Office of Management and Budget Business Plan

Fiscal Years: 2016 and 2017

(10/01/15 through 9/30/17)

Approved by:

Jennifer Moon, Department Director

Edward Marquez, Deputy Mayor

Plan Date: February 9, 2016

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ATTACHMENT 1
BUSINESS PLAN REPORT

DEPARTMENT OVERVIEW

Department Mission

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

Department Description

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

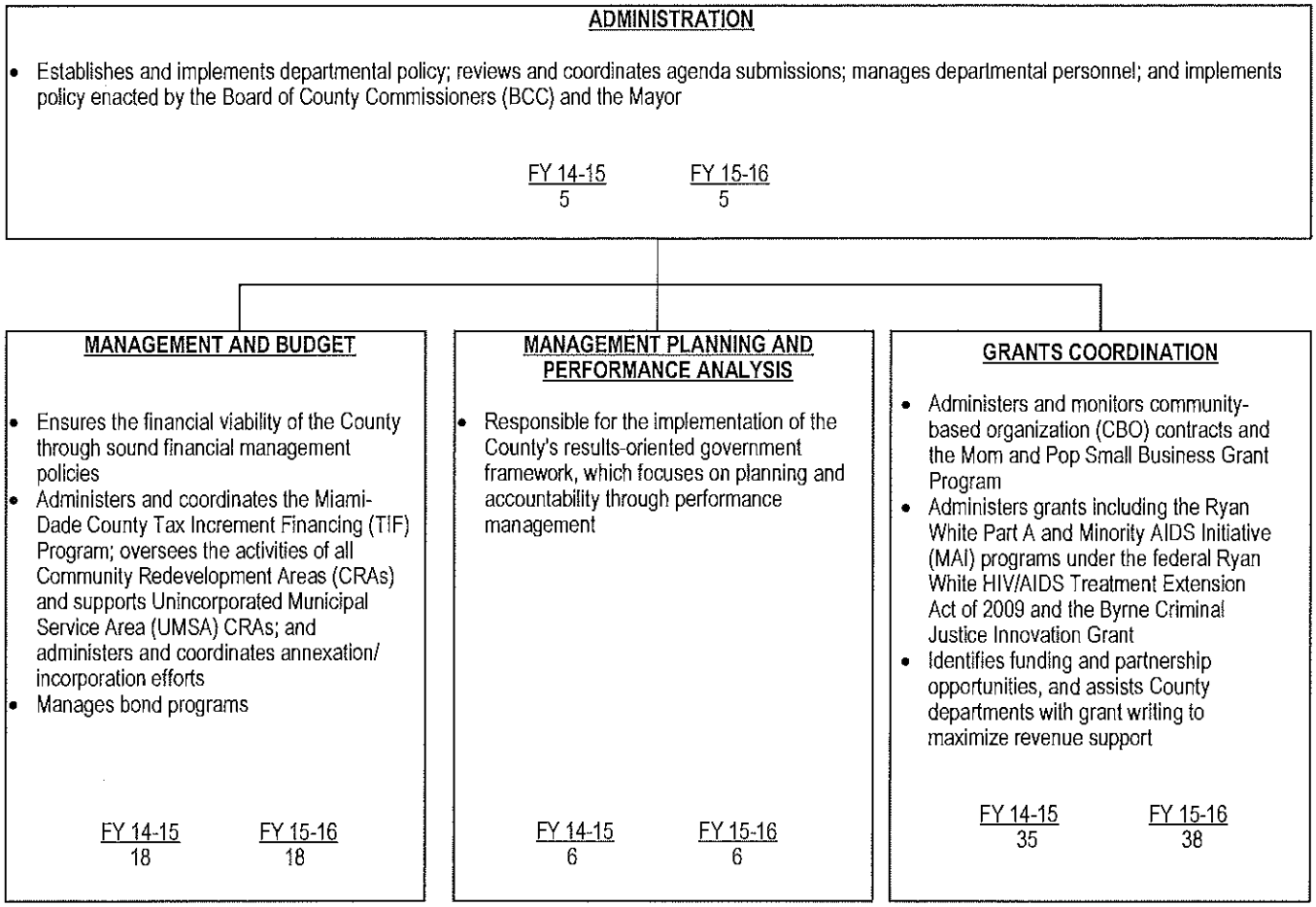
The Management and Budget Division develops and implements the County's operating and capital budget to ensure financial resources, department operations, and staffing levels are aligned to achieve results driven by policy and customer needs, promoting a results-oriented government by linking funding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

The Management and Budget Division also administers and coordinates the Miami-Dade County Tax Increment Financing (TIF) Program; 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 range from conducting organizational and business process reviews to the development of gainsharing agreements.

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

TABLE OF ORGANIZATION



Strategic Alignment Summary

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

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

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

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

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. 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 promote an excellent quality of life in Miami-Dade County.

KEY ISSUES

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

- Although the economy is beginning to improve, there continues to be economic uncertainty. A potential impact on the property roll can affect local, state and federal resources, including grant funding, that is available for the County. OMB must be able to develop a variety of scenarios to effectively plan for actual resources that may become available.

- With given resource limitations, there is an on-going need to develop strong countywide knowledge in performance improvement techniques, structured problem solving, group facilitation, and root cause analysis.

- Access to quality information from key sources remains critical for OMB to accomplish its mission. As part of our continued commitment to our customers, OMB will be implementing a software upgrade (version 11.1.2.4) to the Hyperion System (BAT) that will address enhancements users have requested such as real-time reporting, improved performance when running business rules and calculations, and the updating of budgetary and forecast forms to help departments prepare more accurate projections while reducing duplication of effort. In addition, these updates will also include CBAT enhancements such as the ability to load capital budgets via an interface to FAMIS, the ability to view actual project expenditures on a monthly

basis, real-time aggregation of data from PeopleSoft Projects to CBAT, and more reporting tools to assist departments in their budgeting and analysis efforts. OMB also uses Active Strategy Enterprise (ASE) to collect performance measure information and relies on input from departmental staff to generate the budget, related performance measures, and other products. It is critical that this input is timely and accurate.

- Local CBOs continue to experience resource restrictions and reductions. In response to these challenges, the County will 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 develop and implement a competitive solicitation process to ensure the best use of funding to service priority areas of most needs.

- The continuation of the BBC-GOB Flexible Drawdown Program requires the support from the Finance Department to provide timely issuance of bonds to meet capital project needs.

- 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 seven Municipal Advisory Committees and provides a forum for residents and other stakeholders to provide input to the process.

- Community Redevelopment Areas (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.
- Complete software update version 11.1.2.4 of the Hyperion (BAT) system to improve user access to budgetary information. In addition, continue the on-going production support of the live system while incorporating changes that help users throughout the budget development process.
- Monitor Community Redevelopment Agencies; provide direct support to the Unincorporated Municipal Service Area (UMSA) CRAs: West Perrine, Naranja Lakes, 79th Street, and the 7th Avenue. Facilitate community meetings to ensure residents and local leaders will have the ability to provide input.
- Support incorporation and annexation applications, particularly with the moratorium lifted, 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 projects implemented by Miami-Dade County, municipalities, businesses, consultants, and not-for-profit CBOs (including the Mom and Pop Small Business Grant Program); provide

timely information to the public, Citizens' Advisory Committee (CAC), and Board of County Commissioners (BCC) related to the Building Better Communities General Obligation Bond program (BBC-GOB). Schedule, monitor and coordinate BBC-GOB CAC meetings; monitor, document, and audit project expenditures by bond series; and provide timely reimbursement payments and project information to Miami-Dade County departments, municipalities, and not-for-profit CBOs.

- Continue building expertise in innovative problem-solving methodologies such as Lean Six Sigma and identify lucrative areas in county government to apply these techniques to make our processes more efficient and more effective.
- 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.
- Support the competitive solicitation process for funding CBOs.
- 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. 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.

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

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

continue to deploy strategies to expand the knowledge of proven problem solving techniques across the organization.

In the next three to five years, OMB's Grants Coordination Division will continue to identify and promote grant and revenue generating opportunities, as well as provide grant-related technical assistance, capacity-building training, and support to County departments and CBOs. The division will continue to coordinate County grant, advertising, and sponsorship initiatives and provide direct administrative support to the Miami-Dade HIV/AIDS Partnership. Additionally, it will continue to ensure compliance with all related grant requirements and conditions of award for the federal Ryan White Program and other state and/or federal grants managed by the division; improve the internal review process of CBO performance outcomes to evaluate community impact and ensure best use of funding; and improve transparency and accountability of funds received by CBOs through improved reporting (this objective also applies to the Mom and Pop Small Business Grant Program).

During FY 2016-17, a competitive solicitation process for the allocation of funding to CBOs will be facilitated. This process will include community involvement, development of outcomes and objectives and performance measures for evaluation. The new contract period is expected to begin in February 2017.

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

Information

Name: Office of Management and Budget (OMB)

Description: 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.

Domain: OMB

Owners: Moon, Jennifer (OMB)

Details

	As Of	Actual	Business Plan Goal	FYTD Actual	FYTD Goal
1.0 Customer					
1.1 Provide Excellent Customer Service (OMB)					
County Quarterly Budget Report issued to the Board within 45 days after quarter-end	'15 FQ4	No	Yes	Yes	Yes
Percentage of Payments Processed within 21-Days - Ryan White	Jan '16	100.0%	85.0%	94.0%	85.0%
1.2 Actively pursue grant and sponsorship funding opportunities (OMB)					
Grant, Sponsorship, & Marketing Funding Received (in $ millions) - Quarter	'16 FQ1	$2.4M	$7.5M	$2.4M	$7.5M
1.3 Monitor County Bond Programs (OMB)					

Initiative Name	Type	As Of	Status	%	Owners
Develop and implement new capital budgeting system		9/30/2015	In Progress	90%	Markowitz, Nan; Santana, Mario (OMB)
Flexible Drawdown Program - Establish Second Bond		2/1/2016	In Progress	25%	Markowitz, Nan

Value of BBC-GOB funds expended (in millions)	Jan '16	$12.5M	n/a ($13.6M - $27.7M)	$52.5M	n/a ($54.4M - $110.8M)
Conduct at least 4 GOB Citizens Advisory Committee (CAC) meetings per fiscal year	'16 FQ1	1	1	1	1
Number of Days to Process BBC-GOB Reimbursement Requests	'16 FQ1	7.61days (175.00 / 23.00)	10.00days	7.61days (175.00 / 23.00)	10.00days

1.4 Prepare budget that supports the County's mission (OMB)

Initiative Name	Type	As Of	Status	%	Owners
Upgrade Hyperion BAT Software		n/a	n/a		Galvez, Barbara (OMB)
Automated Five Year Plan		10/28/2015	On Hold	0%	Galvez, Barbara (OMB)

GFOA Budget Scores	2015 FY	3.5	3.3	3.5	3.3

1.5 Promote development in distressed areas by monitoring CRAs (OMB)

Percentage point increase in all CRAs taxable value compared to the County tax roll: KPI	2016 FY	3.5 Prct. Pnt.	8.5 Prct. Pnt.	n/a	n/a

1.6 Lead/Conduct Performance Analysis Projects (OMB)

Initiative Name	Type	As Of	Status	%	Owners
ISD: Improve Timeliness of Auto Body Repair of Fleet Vehicles		2/2/2016	In Progress	5%	Maxwell, Carlos M. (OMB); Horton-Tavera, Amy (OMB)
PHCD: Review of Homeownership Loan Application Process	Lean Six Sigma	12/21/2015	In Progress	95%	Horton-Tavera, Amy (OMB)
Tax Collector: Tangible Personal Property (TPP) Collections		12/31/2015	Complete	100%	Maxwell, Carlos M. (OMB)
Tax Collector: Credit and Collections Review of Lean Processes	Lean Six Sigma	10/14/2015	In Progress	20%	Morales, Mayra E. (OMB); Maxwell, Carlos M. (OMB)

Performance Analysis Projects Completed	2015 FY	13	15	13	15

1.7 Ensure Effective County Management through Strategic and Business Planning, Execution and Reporting (OMB)

Strategic Plan Objectives with Aligned ASE Objects	'16 FQ1	93.4% (85.0/91.0)	90.0%	93.4% (85.0/91.0)	90.0%
Active ASE Users (90 Day)	Jan '16	881	800	877	800

Information

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Domain: OMB

Owners: Moon, Jennifer (OMB)

Details

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Conduct at least 4 GOB Citizens Advisory Committee (CAC) meetings per fiscal year	'16 FQ1	1	1	1	1
Number of Days to Process BBC-GOB Reimbursement Requests	'16 FQ1	7.61days (175.00 / 23.00)	10.00days	7.61days (175.00 / 23.00)	10.00days

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Automated Five Year Plan		10/28/2015	On Hold	0%	Galvez, Barbara (OMB)

GFOA Budget Scores	2015 FY	3.5	3.3	3.5	3.3

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Tax Collector: Tangible Personal Property (TPP) Collections		12/31/2015	Complete	100%	Maxwell, Carlos M. (OMB)
Tax Collector: Credit and Collections Review of Lean Processes	Lean Six Sigma	10/14/2015	In Progress	20%	Morales, Mayra E. (OMB); Maxwell, Carlos M. (OMB)

Performance Analysis Projects Completed	2015 FY	13	15	13	15

1.7 Ensure Effective County Management through Strategic and Business Planning, Execution and Reporting (OMB)

Strategic Plan Objectives with Aligned ASE Objects	'16 FQ1	93.4% (85.0/91.0)	90.0%	93.4% (85.0/91.0)	90.0%
Active ASE Users (90 Day)	Jan '16	881	800	877	800

1.8 Promote the Use of Lean Six Sigma (LSS) Techniques (OMB)

Initiative Name	Type	As Of	Status	%	Owners
Implement LSS Orange and Blue Belt Training Program		2/1/2016	In Progress	5%	Maxwell, Carlos M. (OMB)
Develop Continuing Learning Sessions for Yellow and Green Belts		1/19/2016	Complete	100%	Maxwell, Carlos M. (OMB)

% of Active County Executives, Managers and Supervisors with Lean Six Sigma Certification	'16 FQ1	8.0% (604.0/7,556.0)		7.8%	8.0% (604.0/7,556.0)		7.8%
% of County Workforce with Lean Six Sigma Certification	'16 FQ1	2.5% (710.0/27,940.0)		2.5%	2.5% (710.0/27,940.0)		2.5%
Yellow Belt Training Overall Satisfaction Rate	'16 FQ1	4.82		4.75	4.82		4.75
Employees Trained in LSS Yellow Belt Methodology (via OMB program)	'16 FQ1	692		700	692		700
Employees Trained in LSS Green Belt Methodology (via OMB program)	'16 FQ1	117		140	117		140
Employees Trained in LSS Grean Belt Team Leader Methodology (via OMB program)	'16 FQ1	12		24	12		24
Employees Trained in LSS Black Belt Methodology (via OMB program)	'16 FQ1	6		6	6		6

1.9 Process Annexation Applications

Initiative Name	Type	As Of	Status	%	Owners
North Miami - Sunkist		2/4/2016	In Progress		Fernandez, Jorge (OMB)
Miami Shores		2/4/2016	In Progress		Fernandez, Jorge (OMB)
North Miami NE 149 Street		2/4/2016	In Progress		Fernandez, Jorge (OMB)
Biscayne Park		2/4/2016	In Progress		Fernandez, Jorge (OMB)
North Miami - Biscayne Corridor		2/4/2016	In Progress		Fernandez, Jorge (OMB)
Process Davis Ponce Annexation Application		2/4/2016	In Progress		Fernandez, Jorge (OMB)
Process Florida City "D" Annexation Application		12/31/2008	On Hold		Fernandez, Jorge (OMB)
Process North Miami Beach Annexation Application		12/31/2008	On Hold		Fernandez, Jorge (OMB)
Opa-Locka		2/4/2016	In Progress		Fernandez, Jorge (OMB)
Florida City H		2/4/2016	In Progress		Fernandez, Jorge (OMB)
North Miami Gratigny/Dixie		2/4/2016	In Progress		Fernandez, Jorge (OMB)

1.10 Facilitate Municipal Advisory Committee Process

Initiative Name	Type	As Of	Status	%	Owners
Facilitate South A MAC Process		2/4/2016	In Progress		Fernandez, Jorge (OMB)
Facilitate West End South MAC Process		2/4/2016	In Progress		Fernandez, Jorge (OMB)
Facilitate West End North MAC Process		2/4/2016	In Progress		Fernandez, Jorge (OMB)
Facilitate South B MAC Process		2/4/2016	In Progress		Fernandez, Jorge (OMB)
Facilitate Biscayne Gardens MAC Process		9/30/2008	On Hold		Fernandez, Jorge (OMB)
Facilitate Northeast Dade MAC Process		6/30/2007	On Hold	75%	Fernandez, Jorge (OMB)
Facilitate Fontainebleau MAC Process		6/30/2007	On Hold	75%	Fernandez, Jorge (OMB)
Facilitate North Central Dade MAC Process		9/30/2008	On Hold		Fernandez, Jorge (OMB)

2.0 Financial

2.1 Meet Budget Targets (OMB)

Expen: Total (OMB)	'16 FQ1	▲	$6,186K	$8,589K	$6,186K	$8,589K
Revenue: Total (OMB)	'16 FQ1	▼	$4,091K	$8,589K	$4,091K	$8,589K
Positions: Full-time Filled (OMB)	'16 FQ1	▲	64	67 (63 - 67)	n/a	n/a

2.2 Maintain Healthy Reserves (OMB)

Contingency Reserve as % of operating budget (excluding operating reserves)	2016 FY	▼	2.83%	5.00%	2.83%	5.00%
% of GF budget Adjusted to Exclude Operating Reserve from Total Budget	2015 FY	■	4.07%	5.00%	4.07%	5.00%
Carryover as a share of General Fund Budget	2015 FY	▲	2.9%	2.1%	2.9%	2.1%

3.0 Internal

3.2 Maintain Compliance (OMB)

Percentage Rate of Part A Formula Grant Expenditures - Ryan White	2015 FY	▲	95%	95%	95%	95%
Comprehensive Site Visits - Ryan White	'16 FQ1	▲	6	3	6	3
Number of Site Visits - CBOs	'16 FQ1	▲	4	0	4	0

4.0 Learning and Growth							
4.1 Develop leadership and management expertise through organized and individual educational opportunities (OMB)							
Number of Trainings, Seminars, Workshops attended by OMB	Dec '15	▲	48	10	▲	106	30
Ensure performance evaluations are completed timely (OMB)							
% of performance appraisals completed on time (OMB)	'16 FQ1	▼	37.5% (3.0 / 8.0)	90.0%	▼	37.5% (3.0 / 8.0)	90.0%

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)

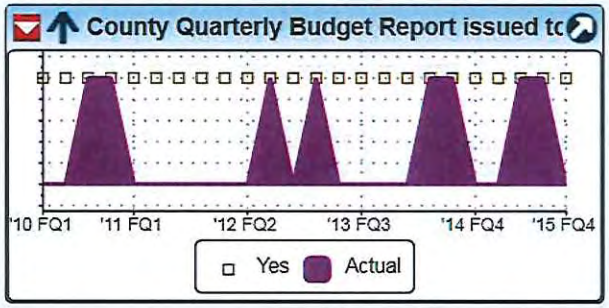
1.0 Customer

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

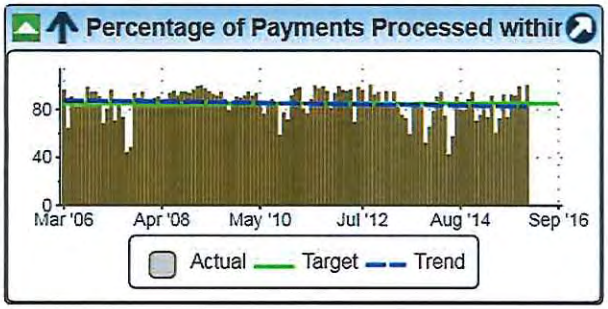
Grandparent Objectives	Description	Owners
GG1 Friendly government		Miami-Dade County

Parent Objectives	Description	Owners
GG1-2 Develop a customer-oriented organization		Miami-Dade County

Measures Linked to Objective			Period	Actual	Target	Variance	Owners
County Quarterly Budget Report issued to the Board within 45 days after quarter-end			'15 FQ4	No	Yes	n/a	Galvez, Barbara (OMB)



Percentage of Payments Processed within 21-Days - Ryan White		Jan '16	100.0%	85.0%	15.0%	Valle-Schwenk, Carla J. (OMB)

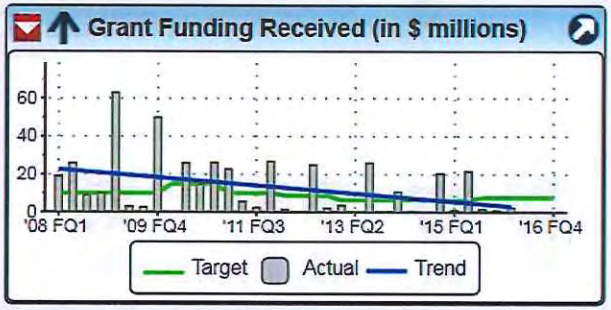


Objective	Description	Owners
1.2 Actively pursue grant and sponsorship funding opportunities (OMB)		Wall, Daniel (OMB)

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

Parent Objectives	Description	Owners
GG4-1 Provide sound financial and risk management		Miami-Dade County
GG4-2 Effectively allocate resources to meet current and future operating and capital needs		Miami-Dade County

Measures Linked to Objective		Period	Actual	Target	Variance	Owners
Grant, Sponsorship, & Marketing Funding Received (in $ millions) - Quarter		'16 FQ1	$2.4M	$7.5M	$-5.1M	Parker, Terry (OMB); Wall, Dan



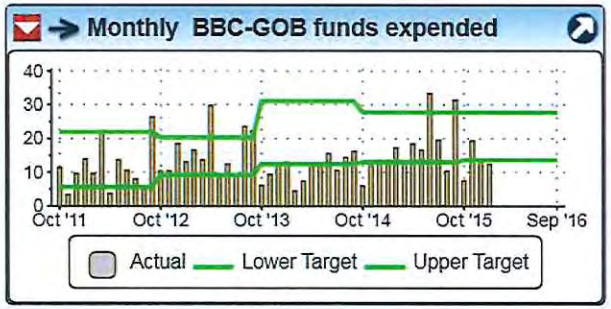
Objective	Description	Owners
1.3 Monitor County Bond Programs (OMB)		Markowitz, Nan

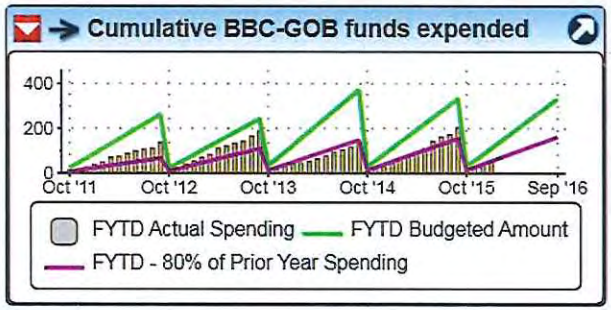
Grandparent Objectives	Description	Owners
GG4 Effective management practices		Miami-Dade County

Parent Objectives	Description	Owners
GG4-1 Provide sound financial and risk management		Miami-Dade County

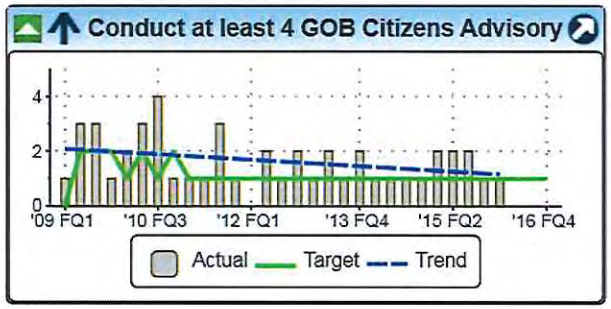
Initiatives Linked to Objective	Est. Start	Est. End	Type	As Of	%	Status	Owners
Flexible Drawdown Program - Establish Second Bond	10/1/2015	9/30/2016		2/1/2016	25%	In Progress	Markowitz, Nan
Develop and implement new capital budgeting system	10/1/2013	12/31/2014		9/30/2015	90%	In Progress	Markowitz, Nan; Santana, Mario (OMB)

Measures Linked to Objective		Period	Actual	Target	Variance	Owners
Value of BBC-GOB funds expended (in millions)		Jan '16	$12.5M	n/a ($13.6M - $27.7M)	n/a	Markowitz, Nan; Santana, Mario (OMB)

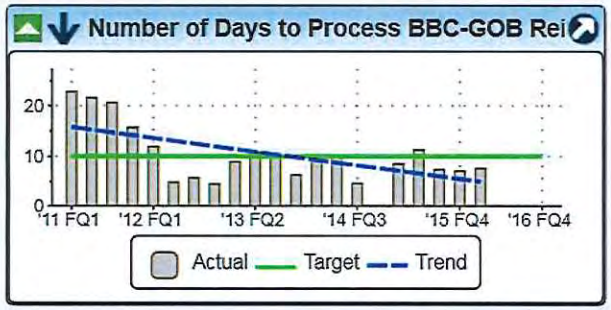




Conduct at least 4 GOB Citizens Advisory Committee (CAC) meetings per fiscal year		'16 FQ1	1	1	0	Markowitz, Nan; Santana, Mario (OMB)



Number of Days to Process BBC-GOB Reimbursement Requests		'16 FQ1	7.61days (175.00 / 23.00)	10.00days	-2.39days	Markowitz, Nan; Santana, Mario (OMB)



Objective	Description	Owners
1.4 Prepare budget that supports the County's mission (OMB)		Moon, Jennifer (OMB)

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

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

Initiatives Linked to Objective	Est. Start	Est. End	Type	As Of	%	Status	Owners
Automated Five Year Plan	n/a	n/a		10/28/2015	0%	On Hold	Galvez, Barbara (OMB)
Upgrade Hyperion BAT Software	n/a	n/a		n/a		n/a	Galvez, Barbara (OMB)

Measures Linked to Objective	Period	Actual	Target	Variance	Owners
GFOA Budget Scores	2015 FY	3.5	3.3	0.2	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	2016 FY	3.5 Prct. Pnt.	8.5 Prct. Pnt.	-5.0 Prct. Pnt.	Miami-Dade County

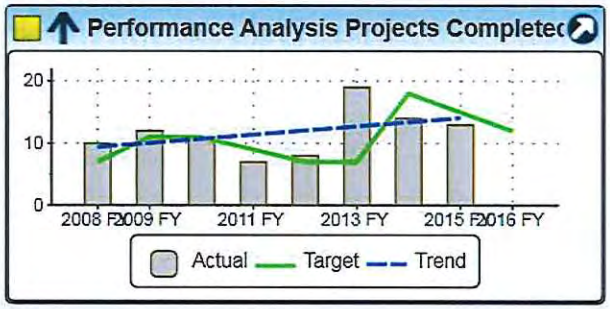
Child Measures	Period	Actual	Target	Variance	Owners
Growth Rate of Countywide Taxable Values (FY Version)	2016 FY	9.4%	n/a	n/a	Fernandez, Jorge (OMB)
Growth rate of CRA Taxable Values (FY Version)	2016 FY	12.9%	n/a	n/a	Fernandez, Jorge (OMB)

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

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

Initiatives Linked to Objective	Est. Start	Est. End	Type	As Of	%	Status	Owners
ISD: Improve Timeliness of Auto Body Repair of Fleet Vehicles	n/a	n/a		2/2/2016	5%	In Progress	Maxwell, Carlos M. (OMB); Horton-Tavera, Amy (OMB)
PHCD: Review of Homeownership Loan Application Process	4/17/2015	7/31/2015	Lean Six Sigma	12/21/2015	95%	In Progress	Horton-Tavera, Amy (OMB)
Tax Collector: Tangible Personal Property (TPP) Collections	3/15/2015	8/31/2015		12/31/2015	100%	Complete	Maxwell, Carlos M. (OMB)
Tax Collector: Credit and Collections Review of Lean Processes	7/1/2015	3/30/2016	Lean Six Sigma	10/14/2015	20%	In Progress	Morales, Mayra E. (OMB); Maxwell, Carlos M. (OMB)

Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Performance Analysis Projects Completed	2015 FY	13	15	-2	Scher, Ray (OMB)



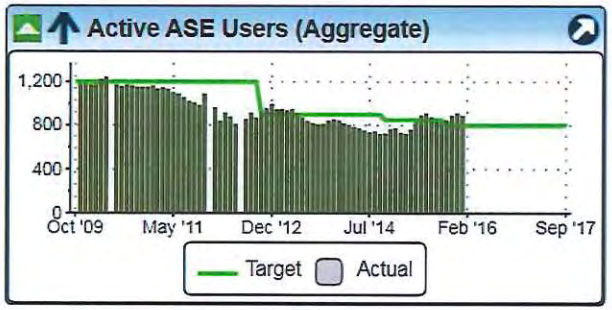
Objective	Description	Owners
1.7 Ensure Effective County Management through Strategic and Business Planning, Execution and Reporting (OMB)		Scher, Ray (OMB)

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

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

Measures Linked to Objective		Period	Actual	Target	Variance	Owners
Strategic Plan Objectives with Aligned ASE Objects		'16 FQ1	93.4% (85.0 / 91.0)	90.0%	3.4%	Maxwell, Carlos M. (OMB)

Active ASE Users (90 Day)		Jan '16	881	800	81	Scher, Ray (OMB); Maxwell, Carlos M. (OMB)



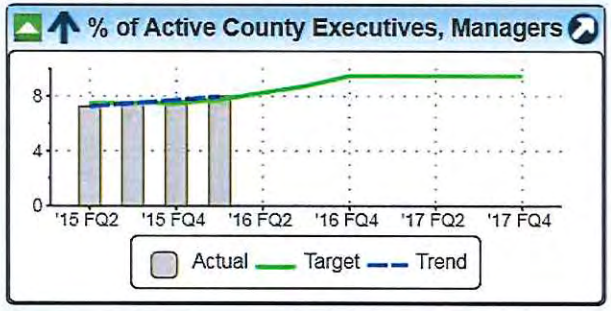
Child Measures		Period	Actual	Target	Variance	Owners
Licensed ASE Users (Aggregate)		Jan '16	3,883	3,400	483	Scher, Ray (OMB); Maxwell, Carlos M. (OMB)

Objective	Description	Owners
1.8 Promote the Use of Lean Six Sigma (LSS) Techniques (OMB)		Maxwell, Carlos M. (OMB); Scher, Ray (OMB)

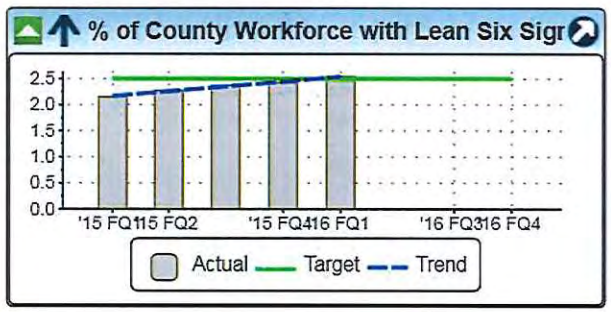
Parent Objectives	Description	Owners
GG4 Effective management practices		Miami-Dade County

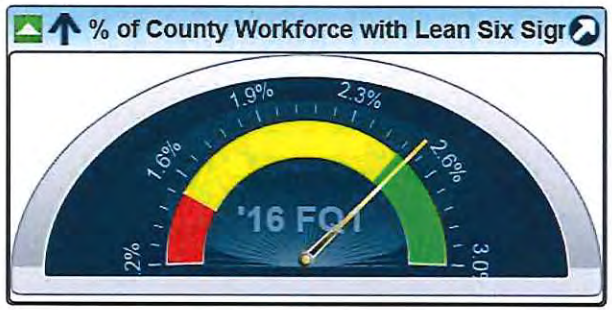
Initiatives Linked to Objective	Est. Start	Est. End	Type	As Of	%	Status	Owners
Develop Continuing Learning Sessions for Yellow and Green Belts	1/1/2015	9/30/2016		1/19/2016	100%	Complete	Maxwell, Carlos M. (OMB)
Implement LSS Orange and Blue Belt Training Program	1/1/2016	12/31/2016		2/1/2016	5%	In Progress	Maxwell, Carlos M. (OMB)

Measures Linked to Objective		Period	Actual	Target	Variance	Owners
% of Active County Executives, Managers and Supervisors with Lean Six Sigma Certification		'16 FQ1	8.0% (604.0 / 7,556.0)	7.8%	0.2%	Maxwell, Carlos M. (OMB)

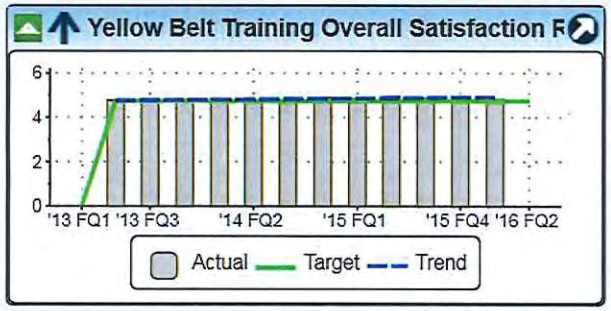


% of County Workforce with Lean Six Sigma Certification		'16 FQ1	2.5% (710.0 / 27,940.0)	2.5%	0.0%	Maxwell, Carlos M. (OMB)

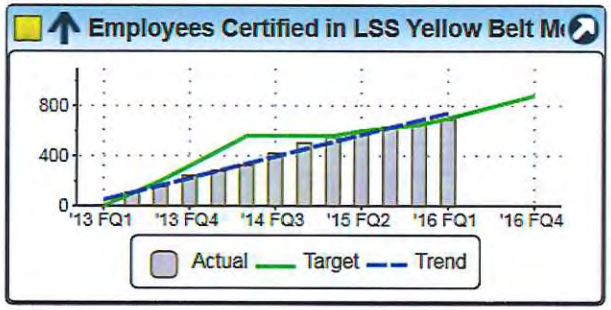




Yellow Belt Training Overall Satisfaction Rate		'16 FQ1	4.82	4.75	0.07	Maxwell, Carlos M. (OMB)

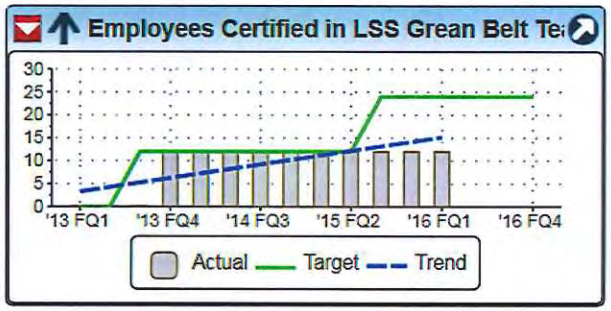


Employees Trained in LSS Yellow Belt Methodology (via OMB program)		'16 FQ1	692	700	-8	Maxwell, Carlos M. (OMB); Scher, Ray (OMB)

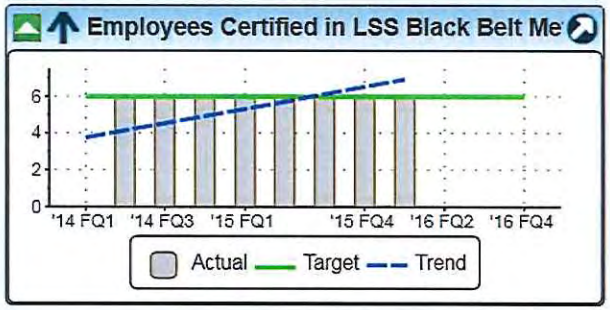


Employees Trained in LSS Green Belt Methodology (via OMB program)		'16 FQ1	117	140	-23	Maxwell, Carlos M. (OMB); Scher, Ray (OMB)

Employees Trained in LSS Grean Belt Team Leader Methodology (via OMB program)		'16 FQ1	12	24	-12	Maxwell, Carlos M. (OMB); Scher, Ray (OMB)



Employees Trained in LSS Black Belt Methodology (via OMB program)		'16 FQ1	6	6	0	Scher, Ray (OMB); Maxwell, Carlos M. (OMB)



Objective	Description	Owners
1.9 Process Annexation Applications		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	Owners
North Miami - Sunkist	n/a	n/a		2/4/2016		In Progress	Fernandez, Jorge (OMB)
Opa-Locka	n/a	n/a		2/4/2016		In Progress	Fernandez, Jorge (OMB)
Miami Shores	n/a	n/a		2/4/2016		In Progress	Fernandez, Jorge (OMB)
North Miami NE 149 Street	n/a	n/a		2/4/2016		In Progress	Fernandez, Jorge (OMB)
Biscayne Park	n/a	n/a		2/4/2016		In Progress	Fernandez, Jorge (OMB)
North Miami - Biscayne Corridor	n/a	n/a		2/4/2016		In Progress	Fernandez, Jorge (OMB)
North Miami Gratigny/Dixie	n/a	n/a		2/4/2016		In Progress	Fernandez, Jorge (OMB)
Florida City H	n/a	n/a		2/4/2016		In Progress	Fernandez, Jorge (OMB)
Process Davis Ponce Annexation Application	10/7/2003	12/31/2007		2/4/2016		In Progress	Fernandez, Jorge (OMB)
Process Florida City "D" Annexation Application	1/1/2006	12/31/2007		12/31/2008		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	Owners
Facilitate South A MAC Process	n/a	n/a		2/4/2016		In Progress	Fernandez, Jorge (OMB)
Facilitate West End South MAC Process	n/a	n/a		2/4/2016		In Progress	Fernandez, Jorge (OMB)
Facilitate West End North MAC Process	n/a	n/a		2/4/2016		In Progress	Fernandez, Jorge (OMB)
Facilitate South B MAC Process	n/a	n/a		2/4/2016		In Progress	Fernandez, Jorge (OMB)
Facilitate Biscayne Gardens MAC Process	9/9/2003	4/1/2007		9/30/2008		On Hold	Fernandez, Jorge (OMB)
Facilitate Northeast Dade MAC Process	4/8/2003	12/15/2004		6/30/2007	75%	On Hold	Fernandez, Jorge (OMB)
Facilitate Fontainebleau MAC Process	6/2/2002	12/30/2003		6/30/2007	75%	On Hold	Fernandez, Jorge (OMB)
Facilitate North Central Dade MAC Process	1/1/2002	12/31/2007		9/30/2008		On Hold	Fernandez, Jorge (OMB)

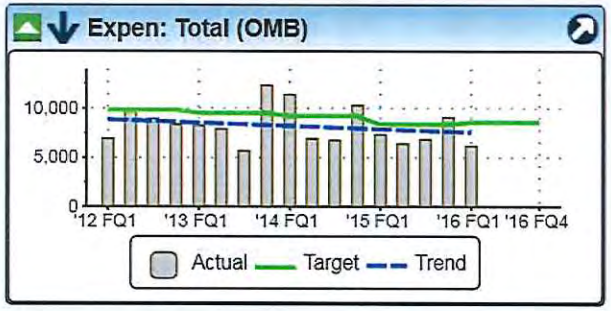
2.0 Financial

Objective	Description	Owners
2.1 Meet Budget Targets (OMB)		Moon, Jennifer (OMB)

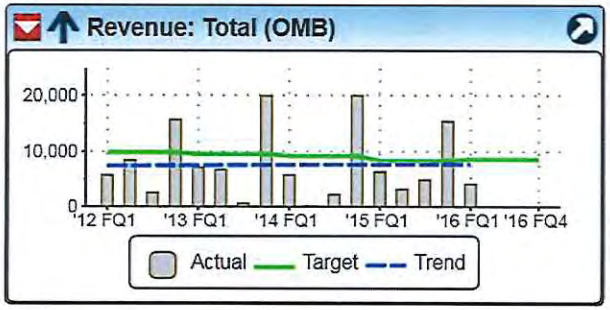
Grandparent Objectives	Description	Owners
GG4-2 Effectively allocate resources to meet current and future operating and capital needs		Miami-Dade County

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)

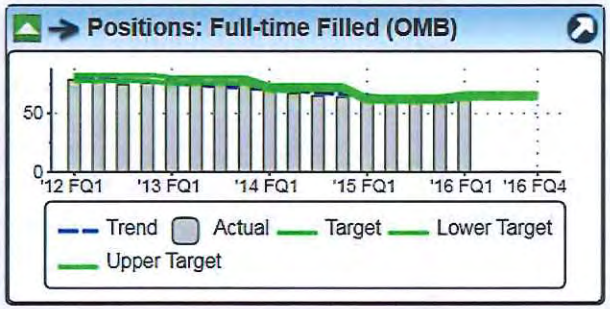
Measures Linked to Objective		Period	Actual	Target	Variance	Owners
Expen: Total (OMB)		'16 FQ1	$6,186K	$8,589K	$-2,403K	Moon, Jennifer (OMB)



Child Measures		Period	Actual	Target	Variance	Owners
Expenditure: Personnel Costs (OMB)		'16 FQ1	$1,757K	$2,074K	$-317K	Moon, Jennifer (OMB)
Expenditure: Court Costs (OMB)		'16 FQ1	$12K	$1K	$11K	Moon, Jennifer (OMB)
Expenditure: Contractual Services (OMB)		'16 FQ1	$3,080K	$4K	$3,076K	Moon, Jennifer (OMB)
Expenditure: Other Operating (OMB)		'16 FQ1	$612K	$6,293K	$-5,681K	Moon, Jennifer (OMB)
Expenditure: Charges for County Services (OMB)		'16 FQ1	$181K	$204K	$-23K	Moon, Jennifer (OMB)
Expenditure: Grants to Outside Organizations (OMB)		'16 FQ1	$543K	$0K	$543K	Moon, Jennifer (OMB)
Expenditure: Capital (OMB)		'16 FQ1	$1K	$13K	$12K	Moon, Jennifer (OMB)
Expenditure: Transfers Out (OMB)		'16 FQ1	$0K	$0K	$0K	Moon, Jennifer (OMB)
Expenditure: Distribution of Funds in Trust (OMB)		'16 FQ1	$0K	$0K	$0K	Moon, Jennifer (OMB)
Expenditure: Debt Service (OMB)		'16 FQ1	$0K	$0K	$0K	Moon, Jennifer (OMB)
Expenditure: Depreciation, Amortization, Depletion (OMB)		'16 FQ1	$0K	$0K	$0K	Moon, Jennifer (OMB)
Expenditure: Reserves (OMB)		'16 FQ1	$0K	$0K	$0K	Moon, Jennifer (OMB)
Expenditure: Intradepartmental Transfers (OMB)		'16 FQ1	$0K	$0K	$0K	Moon, Jennifer (OMB)
Revenue: Total (OMB)		'16 FQ1	$4,091K	$8,589K	$-4,498K	Moon, Jennifer (OMB)



Child Measures		Period	Actual	Target	Variance	Owners
Revenue: Carryover (OMB)	▲	'16 FQ1	$0K	$0K	$0K	Moon, Jennifer (OMB)
Revenue: Proprietary (OMB)	▼	'16 FQ1	$0K	$256K	$-256K	Moon, Jennifer (OMB)
Revenue: General Fund (OMB)	▼	'16 FQ1	$0K	$1,202K	$-1,202K	Moon, Jennifer (OMB)
Revenue: Federal (OMB)	▼	'16 FQ1	$4,091K	$6,646K	$-2,555K	Moon, Jennifer (OMB)
Revenue: State (OMB)	▲	'16 FQ1	$0K	$0K	$0K	Moon, Jennifer (OMB)
Revenue: Interagency/Intradepartmental (OMB)	▼	'16 FQ1	$0K	$485K	$-485K	Moon, Jennifer (OMB)
Positions: Full-time Filled (OMB)	▲	'16 FQ1	64	67 (63 - 67)	-3	Moon, Jennifer (OMB)

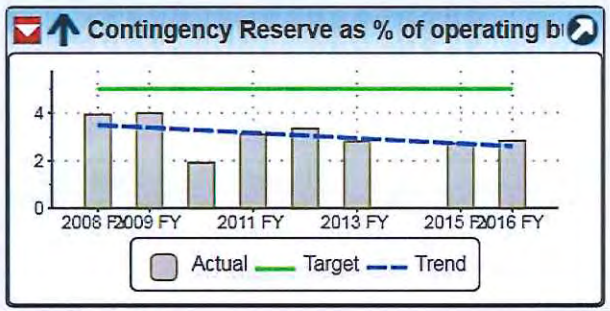


Objective	Description	Owners
2.2 Maintain Healthy Reserves (OMB)		Galvez, Barbara (OMB)

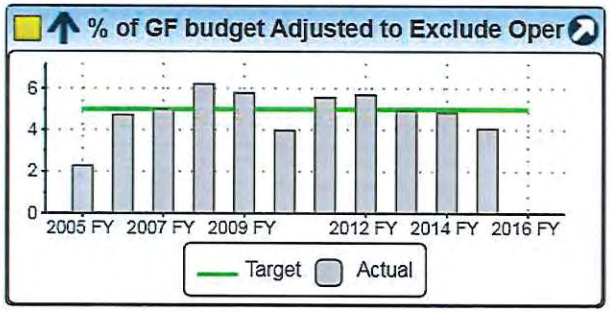
Grandparent Objectives	Description	Owners
GG4 Effective management practices		Miami-Dade County

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

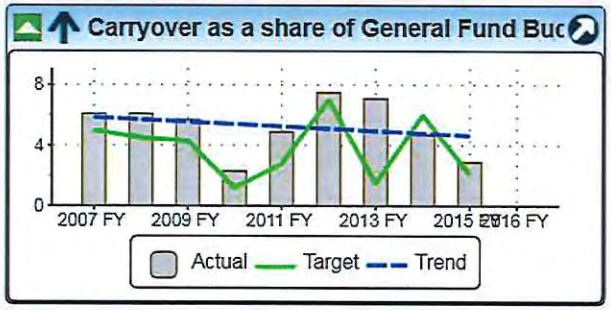
Measures Linked to Objective		Period	Actual	Target	Variance	Owners
Contingency Reserve as % of operating budget (excluding operating reserves)	▼	2016 FY	2.83%	5.00%	-2.17%	Galvez, Barbara (OMB)



% of GF budget Adjusted to Exclude Operating Reserve from Total Budget		2015 FY	4.07%	5.00%	-0.93%	Galvez, Barbara (OMB)



Carryover as a share of General Fund Budget		2015 FY	2.9%	2.1%	0.8%	Galvez, Barbara (OMB); Moon, Jennifer (OMB)



Child Measures			Period	Actual	Target	Variance	Owners
General Fund Budget			2016 FY	$1,723.349(mil)	n/a	n/a	Moon, Jennifer (OMB); Galvez, Barbara (OMB)
General Fund Carryover			2015 FY	$46.887(mil)	$33.880(mil)	$13.007(mil)	Moon, Jennifer (OMB); Galvez, Barbara (OMB)

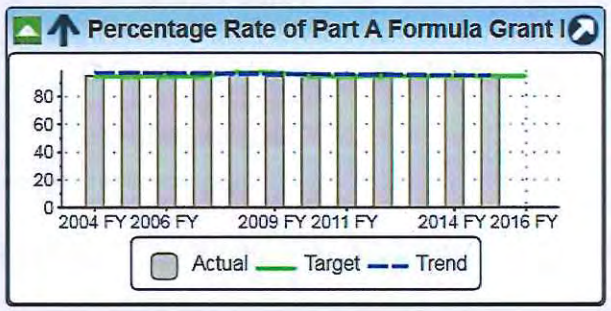
3.0 Internal

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

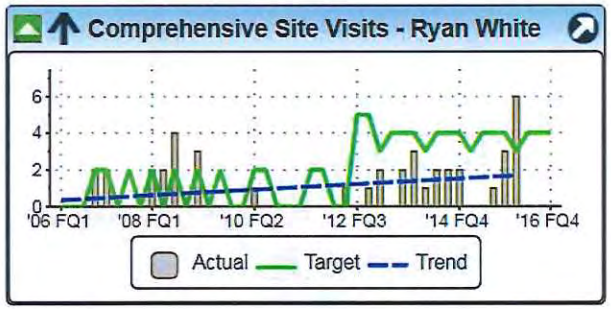
Grandparent Objectives	Description	Owners
GG4 Effective management practices		Miami-Dade County

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

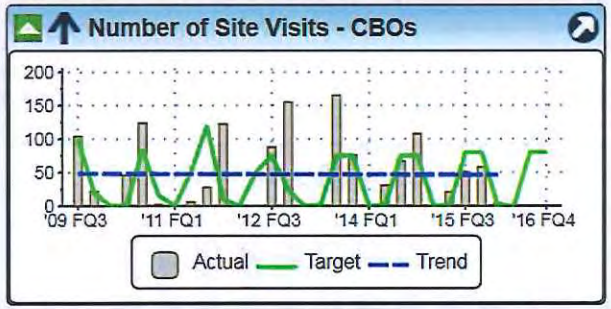
Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Percentage Rate of Part A Formula Grant Expenditures - Ryan White	2015 FY	95%	95%	0%	Wall, Dan; Valle-Schwenk, Carla J. (OMB)



Comprehensive Site Visits - Ryan White	'16 FQ1	6	3	3	Valle-Schwenk, Carla J. (OMB)



Number of Site Visits - CBOs	'16 FQ1	4	0	4	Wall, Dan



Child Measures	Period	Actual	Target	Variance	Owners
Number of Site Visits (CBOs) - Contracts & Grants	'16 FQ1	4	n/a	n/a	Vazquez, Manny
Number of Site Visits (CBOs) - Fiscal Unit	'15 FQ4	1	n/a	n/a	Vazquez, Manny

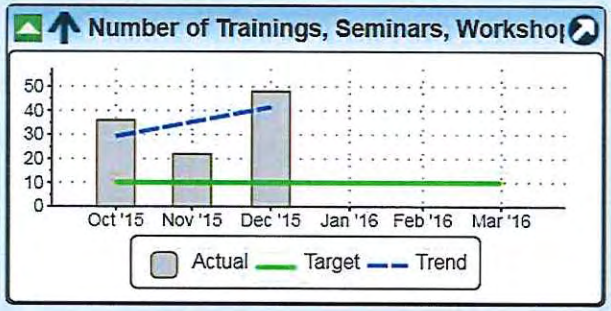
4.0 Learning and Growth

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

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

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

Measures Linked to Objective		Period	Actual	Target	Variance	Owners
Number of Trainings, Seminars, Workshops attended by OMB		Dec '15	48	10	38	Moon, Jennifer (OMB)



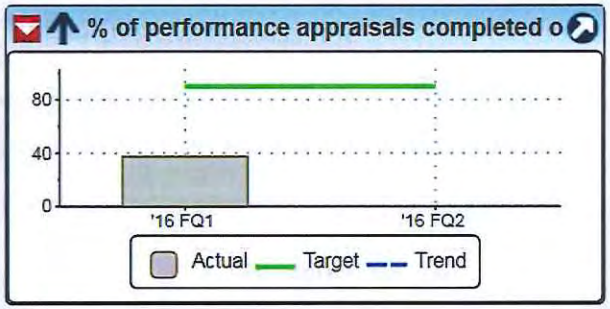
Child Measures		Period	Actual	Target	Variance	Owners
Number of Trainings, Seminars, Workshops attended by OMB-Budget/ Director/Bond Staff		Jan '16	17	n/a	n/a	Maxwell, Carlos M. (OMB)
Number of Trainings, Seminars, Workshops attended by OMB-CRA/MAC/ INC Staff		Dec '15	0	n/a	n/a	Fernandez, Jorge (OMB)
Number of Trainings, Seminars, Workshops attended by OMB-MPPA		Jan '16	6	n/a	n/a	Maxwell, Carlos M. (OMB)
Number of Trainings, Seminars, Workshops attended by OMB-GC staff		Dec '15	26	5	21	Wall, Dan

Objective	Description	Owners
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 on time (OMB)	▼	'16 FQ1	37.5% (3.0/8.0)	90.0%	-52.5%	Moon, Jennifer (OMB)



Child Measures		Period	Actual	Target	Variance	Owners
% of performance appraisals completed on time (OMB-Budget/Director)		'16 FQ1	0.0% (0.0/3.0)	n/a	n/a	Salazar, Hugo; Moon, Jennifer (OMB)
% of performance appraisals completed on time (OMB-MPPA)	▲	'16 FQ1	100.0% (2.0/2.0)	90.0%	10.0%	Maxwell, Carlos M. (OMB)
% of performance appraisals completed on time (OMB-CRA/MAC)		'16 FQ1	n/a	90	n/a	Fernandez, Jorge (OMB)
% of performance appraisals completed on time (OMB-Grants/Rev Max/Ryan White)	▼	'16 FQ1	33.3% (1.0/3.0)	90.0%	-56.7%	Maxwell, Carlos M. (OMB)