



# Office of Management and Budget Business Plan

**Fiscal Years: 2017 and 2018**  
(10/01/16 through 9/30/18)

Approved by:

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

Jennifer Moon, Department Director

A handwritten signature in black ink, appearing to read "Edward Marquez".

Edward Marquez, Deputy Mayor

Plan Date: February 13, 2017

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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, 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.

### 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, revenue maximization, 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.

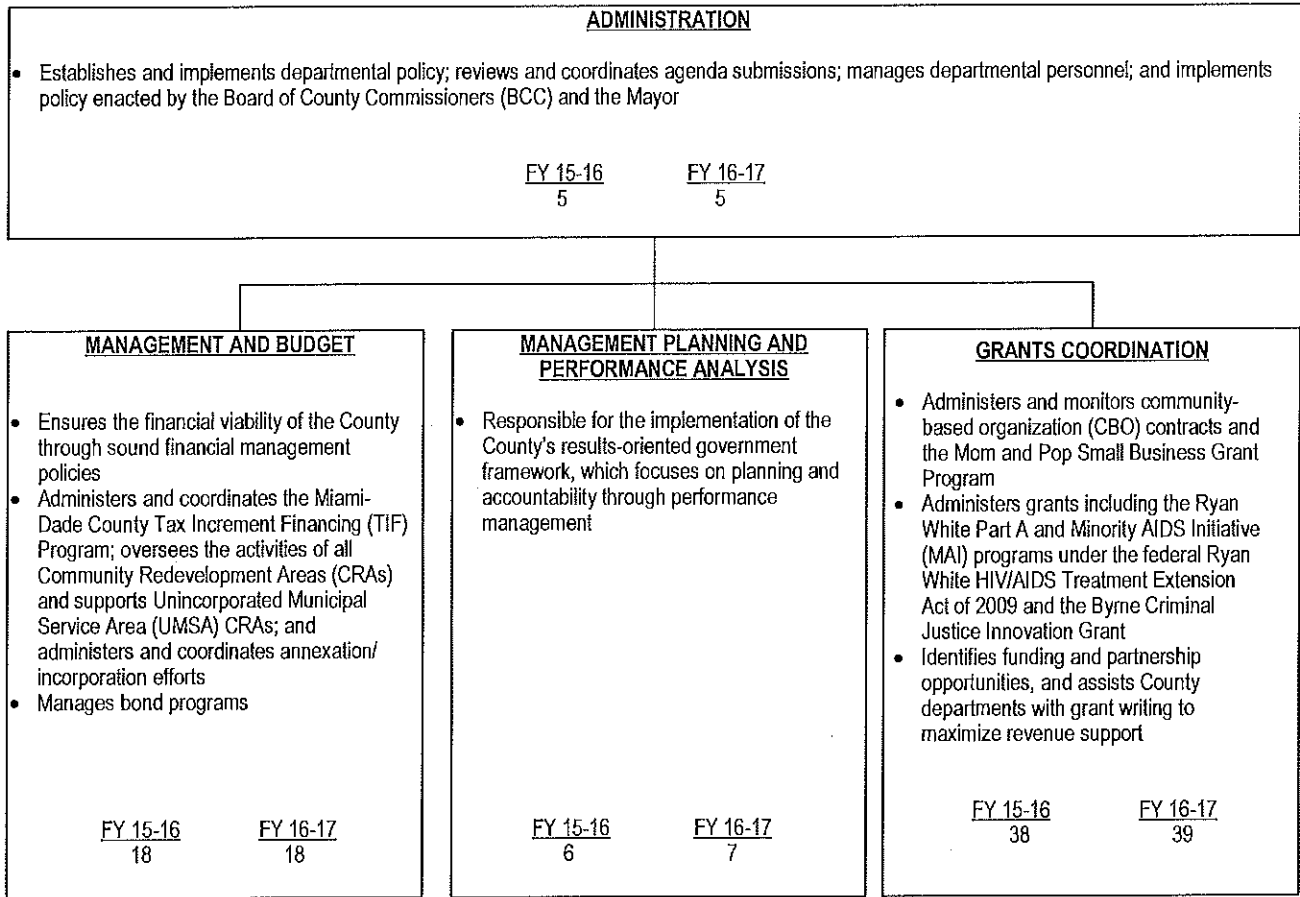
The **Management Planning and Performance Analysis Division** is responsible for facilitating the County's results-oriented framework that includes strategic and business planning and developing systems to track the County's progress in achieving its goals. In addition, the division is the County's internal management consulting resource, focusing on increasing efficiency and effectiveness of public service delivery. Its specialties 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); monitors state and federal legislation, appropriations, and regulatory actions that affect grant programs and funding opportunities; coordinates County grant, advertising, and marketing partnership initiatives to pursue new and/or additional funding to strengthen and enhance programs; assists County departments and community organizations with grant writing to maximize revenue support; and provides grant-related training and capacity-building technical assistance to County departments and CBOs.



**Departmental Business Plan and Outlook**  
**Department Name: Office of Management and Budget**  
**FY2016-17 & FY2017-18**

**TABLE OF ORGANIZATION**



The FY 2016-17 total number of full-time equivalent positions is 69 FTEs

**Strategic Alignment Summary**

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

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

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

- ED5      Revitalized communities
- 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:

- Many things constantly impact all of our revenue sources and new challenges constantly arise requiring additional expenditures. 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 completed a software upgrade (version 11.1.2.4) to the Hyperion System (BAT) and will continue to review potential enhancements giving users the best tool possible for budget development. 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.



## Departmental Business Plan and Outlook

Department Name: Office of Management and Budget  
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- Local CBOs continue to experience resource restrictions and reductions. In response to these challenges, the County will work with community partners to develop and implement a capacity-building program for local non-profits.
- CBO funding mechanisms do not reflect the current needs of human and social services. As a result, the County must maintain a competitive solicitation process to ensure the best use of funding to service priority areas of most needs.
- The continuation of the BBC-GOB Flexible Drawdown Program requires the support from the Finance Department to provide timely issuance of bonds to meet capital project needs.
- Proposals to incorporate or annex parts of the County into existing municipalities affect all Miami-Dade County residents. OMB analyzes the fiscal impact of such proposals and provides guidance to policy makers and elected leaders. In addition, OMB staff supports a number of Municipal Advisory Committees and provides a forum for residents and other stakeholders to provide input to the process.
- Community Redevelopment Areas (CRAs) are designed to foster development in distressed and blighted neighborhoods. OMB staff provides oversight of CRA activities to ensure resources are used appropriately.

## PRIORITY INITIATIVES

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

- Develop and effectively communicate the annual operating and capital budget that reflects the community's needs and priorities, continue to coordinate systems to improve integrity of information, and work with department staff in a collaborative fashion to ensure that information sharing meets OMB and departmental needs.
- Continue the on-going production support of the Hyperion (BAT) 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, 79<sup>th</sup> 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, 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.



## Departmental Business Plan and Outlook

Department Name: Office of Management and Budget  
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- 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.
- 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, 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.

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, 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 and other state and/or federal grants managed by the division; improve



**Departmental Business Plan and Outlook**

**Department Name: Office of Management and Budget  
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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 June 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.





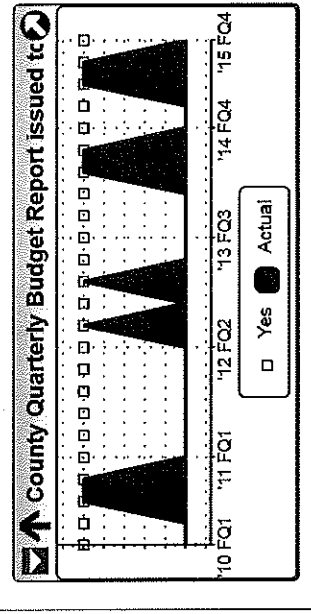
Business Plan Report - Office of Management and Budget (OMB)

<b>Scorecard</b>	<b>Description</b>	<b>Owners</b>
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)
<b>Initiatives Linked to Scorecard</b>	<b>As Of</b>	<b>Status</b>
WASD: Recruitment Time Review	1/4/2017	100% Complete
<b>Est. Start</b>	<b>Est. End</b>	<b>Type</b>
5/15/2016	9/30/2016	Lean Six Sigma

1.0 Customer

<b>Objective</b>	<b>Description</b>	<b>Owners</b>
1.1 Provide Excellent Customer Service (OMB)		Moon, Jennifer (OMB)
<b>Grandparent Objectives</b>	<b>Description</b>	<b>Owners</b>
GG1 Friendly government		Miami-Dade County
<b>Parent Objectives</b>	<b>Description</b>	<b>Owners</b>
GG1-2 Develop a customer-oriented organization		Miami-Dade County

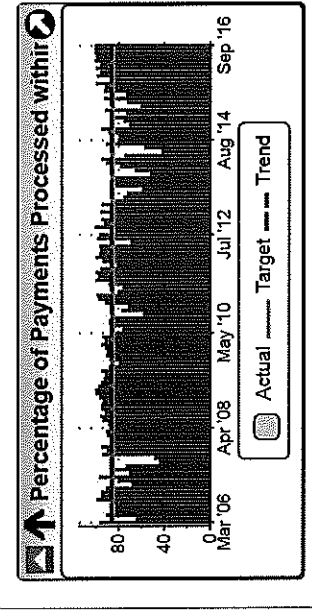
<b>Measures Linked to Objective</b>	<b>Period</b>	<b>Actual</b>	<b>Target</b>	<b>Variance</b>	<b>Owners</b>
County Quarterly Budget Report issued to the Board within 45 days after quarter-end	'16 FQ4	No	Yes	n/a	Galvez, Barbara (OMB)



Percentage of Payments Processed within 21-Days - Ryan White

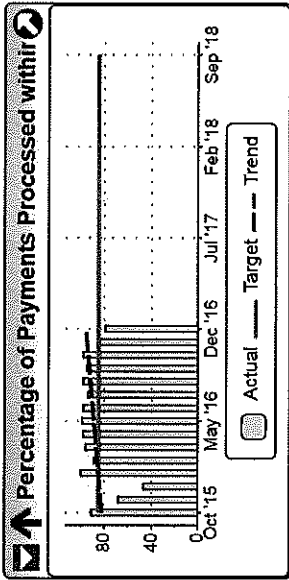
99.0%      85.0%      14.0%

Dec '16      Valle-Schwenk, Carla J. (OMB); Alexander, Meighan

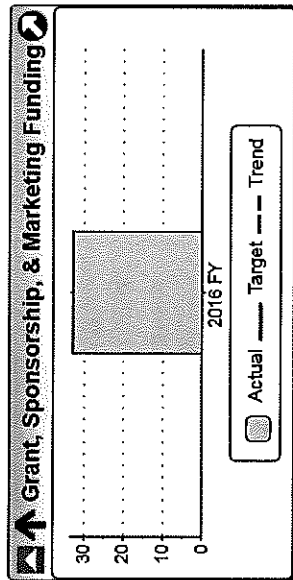


Percentage of Payments Processed within 21-Days - CBOs  Dec '16

79.0% 85.0% -6.0% Alexander, Meighan (OMB); Aleman, Michelle (OMB)



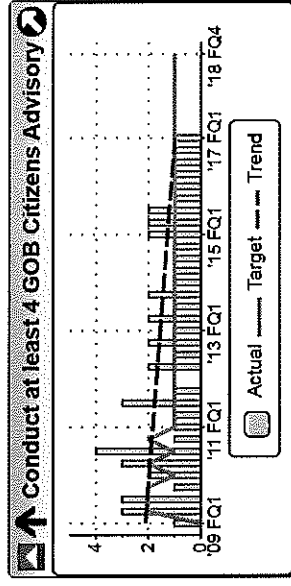
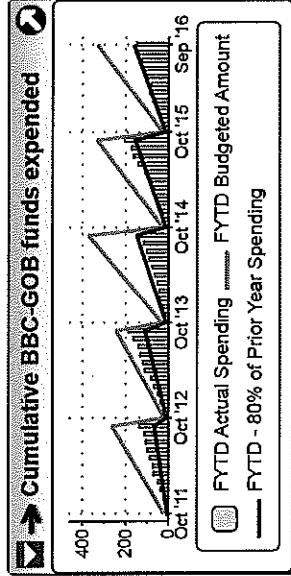
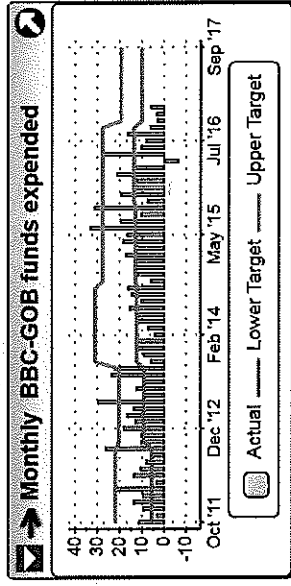
Objective	Description	Owners
1.2 Actively pursue grant and sponsorship funding opportunities (OMB)		Wall, Daniel (OMB)
<b>Grandparent Objectives</b>	<b>Description</b>	<b>Owners</b>
GG4 Effective management practices		Miami-Dade County
<b>Parent Objectives</b>	<b>Description</b>	<b>Owners</b>
GG4-1 Provide 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
<b>Measures Linked to Objective</b>	<b>Period</b>	<b>Variance</b>
Grant, Sponsorship, & Marketing Funding Received (in \$ millions) - Annual	2016 FY	\$2.9M
		\$30.0M
		\$32.9M
		Wall, Daniel (OMB); Alexander, Meighan (OMB); Parker, Terry (OMB)



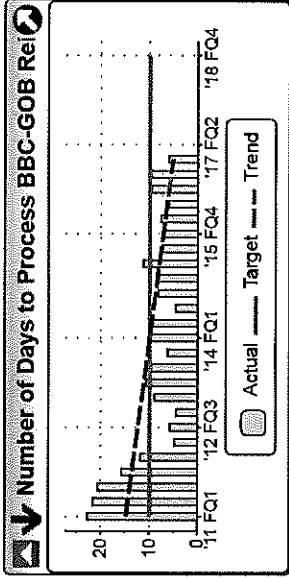
Objective	Description	Owners
1.3 Monitor County Bond Programs (OMB)		Markowitz, Nan
<b>Grandparent Objectives</b>	<b>Description</b>	<b>Owners</b>
GG4 Effective management practices		Miami-Dade County

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

Parent Objectives	Description	Owners
GG4-1 Provide sound financial and risk management		Miami-Dade County
<b>Initiatives Linked to Objective</b>	<b>Type</b>	<b>Status</b>
Flexible Drawdown Program - Establish Second Bond	2/1/2016	In Progress
		25%
<b>Measures Linked to Objective</b>	<b>Actual</b>	<b>Variance</b>
Value of BBC-GOB funds expended (in millions)	\$5.9M	n/a
	(\$10.0M - \$19.3M)	n/a
		0 Markowitz, Nan; Santana, Mario (OMB)
		1
		1
		0 Markowitz, Nan; Santana, Mario (OMB)



Number of Days to Process BBC-GOB Reimbursement Requests  '17 FQ1 6.00days (78.00 / 13.00) 10.00days -4.00days Markowitz, Nani; Santana, Mario (OMB)



Objective	Description	Owners
1.4 Prepare budget that supports the County's mission (OMB)		Moon, Jennifer (OMB)
<b>Grandparent Objectives</b>	<b>Description</b>	<b>Owners</b>
GG4 Effective management practices		Miami-Dade County
<b>Parent Objectives</b>	<b>Description</b>	<b>Owners</b>
GG4-2 Effectively allocate resources to meet current and future operating and capital needs		Miami-Dade County
<b>Initiatives Linked to Objective</b>	<b>As Of</b>	<b>Status</b>
Automated Five Year Plan	10/28/2015	On Hold
Develop and implement new capital budgeting system	11/29/2016	In Progress
Upgrade Hyperion BAT Software	1/23/2017	Complete
<b>Measures Linked to Objective</b>	<b>Actual</b>	<b>Variance</b>
GFOA Budget Scores	3.3	0.0
	<b>Target</b>	
	3.3	
<b>Owners</b>		Galvez, Barbara (OMB)
		Galvez, Barbara (OMB)
		Galvez, Barbara (OMB)

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

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

Measures Linked to Objective	Actual	Target	Variance	Owners
Percentage point increase in all CRAs taxable value compared to the County tax roll; KPI	3.5PctL Pnt	8.5PctL Pnt	-5.0PctL Pnt	Miami-Dade County

**Percentage point increase in all CRAs' tax**

Year/Target	Value
2015 Strategic Plan Target	8.5
2016 FY	3.5
2017 FY	12.9

% Point Difference — 2015 Strategic Plan Target

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)

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

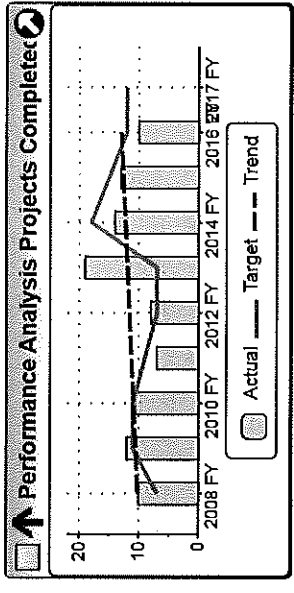
  

Initiatives Linked to Objective	Est. Start	Est. End	Type	As Of	%	Status	Owners
WASD: Recruitment Time Review	5/15/2016	9/30/2016	Lean Six Sigma	1/4/2017	100%	Complete	Horton-Tavera, Amy (OMB)
Tax Collector: Development of New Credit and Collection MOU	n/a	n/a	Improvement	1/31/2017	20%	In Progress	Maxwell, Carlos M. (OMB); Morales, Mayra E. (OMB); Ferreira, Roy (OMB)
Countywide: Manage Relief Factor Analysis Study	n/a	n/a	Improvement	1/4/2017	25%	In Progress	Maxwell, Carlos M. (OMB); Horton-Tavera, Amy (OMB)
DSWM: Mosquito Control Review	10/21/2016	12/31/2016	Improvement	1/31/2017	99.67%	In Progress	Avalos, Lourdes (OMB)
ISD: Improve Timeliness of Auto Body Repair of Fleet Vehicles	n/a	n/a	Lean Six Sigma	12/19/2016	100%	Complete	Horton-Tavera, Amy (OMB); Morales, Mayra E. (OMB); Espinoza, Jose (OMB)
MDPD: Shotspotter Analysis	n/a	n/a	Improvement	1/12/2017	100%	Complete	Maxwell, Carlos M. (OMB); Espinoza, Jose (OMB)
Tax Collector: LBT Activity Analysis/MACS Pool Support	n/a	n/a	Improvement	1/4/2017	50%	In Progress	Busutil, William (OMB); Espinoza, Jose (OMB)
WASD: Expedite Payments to Vendors	1/9/2017	4/28/2017	Improvement	1/13/2017	10%	In Progress	Busutil, William (OMB)
Animal Services: Staffing Analysis and Business Process Review	1/16/2017	4/28/2017	Lean Six Sigma	1/31/2017	10%	In Progress	Morales, Mayra E. (OMB); Avalos, Lourdes (OMB)

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

WASD: Internal Recruitment Implementation Assistance	1/5/2017	7/28/2017	Improvement	1/12/2017	10%	In Progress	Busuttil, William (OMB)
WASD: Project Approval & Plan Review Implementation Assistance	1/4/2017	7/31/2017	Improvement	1/12/2017	10%	In Progress	Busuttil, William (OMB)
MDCR Improve Completion Time to Response-to-Resistance (R2R) Cases	n/a	n/a	Lean Six Sigma	n/a	n/a	n/a	Avalos, Lourdes (OMB)
CAHS/HT: Comprehensive Review of Domestic Violence Programs	1/1/2017	6/30/2017	Improvement	2/1/2017	10%	In Progress	Maxwell, Carlos M. (OMB); Horton-Tavera, Amy (OMB)
MDCR: Performance Management Assistance	1/3/2017	3/31/2017	Improvement	2/1/2017	30%	In Progress	Busuttil, William (OMB); Avalos, Lourdes (OMB); Espinoza, Jose (OMB)
WASD: Review of EAMS Use	2/1/2016	6/30/2016	Lean Six Sigma	1/4/2017	100%	Complete	Horton-Tavera, Amy (OMB); Maxwell, Carlos M. (OMB)
WASD: EAMS Effectiveness Implementation Assistance	1/6/2017	7/31/2017	Improvement	1/12/2017	10%	In Progress	Busuttil, William (OMB)

Measures Linked to Objective	2016 FY	Actual	Target	Variance	Owners
Performance Analysis Projects Completed	12	10	12	-2	n/a



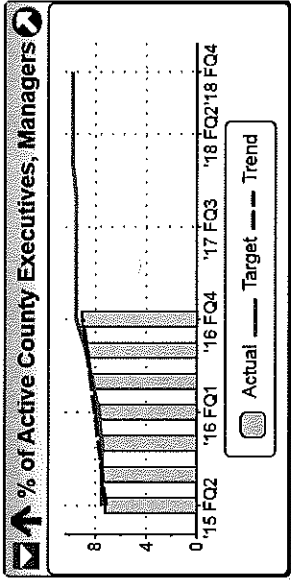
Objective	Description	Owners
1.7 Ensure Effective County Management through Strategic and Business Planning, Execution and Reporting (OMB)		Maxwell, Carlos M. (OMB)
<b>Grandparent Objectives</b>	<b>Description</b>	<b>Owners</b>
GG4 Effective management practices		Miami-Dade County
<b>Parent Objectives</b>	<b>Description</b>	<b>Owners</b>
GG4-2 Effectively allocate resources to meet current and future operating and capital needs		Miami-Dade County

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

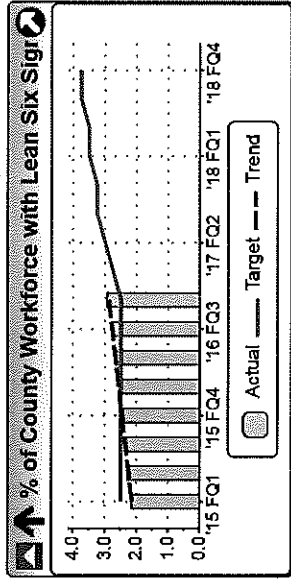
Measures Linked to Objective	Period	Actual	Target	Variance	Owners		
Strategic Plan Objectives with Aligned ASE Objects	'17 FQ1	95.6% (87.0/91.0)	90.0%	5.6%	Maxwell, Carlos M. (OMB)		
Active ASE Users (90 Day)	Jan '17	828	800		28 Maxwell, Carlos M. (OMB); Ferreira, Roy (OMB)		
Child Measures	Period <td>Actual <td>Target <td>Variance <td>Owners</td> </td></td></td>	Actual <td>Target <td>Variance <td>Owners</td> </td></td>	Target <td>Variance <td>Owners</td> </td>	Variance <td>Owners</td>	Owners		
Licensed ASE Users (Aggregate)	Jan '17	4,310	n/a	n/a	n/a Maxwell, Carlos M. (OMB); Ferreira, Roy (OMB)		
Objective	Description	Type	Est. Start	Est. End	As Of	Status	Owners
1.8 Promote the Use of Lean Six Sigma (LSS) Techniques (OMB)							
Parent Objectives	Description	Type	Est. Start	Est. End	As Of	Status	Owners
GG4 Effective management practices							
Initiatives Linked to Objective	Description	Type	Est. Start	Est. End	As Of	Status	Owners
Lean Six Sigma Green Belt Wave 7			n/a	n/a	n/a	n/a	Maxwell, Carlos M. (OMB)

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

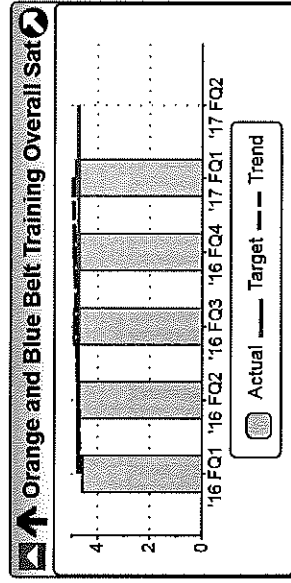
Measures Linked to Objective	Period	Actual	Target	Variance	Owners
<input checked="" type="checkbox"/> % of Active County Executives, Managers and Supervisors with Lean Six Sigma Certification	'16 FQ4	9.1% (694,077,654.0)	9.5%	-0.4%	Espinoza, Jose (OMB); Maxwell, Carlos M. (OMB)



<input checked="" type="checkbox"/> % of County Workforce with Lean Six Sigma Certification	'16 FQ4	2.9% (831.0/28,333.0)	2.5%	0.4%	Espinoza, Jose (OMB); Maxwell, Carlos M. (OMB)
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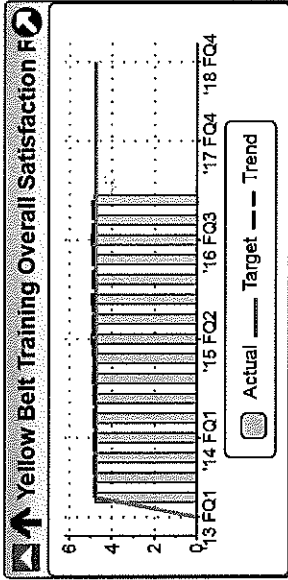
<input checked="" type="checkbox"/> Orange and Blue Belt Training Overall Satisfaction Rate	'17 FQ1	4.87	4.75	0.12	Ferreira, Roy (OMB); Maxwell, Carlos M. (OMB)
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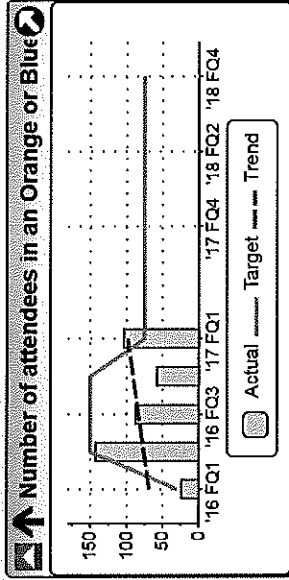


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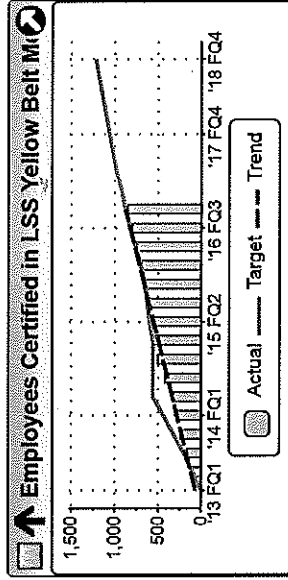
Yellow Belt Training Overall Satisfaction Rate '17 FQ1 4.83 4.75 0.08 Maxwell, Carlos M. (OMB); Ferreira, Roy (OMB)



Number of attendees in an Orange or Blue module class '17 FQ1 104 75 29 Espinoza, Jose (OMB); Maxwell, Carlos M. (OMB)



Employees Trained in LSS Yellow Belt Methodology (via OMB program) '16 FQ4 850 880 -30 Maxwell, Carlos M. (OMB)



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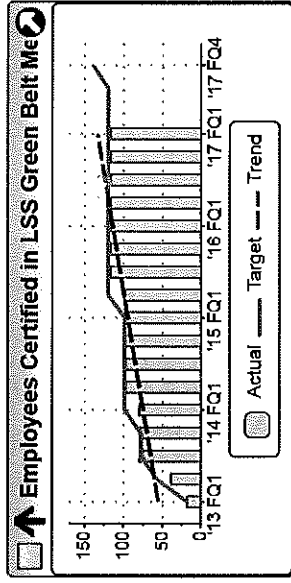
Employees Trained in LSS Green Belt Methodology (via OMB program)

'17 FQ1

117

120

-3 Maxwell, Carlos M. (OMB)



Objective	Description	Owners					
1.9 Process Annexation Applications		Fernandez, Jorge (OMB)					
<b>Grandparent Objectives</b>							
GG4 Effective management practices		Miami-Dade County					
<b>Parent Objectives</b>							
GG4-2 Effectively allocate resources to meet current and future operating and capital needs		Miami-Dade County					
<b>Initiatives Linked to Objective</b>							
Initiative	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 Gratiigny/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)
<b>Objective</b>							
1.10 Facilitate Municipal Advisory Committee Process	Facilitate MAC process and incorporation efforts.						Fernandez, Jorge (OMB)
<b>Grandparent Objectives</b>							
GG4 Effective management practices							Miami-Dade County

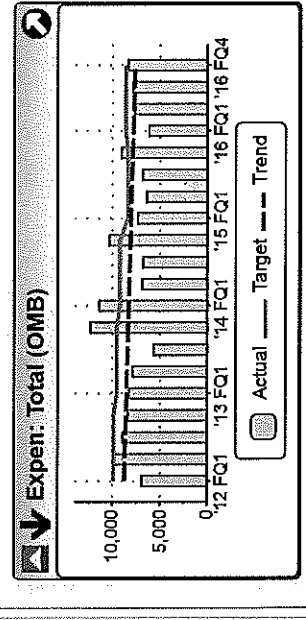
Business Plan Report - Office of Management and Budget (OMB)

Parent Objectives		Description										Owners
Initiatives Linked to Objective	Est. Start	Est. End	Type	As Of	%	Status	Owners					
GG4-2 Effectively allocate resources to meet current and future operating and capital needs							Miami-Dade County					
Facilitate South A MAC Process	n/a	n/a		4/30/2016	55%	In Progress	Fernandez, Jorge (OMB)					
Facilitate West End South MAC Process	n/a	n/a		4/30/2016	25%	In Progress	Fernandez, Jorge (OMB)					
Facilitate West End North MAC Process	n/a	n/a		4/30/2016	55%	In Progress	Fernandez, Jorge (OMB)					
Facilitate South B MAC Process	n/a	n/a		4/30/2016	25%	In Progress	Fernandez, Jorge (OMB)					
Facilitate Biscayne Gardens MAC Process	9/9/2003	4/1/2007		4/30/2016	80%	In Progress	Fernandez, Jorge (OMB)					
Facilitate Northeast Dade MAC Process	4/8/2003	12/15/2004		4/30/2016	55%	In Progress	Fernandez, Jorge (OMB)					
Facilitate Fontainebleau MAC Process	6/2/2002	12/30/2003		4/30/2016	55%	In Progress	Fernandez, Jorge (OMB)					
Facilitate North Central Dade MAC Process	1/1/2002	12/31/2007		4/30/2016	25%	On Hold	Fernandez, Jorge (OMB)					

2.0 Financial

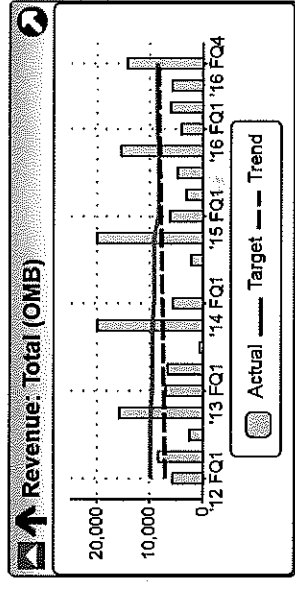
Objective	Description	Owners
2.1 Meet Budget Targets (OMB)		Moon, Jennifer (OMB)
Grandparent Objectives	Description	Owners
GG4-2 Effectively allocate resources to meet current and future operating and capital needs		Miami-Dade County
Parent Objectives	Description	Owners
Meet Budget Targets (All Miami-Dade 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 FQ4	\$8,345K	\$8,585K	-\$240K	Moon, Jennifer (OMB)



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

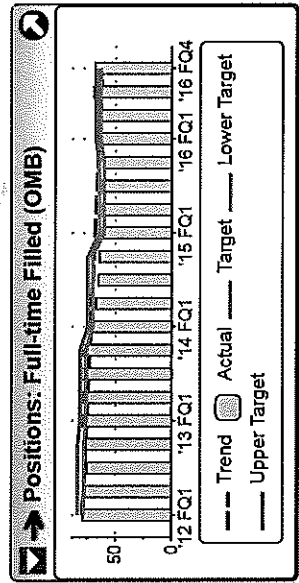
Child Measures	Period	Actual	Target	Variance	Owners
Expenditure: Personnel Costs (OMB)	'16 FQ4	\$593K	\$2,073K	\$-1,480K	Moon, Jennifer (OMB)
Expenditure: Court Costs (OMB)	'16 FQ4	\$34K	\$0K	\$34K	Moon, Jennifer (OMB)
Expenditure: Contractual Services (OMB)	'16 FQ4	\$4,733K	\$3K	\$4,730K	Moon, Jennifer (OMB)
Expenditure: Other Operating (OMB)	'16 FQ4	\$605K	\$6,292K	\$-5,687K	Moon, Jennifer (OMB)
Expenditure: Charges for County Services (OMB)	'16 FQ4	\$32K	\$205K	\$-173K	Moon, Jennifer (OMB)
Expenditure: Grants to Outside Organizations (OMB)	'16 FQ4	\$2,335K	\$0K	\$2,335K	Moon, Jennifer (OMB)
Expenditure: Capital (OMB)	'16 FQ4	\$13K	\$12K	\$-1K	Moon, Jennifer (OMB)
Expenditure: Transfers Out (OMB)	'16 FQ4	\$0K	\$0K	\$0K	Moon, Jennifer (OMB)
Expenditure: Distribution of Funds in Trust (OMB)	'16 FQ4	\$0K	\$0K	\$0K	Moon, Jennifer (OMB)
Expenditure: Debt Service (OMB)	'16 FQ4	\$0K	\$0K	\$0K	Moon, Jennifer (OMB)
Expenditure: Depreciation, Amortization, Depletion (OMB)	'16 FQ4	\$0K	\$0K	\$0K	Moon, Jennifer (OMB)
Expenditure: Reserves (OMB)	'16 FQ4	\$0K	\$0K	\$0K	Moon, Jennifer (OMB)
Expenditure: Intradepartmental Transfers (OMB)	'16 FQ4	\$0K	\$0K	\$0K	Moon, Jennifer (OMB)
Revenue: Total (OMB)	'16 FQ4	\$14,305K	\$8,585K	\$5,720K	Moon, Jennifer (OMB)



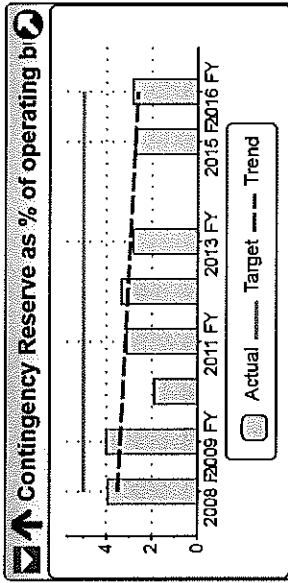
Child Measures	Period	Actual	Target	Variance	Owners
Revenue: Carryover (OMB)	'16 FQ4	\$0K	\$0K	\$0K	Moon, Jennifer (OMB)
Revenue: Proprietary (OMB)	'16 FQ4	\$609K	\$255K	\$354K	Moon, Jennifer (OMB)
Revenue: General Fund (OMB)	'16 FQ4	\$4,434K	\$1,199K	\$3,235K	Moon, Jennifer (OMB)
Revenue: Federal (OMB)	'16 FQ4	\$8,962K	\$6,646K	\$2,316K	Moon, Jennifer (OMB)
Revenue: State (OMB)	'16 FQ4	\$0K	\$0K	\$0K	Moon, Jennifer (OMB)
Revenue: Interagency/Intradepartmental (OMB)	'16 FQ4	\$300K	\$485K	\$-185K	Moon, Jennifer (OMB)

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Positions: Full-time Filled (OMB)  '16 FQ4 68 67 (63-67) -1 Moon, Jennifer (OMB)

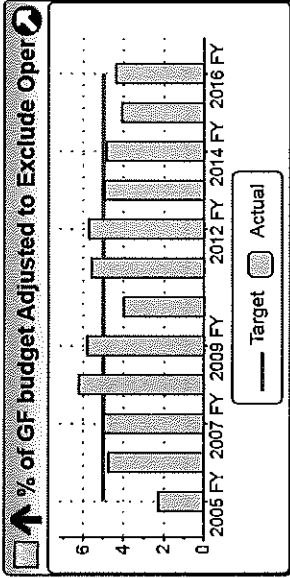


Objective	Description	Owners			
2.2 Maintain Healthy Reserves (OMB)		Galvez, Barbara (OMB)			
Grandparent Objectives	Description	Owners			
GG4 Effective management practices		Miami-Dade County			
Parent Objectives	Description	Owners			
GG4-2 Effectively allocate resources to meet current and future operating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

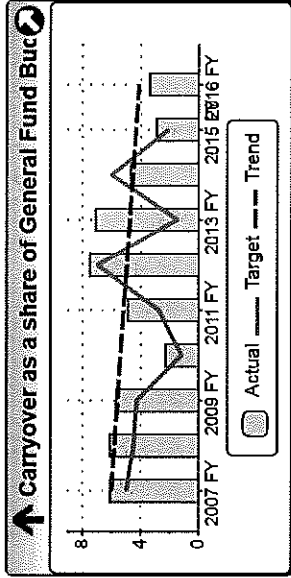


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2016 FY  -0.63% Galvez, Barbara (OMB) 5.00% 4.37% 2016 FY  n/a Galvez, Barbara (OMB); Moon, Jennifer (OMB)



Carryover as a share of General Fund Budget 2016 FY 3.4% n/a

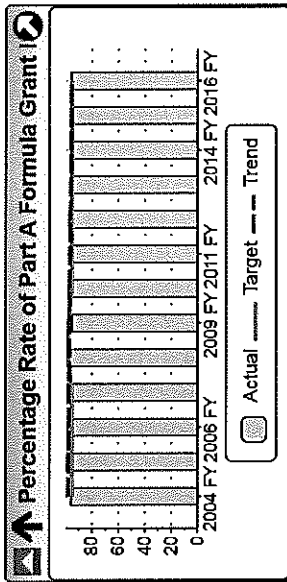
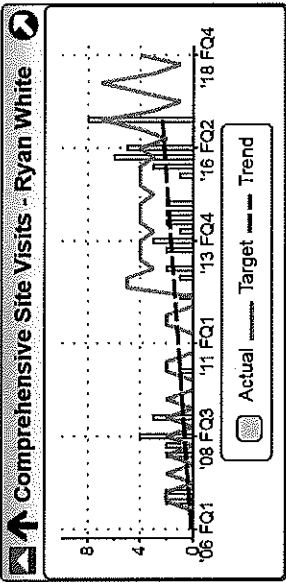
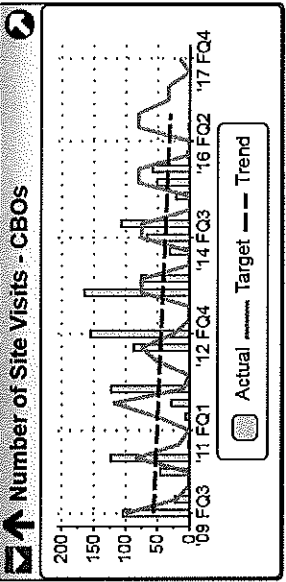


Child Measures	Actual	Target	Variance	Owners
General Fund Budget	\$1,833,538(mil)	\$1,833,538(mil)	\$0.000(mil)	Moon, Jennifer (OMB); Galvez, Barbara (OMB)
General Fund Carryover	\$50,080(mil)	\$52,120(mil)	\$-2,040(mil)	Moon, Jennifer (OMB); Galvez, Barbara (OMB)

3.0 Internal

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

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

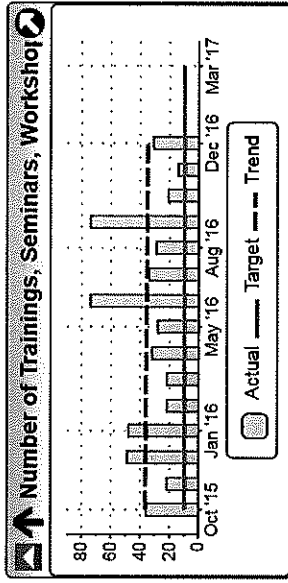
Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Percentage Rate of Part A Formula Grant Expenditures - Ryan White 	2016 FY	95%	95%	0%	Wall, Daniel (OMB); Valle-Schwenk, Carla J. (OMB); Alexander, Meighan
Comprehensive Site Visits - Ryan White 	'17 FQ1	8	7	1	Valle-Schwenk, Carla J. (OMB); Alexander, Meighan (OMB)
Number of Site Visits - CBOs 	'16 FQ4	0	80	-80	Wall, Daniel (OMB); Alexander, Meighan
<b>Child Measures</b> Number of Site Visits (CBOs) - Contracts & Grants Number of Site Visits (CBOs) - Fiscal Unit	'16 FQ4 '15 FQ4	0 1	n/a n/a	n/a n/a	Vazquez, Manny Vazquez, Manny

Business Plan Report - Office of Management and Budget (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)
<b>Grandparent Objectives</b>	<b>Description</b>	<b>Owners</b>
GG2 Excellent, engaged workforce		Miami-Dade County
<b>Parent Objectives</b>	<b>Description</b>	<b>Owners</b>
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 '16	31	10	21	Moon, Jennifer (OMB)



Child Measures	Period	Actual	Target	Variance	Owners
Number of Trainings, Seminars, Workshops attended by OMB-Budget/ Director/Bond Staff	Dec '16	10	n/a	n/a	Galvez, Barbara (OMB); Maxwell, Carlos M. (OMB)
Number of Trainings, Seminars, Workshops attended by OMB-CRA/MAC/ INC Staff	Jan '17	3	n/a	n/a	Fernandez, Jorge (OMB)
Number of Trainings, Seminars, Workshops attended by OMB-MPPA	Dec '16	5	n/a	n/a	Maxwell, Carlos M. (OMB)
Number of Trainings, Seminars, Workshops attended by OMB-GC staff	Dec '16	15	n/a	n/a	Alexander, Meighan (OMB); Wall, Daniel (OMB)

Objective	Description	Owners
4.2 Ensure performance evaluations are completed timely (OMB)		Moon, Jennifer (OMB)
<b>Grandparent Objectives</b>	<b>Description</b>	<b>Owners</b>
GG2 Excellent, engaged workforce		Miami-Dade County
<b>Parent Objectives</b>	<b>Description</b>	<b>Owners</b>
GG2-2 Develop and retain excellent employees and leaders		Miami-Dade County



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

Measures Linked to Objective	Period	Actual	Target	Variance	Owners
% of Performance Appraisals Completed Within 2 Weeks of Employee Status Date (OMB)	n/a	n/a	n/a	n/a	Moon, Jennifer (OMB)
Child Measures	Period	Actual	Target	Variance	Owners
% of Performance Appraisals Completed Within 2 Weeks of Employee Status Date (Budget/Bond)	n/a	n/a	n/a	n/a	Moon, Jennifer (OMB)
% of Performance Appraisals Completed Within 2 Weeks of Employee Status Date (Admin & Sr. Staff)	n/a	n/a	n/a	n/a	Moon, Jennifer (OMB)
% of Performance Appraisals Completed Within 2 Weeks of Employee Status Date (CRA/Annex)	n/a	n/a	n/a	n/a	Fernandez, Jorge (OMB)
% of Performance Appraisals Completed Within 2 Weeks of Employee Status Date (MPPA)	'17 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)	n/a	n/a	n/a	n/a	Wall, Daniel (OMB)