Grandparent Objectives	Description	Owners										
GG4: Effective leadership and 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
Flexible Drawdown Program - Establish Second Bond	10/1/2015	9/30/2016		2/1/2016						25%	In Progress	Gibboney, Anita (OMB); Clodfelter, David (OMB)

Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Percentage of BBC-GOB program completion	'19 FQ3	64.6%	67.6%	-3.0%	Gibboney, Anita (OMB); Clodfelter, David (OMB)



Value of BBC-GOB funds expended (in millions)	Dec '19	\$4.3M	n/a (\$5.3M - \$17.3M)	n/a	Gibboney, Anita (OMB); Clodfelter, David (OMB)
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Business Plan Report - Office of Management and Budget (OMB)

Conduct at least 4 GOB Citizens Advisory Committee (CAC) meetings per fiscal year

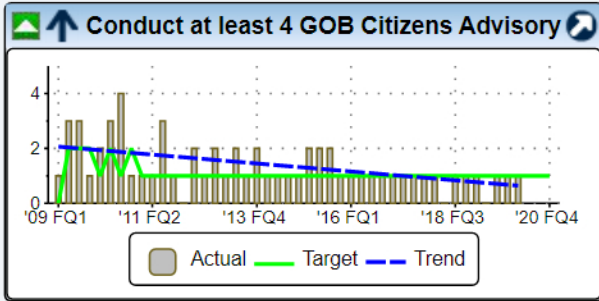


'20 FQ1

1

1

0 Clodfelter, David (OMB);
Gibboney, Anita (OMB)



Number of Days to Process BBC-GOB Reimbursement Requests

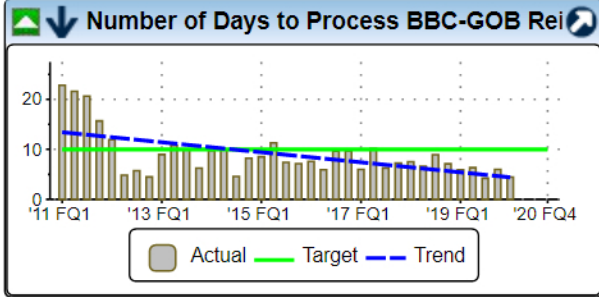


'20 FQ1

4.45 days
(89.00 / 20.00)


10.00 days

-5.55 days Gibboney, Anita (OMB);
Clodfelter, David (OMB)



Objective	Description										Owners	
1.4 Prepare budget that supports the County's mission (OMB)											Moon, Jennifer (OMB)	
Grandparent Objectives	Description										Owners	
GG4: Effective leadership and management practices											Miami-Dade County	
Parent Objectives	Description										Owners	
GG4-2: Effectively allocate and utilize 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
Automated Five Year Plan	n/a	n/a		10/28/2015						0%	On Hold	Galvez, Barbara (OMB)
Develop and implement new capital budgeting system	10/1/2013	9/30/2016		2/5/2018						100%	In Progress	Galvez, Barbara (OMB)
Upgrade Hyperion BAT Software	2/6/2016	11/21/2016	Improvement	1/23/2017						100%	Complete	Galvez, Barbara (OMB)


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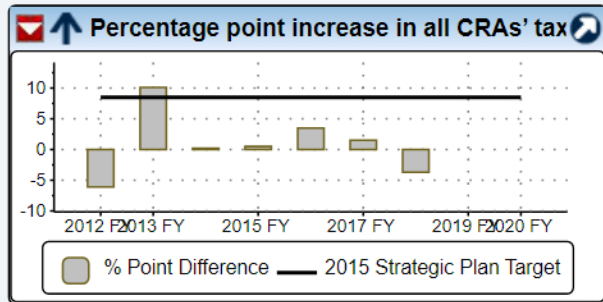
Measures Linked to Objective		Period	Actual	Target	Variance	Owners
GFOA Budget Scores		2019 FY	3.3	3.3	0.0	Galvez, Barbara (OMB)

Objective	Description	Owners
1.5 Promote development in distressed areas by monitoring CRAs (OMB)		Fernandez, Jorge (OMB)

Grandparent Objectives	Description	Owners
ED3: Revitalized Communities		Miami-Dade County

Parent Objectives	Description	Owners
ED3-2: Promote development in distressed communities to ensure long-term vitality		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		2018 FY	-3.7Prct. Pnt.	8.5Prct. Pnt.	-12.2Prct. Pnt.	Miami-Dade County



Child Measures	Period	Actual	Target	Variance	Owners
Growth Rate of Countywide Taxable Values (FY Version)	2018 FY	8.7%	n/a	n/a	Fernandez, Jorge (OMB)
Growth rate of CRA Taxable Values (FY Version)	2018 FY	5.0%	n/a	n/a	Fernandez, Jorge (OMB)

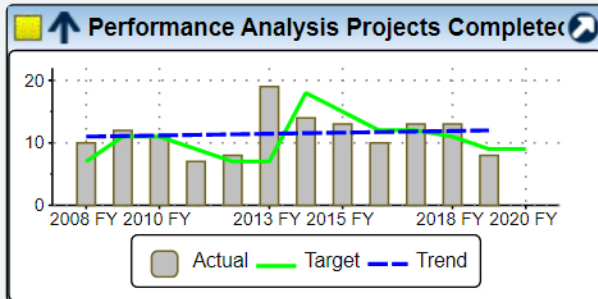
Objective	Description	Owners
1.6 Lead/Conduct Performance Analysis Projects (OMB)		Galvez, Barbara (OMB); Moon, Jennifer (OMB)






Parent Objectives	Description	Owners
GG4: Effective leadership and management practices		Miami-Dade County

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Initiatives Linked to Objective	Est. Start	Est. End	Type	As Of						%	Status	Owners
ISD: Review Fleet Parts Ordering Process	11/1/2019	4/30/2020	Improvement	1/30/2020						30%	In Progress	Horton-Tavera, Amy (OMB); Morales, Mayra E. (OMB)
Finance: Review Convention and Tourist Taxes Process	9/6/2019	2/28/2020	Improvement	1/31/2020						90%	In Progress	Morales, Mayra E. (OMB); Ferreira, Roy (OMB)
HR: Recruitment Cycle Time Analysis	1/31/2020	6/26/2020	Improvement	1/31/2020						30%	In Progress	Morales, Mayra E. (OMB)
Elections: Support 2020 Elections Cycle	1/1/2020	12/31/2020	Improvement	2/6/2020						25%	Not Started	Maxwell, Carlos M. (OMB)
Countywide: Clerk of Courts parking violation and citation fines	1/31/2019	6/30/2019	Improvement	1/30/2020						90%	In Progress	Horton-Tavera, Amy (OMB); Maxwell, Carlos M. (OMB)
SBD: Construction CSBE Prompt Payments	2/1/2019	7/31/2019	Improvement	1/30/2020						95%	In Progress	Ferreira, Roy (OMB); Horton-Tavera, Amy (OMB)
Finance: Support Code Enforcement Transition to Finance	10/1/2019	5/30/2020	Improvement	1/30/2020						60%	In Progress	Horton-Tavera, Amy (OMB)
Countywide: Support ERP implementation	7/1/2018	12/31/2021	Improvement	1/31/2020						50%	In Progress	Horton-Tavera, Amy (OMB); Maxwell, Carlos M. (OMB); Morales, Mayra E. (OMB)

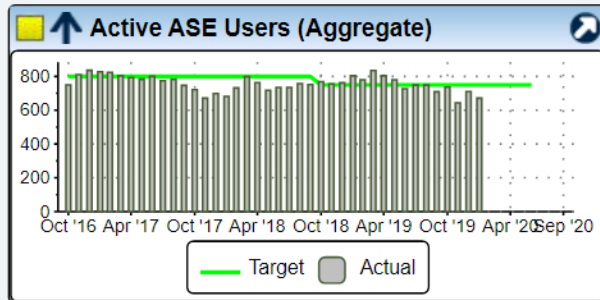
Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Performance Analysis Projects Completed	2019 FY	8	9	-1	Maxwell, Carlos M. (OMB)





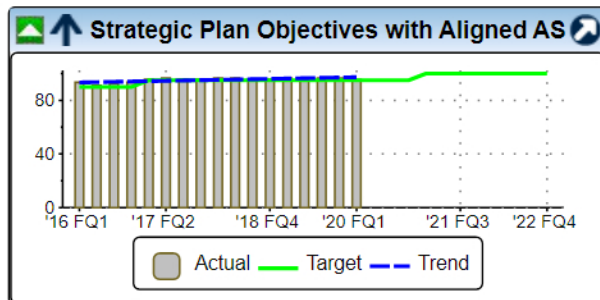
Objective	Description	Owners										
1.7 Ensure Effective County Management through Strategic and Business Planning, Execution and Reporting (OMB)		Maxwell, Carlos M. (OMB)										
Grandparent Objectives	Description	Owners										
GG4: Effective leadership and management practices		Miami-Dade County										
Parent Objectives	Description	Owners										
GG4-2: Effectively allocate and utilize 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
Strategic Plan Refresh and Resiliency Update	12/1/2018	1/1/2020	Strategic Plan	1/29/2019						20%	In Progress	Horton-Tavera, Amy (OMB); Maxwell, Carlos M. (OMB)

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

Measures Linked to Objective		Period	Actual	Target	Variance	Owners
Active ASE Users (90 Day)		Jan '20	671	750	-79	Maxwell, Carlos M. (OMB); Ferreira, Roy (OMB)






Child Measures		Period	Actual	Target	Variance	Owners
Licensed ASE Users (Aggregate)		Jan '20	5,309	3,400	1,909	Maxwell, Carlos M. (OMB); Ferreira, Roy (OMB)
Strategic Plan Objectives with Aligned Scorecard Objects		'20 FQ1	95.5% (64.0 / 67.0)	95.0%	0.5%	Maxwell, Carlos M. (OMB)

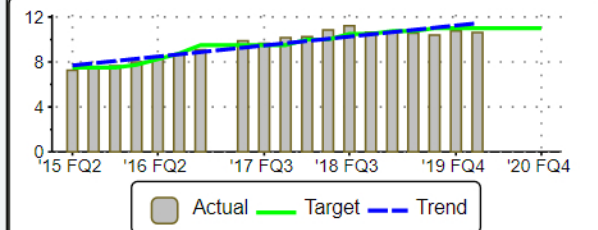


Objective	Description	Owners
1.8 Promote the Use of Lean Six Sigma (LSS) Techniques (OMB)		Maxwell, Carlos M. (OMB)
Parent Objectives	Description	Owners
GG4: Effective leadership and management practices		Miami-Dade County



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

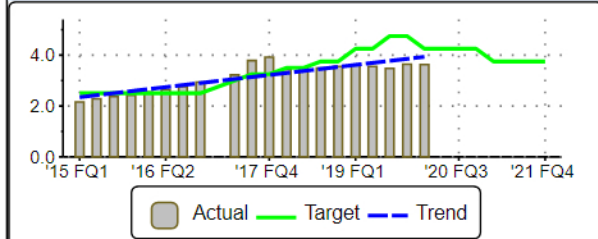
Measures Linked to Objective		Period	Actual	Target	Variance	Owners
% of Active County Executives, Managers and Supervisors with Lean Six Sigma Certification		'20 FQ1	10.6% (878.0 / 8,262.0)	11.0%	-0.4%	Bolt, GiGi (OMB); Morales, Mayra E. (OMB); Maxwell, Carlos M. (OMB)


  % of Active County Executives, Managers





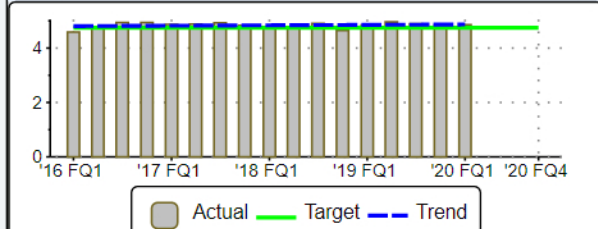
% of County Workforce with Lean Six Sigma Certification		'20 FQ1	3.6% (1,070.0 / 29,494.0)	4.3%	-0.6%	Morales, Mayra E. (OMB); Maxwell, Carlos M. (OMB); Bolt, GiGi (OMB)
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  % of County Workforce with Lean Six Sigr



Orange and Blue Belt Training Overall Satisfaction Rate		'20 FQ1	4.86	4.75	0.11	Morales, Mayra E. (OMB); Maxwell, Carlos M. (OMB); Bolt, GiGi (OMB)
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  Orange and Blue Belt Training Overall Sat



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

Yellow Belt Training Overall Satisfaction Rate

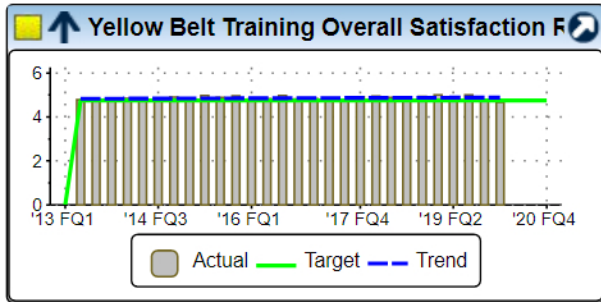


'20 FQ1

4.67

4.75

-0.08 Morales, Mayra E. (OMB); Bolt, GiGi (OMB); Maxwell, Carlos M. (OMB)



Number of attendees in an Orange or Blue module class

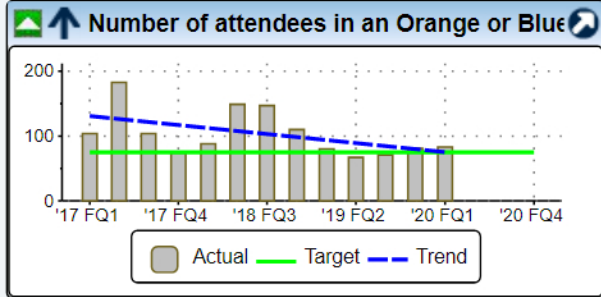


'20 FQ1

83

75

8 Bolt, GiGi (OMB); Morales, Mayra E. (OMB); Maxwell, Carlos M. (OMB)



Number of County Employees Obtaining Lean Certificate

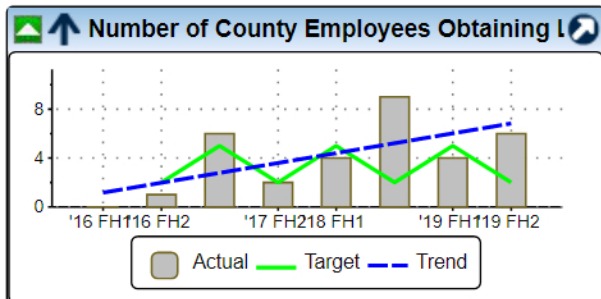


'19 FH2

6

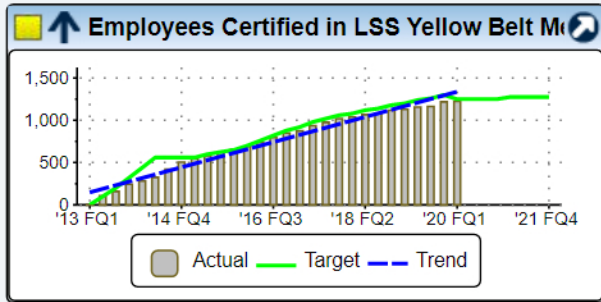
2

4 Morales, Mayra E. (OMB); Maxwell, Carlos M. (OMB); Bolt, GiGi (OMB)

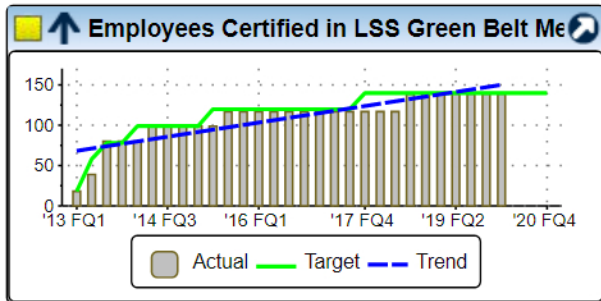


Business Plan Report - Office of Management and Budget (OMB)

Employees Trained in LSS Yellow Belt Methodology (via OMB program) ■ '20 FQ1 1,223 1,250 -27 Morales, Mayra E. (OMB); Bolt, GiGi (OMB); Maxwell, Carlos M. (OMB)








Employees Trained in LSS Green Belt Methodology (via OMB program) ■ '20 FQ1 139 140 -1 Bolt, GiGi (OMB); Maxwell, Carlos M. (OMB); Morales, Mayra E. (OMB)



Objective	Description	Owners
1.9 Process Annexation Applications		Fernandez, Jorge (OMB)
Grandparent Objectives	Description	Owners
GG4: Effective leadership and management practices		Miami-Dade County
Parent Objectives	Description	Owners
GG4-2: Effectively allocate and utilize resources to meet current and future operating and capital needs		Miami-Dade County






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

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	Fernandez, Jorge (OMB)
North Miami Gratigny/Dixie	n/a	n/a		4/30/2016						60%	In Progress	Fernandez, Jorge (OMB)
Florida City H	n/a	n/a		4/30/2016						60%	In Progress	Fernandez, Jorge (OMB)
Process Davis Ponce Annexation Application	10/7/2003	12/31/2007		4/30/2016						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 leadership and management practices		Miami-Dade County

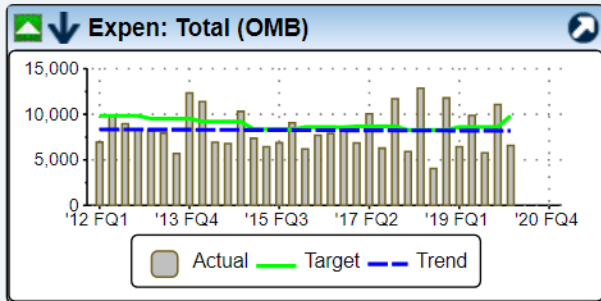
Parent Objectives	Description	Owners
GG4-2: Effectively allocate and utilize resources to meet current and future operating and capital needs		Miami-Dade County

Initiatives Linked to Objective	Est. Start	Est. End	Type	As Of						%	Status	Owners
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

Objective	Description	Owners
2.1 Meet Budget Targets (OMB)		Moon, Jennifer (OMB)
Grandparent Objectives	Description	Owners
GG4-2: Effectively allocate and utilize 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)

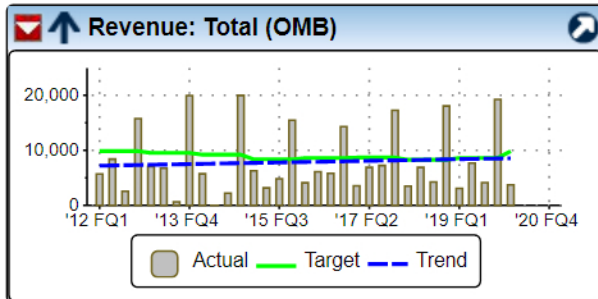
Measures Linked to Objective		Period	Actual	Target	Variance	Owners
Expen: Total (OMB)		'20 FQ1	\$6,584K	\$9,825K	\$-3,241K	Moon, Jennifer (OMB)



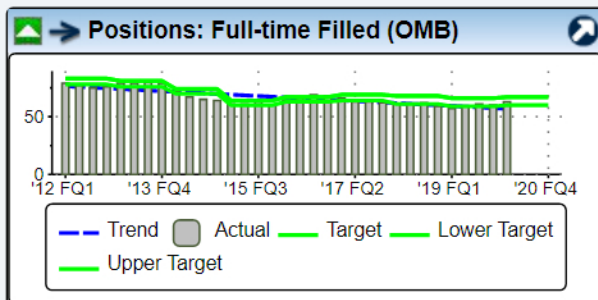
Child Measures		Period	Actual	Target	Variance	Owners
Expenditure: Personnel Costs (OMB)		'20 FQ1	\$2,104K	\$2,277K	\$-173K	Moon, Jennifer (OMB)
Expenditure: Court Costs (OMB)		'20 FQ1	\$30K	\$0K	\$30K	Moon, Jennifer (OMB)
Expenditure: Contractual Services (OMB)		'20 FQ1	\$2,486K	\$25K	\$2,461K	Moon, Jennifer (OMB)
Expenditure: Other Operating (OMB)		'20 FQ1	\$441K	\$64K	\$377K	Moon, Jennifer (OMB)
Expenditure: Charges for County Services (OMB)		'20 FQ1	\$192K	\$144K	\$48K	Moon, Jennifer (OMB)
Expenditure: Grants to Outside Organizations (OMB)		'20 FQ1	\$1,330K	\$7,296K	\$-5,966K	Moon, Jennifer (OMB)
Expenditure: Capital (OMB)		'20 FQ1	\$1K	\$19K	\$18K	Moon, Jennifer (OMB)
Expenditure: Transfers Out (OMB)		'20 FQ1	\$0K	\$0K	\$0K	Moon, Jennifer (OMB)
Expenditure: Distribution of Funds in Trust (OMB)		'20 FQ1	\$0K	\$0K	\$0K	Moon, Jennifer (OMB)
Expenditure: Debt Service (OMB)		'20 FQ1	\$0K	\$0K	\$0K	Moon, Jennifer (OMB)
Expenditure: Depreciation, Amortization, Depletion (OMB)		'20 FQ1	\$0K	\$0K	\$0K	Moon, Jennifer (OMB)
Expenditure: Reserves (OMB)		'20 FQ1	\$0K	\$0K	\$0K	Moon, Jennifer (OMB)

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

Expenditure: Intradepartmental Transfers (OMB)	▲	'20 FQ1	\$0K	\$0K	\$0K	Moon, Jennifer (OMB)
Revenue: Total (OMB)	▼	'20 FQ1	\$3,732K	\$9,825K	\$-6,093K	Moon, Jennifer (OMB)



Child Measures		Period	Actual	Target	Variance	Owners
Revenue: Carryover (OMB)	▲	'20 FQ1	\$0K	\$0K	\$0K	Moon, Jennifer (OMB)
Revenue: Proprietary (OMB)	▼	'20 FQ1	\$0K	\$175K	\$-175K	Moon, Jennifer (OMB)
Revenue: General Fund (OMB)	▼	'20 FQ1	\$0K	\$1,343K	\$-1,343K	Moon, Jennifer (OMB)
Revenue: Federal (OMB)	▼	'20 FQ1	\$3,732K	\$7,744K	\$-4,012K	Moon, Jennifer (OMB)
Revenue: State (OMB)	▲	'20 FQ1	\$0K	\$0K	\$0K	Moon, Jennifer (OMB)
Revenue: Interagency/Intradepartmental (OMB)	▼	'20 FQ1	\$0K	\$563K	\$-563K	Moon, Jennifer (OMB)
Positions: Full-time Filled (OMB)	▲	'20 FQ1	63	67 (60 - 67)	-4	Moon, Jennifer (OMB)

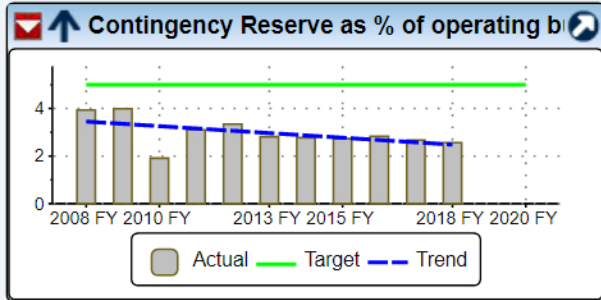


Objective	Description	Owners
2.2 Maintain Healthy Reserves (OMB)		Sarduy, John (OMB)
Grandparent Objectives	Description	Owners
GG4: Effective leadership and management practices		Miami-Dade County

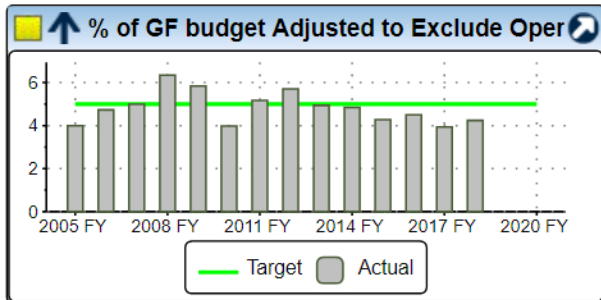
Business Plan Report - Office of Management and Budget (OMB)

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

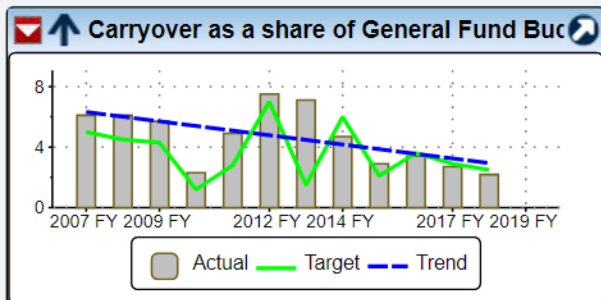
Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Contingency Reserve as % of operating budget (excluding operating reserves)	2018 FY	2.56%	5.00%	-2.44%	Sarduy, John (OMB)



% of GF budget Adjusted to Exclude Operating Reserve from Total Budget	2018 FY	4.24%	5.00%	-0.76%	Sarduy, John (OMB)
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Carryover as a share of General Fund Budget	2018 FY	2.2%	2.5%	-0.3%	Sarduy, John (OMB)
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Business Plan Report - Office of Management and Budget (OMB)

Child Measures		Period	Actual	Target	Variance	Owners
General Fund Budget	▼	2018 FY	\$1,864.960(mil)	\$1,941.007(mil)	\$-76.047(mil)	Sarduy, John (OMB)
General Fund Carryover	▼	2018 FY	\$43.414(mil)	\$51.314(mil)	\$-7.900(mil)	Sarduy, John (OMB)

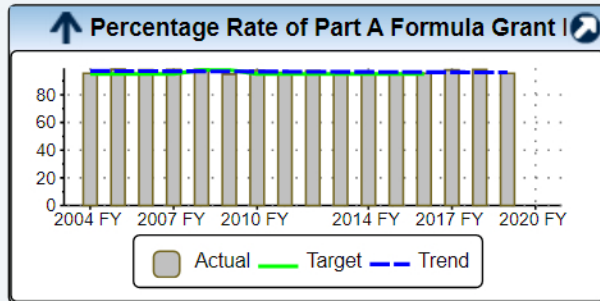
3.0 Internal

Objective	Description	Owners
3.1 Maintain Compliance (OMB)		Wall, Daniel (OMB)

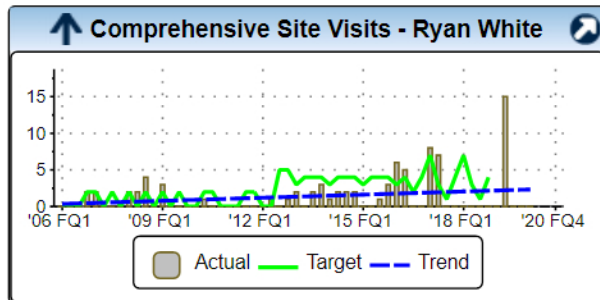
Grandparent Objectives	Description	Owners
GG4: Effective leadership and management practices		Miami-Dade County

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

Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Percentage Rate of Part A Formula Grant Expenditures - Ryan White	2019 FY	95%	n/a	n/a	Wall, Daniel (OMB); Valle-Schwenk, Carla J. (OMB); Alexander, Meighan (OMB)

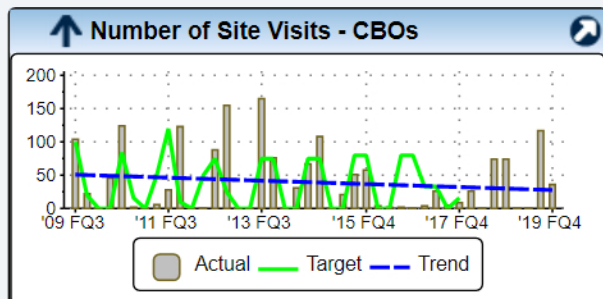


Comprehensive Site Visits - Ryan White	'20 FQ1	0	n/a	n/a	Valle-Schwenk, Carla J. (OMB); Alexander, Meighan (Office of the Mayor); Aleman, Michelle (OMB)
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Business Plan Report - Office of Management and Budget (OMB)

Number of Site Visits - CBOs	'20 FQ1	13	n/a	n/a	Wall, Daniel (OMB); Aleman, Michelle (OMB); Alexander, Meighan (Office of the Mayor)
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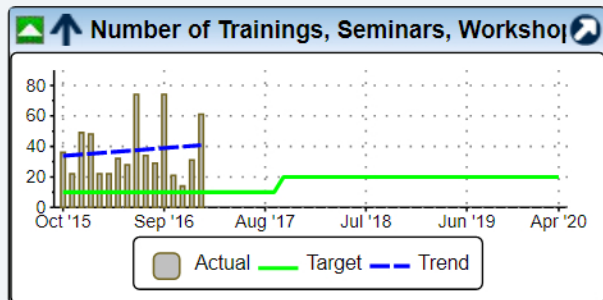


Child Measures	Period	Actual	Target	Variance	Owners
Number of Site Visits (CBOs) - Fiscal Unit	'16 FQ1	1	n/a	n/a	Vazquez, Manuel I. (OMB)

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 and resilient workforce		Miami-Dade County
Parent Objectives	Description	Owners
GG2-2: Promote employee development and leadership		Miami-Dade County

Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Number of Trainings, Seminars, Workshops attended by OMB	Jan '17	61	10	51	Moon, Jennifer (OMB)




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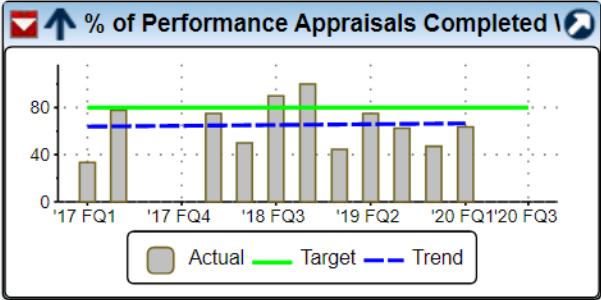
Child Measures	Period	Actual	Target	Variance	Owners
Number of Trainings, Seminars, Workshops attended by OMB-Budget/ Director/Bond Staff	Jan '17	8	n/a	n/a	Sarduy, John (OMB)
Number of Trainings, Seminars, Workshops attended by OMB-CRA/MAC/ INC Staff	Feb '18	1	n/a	n/a	Fernandez, Jorge (OMB)
Number of Trainings, Seminars, Workshops attended by OMB-MPPA	Dec '19	2	n/a	n/a	Maxwell, Carlos M. (OMB)
Number of Trainings, Seminars, Workshops attended by OMB-GC staff	Nov '19	9	n/a	n/a	Alexander, Meighan (Office of the Mayor); Aleman, Michelle (OMB); Wall, Daniel (OMB)

Objective	Description	Owners
4.2 Ensure performance evaluations are completed timely (OMB)		Moon, Jennifer (OMB)

Grandparent Objectives	Description	Owners
GG4: Effective leadership and management practices		Miami-Dade County


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

Measures Linked to Objective	Period	Actual	Target	Variance	Owners
% of Performance Appraisals Completed Within 2 Weeks of Employee Status Date (OMB) 	'20 FQ1	63.6% (7.0 / 11.0)	80.0%	-16.4%	Moon, Jennifer (OMB)






% of Performance Appraisals Completed

Legend: Actual (Grey Bar), Target (Green Line), Trend (Blue Dashed Line)

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)

Business Plan Report - Office of Management and Budget (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)
% of Performance Appraisals Completed Within 2 Weeks of Employee Status Date (MPPA)		'20 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 (Grants/RW)		'17 FQ2	12.5% (1.0 / 8.0)	80.0%	-67.5%	Wall, Daniel (OMB)