

**Scorecard - REGULATORY and ECONOMIC RESOURCES (RER) Department**
**Information**
**Name:** REGULATORY and ECONOMIC RESOURCES (RER) Department

**Description:** Mission: To Enable Sustainable Economic Growth Through Smart Regulatory Strategies and Business Expansion Initiatives

**Domain:** RER

**Owners:** Osterholt, Jack

**Details**
**▼ 1.0 Customer**
**Key Economic Indicators**
**▼ Protect and Restore Environmental Resources (GG6-2, NI3-1, NI3-2)(RER BP)**

| Initiative Name                                                                                                                              | Type    | As Of | Status           |         |  |                      |         | % | Owners                                                            |
|----------------------------------------------------------------------------------------------------------------------------------------------|---------|-------|------------------|---------|--|----------------------|---------|---|-------------------------------------------------------------------|
| Develop a GIS web-based application to integrate and provide access to all the Miami-Dade County groundwater and surface water quality data. |         | n/a   | n/a              |         |  |                      |         |   | Romito, Donna (RER); Sweeney, Pamela (RER); Mayorga, Wilbur (RER) |
| Miami River surface water quality: percent of samples for bacterial indicator of sewage in compliance with State standard                    | '19 FQ2 |       | 50%<br>(6/12)    | 95%     |  | 54%<br>(13/24)       | 95%     |   |                                                                   |
| Number of purchase offers for environmentally endangered lands made to land owners                                                           | '19 FQ2 |       | 2                | n/a     |  | 5                    | n/a     |   |                                                                   |
| Percent of "good" to "moderate" air quality days (RFRO)                                                                                      | Mar '19 |       | 97%              | 98%     |  | 99%                  | 98%     |   |                                                                   |
| General Complaint Response: Percent Responded to within 48 hours (RFRO)                                                                      | Mar '19 |       | 92%<br>(71/77)   | 90%     |  | 93%<br>(307/331)     | 90%     |   |                                                                   |
| Biscayne Bay surface water quality: percent of samples for bacterial indicator of sewage in compliance with State standard (RFRO)            | '19 FQ2 |       | 90%<br>(72/80)   | 95%     |  | 94%<br>(146/156)     | 95%     |   |                                                                   |
| Cumulative acres of restored or enhanced coastal habitat                                                                                     | 2018 FY |       | 611              | n/a     |  | 611                  | n/a     |   |                                                                   |
| Density (# of sites/sq. mi.) of contaminated sites countywide (excluding wellfield areas) - Annual                                           | 2018    |       | 5.56             | 6.20    |  | n/a                  | n/a     |   |                                                                   |
| Density (# of sites/sq. mi.) of contaminated sites in wellfields                                                                             | 2018    |       | 0.96             | n/a     |  | n/a                  | n/a     |   |                                                                   |
| Percent of contaminated site rehabilitation documents reviewed within the required timeframe (RFRO)                                          | Mar '19 |       | 90%<br>(260/290) | n/a     |  | 92%<br>(1,270/1,381) | n/a     |   |                                                                   |
| Sanitary Nuisance Complaint Response: Percent Responded to within 24 hours (RFRO) (DERM)                                                     | Mar '19 |       | 94%<br>(45/48)   | n/a     |  | 92%<br>(243/263)     | n/a     |   |                                                                   |
| <b>▼ Responsive Building Permit and Enforcement Services (NI1-1, 4-1, 4-2; GG2-2)(RER BP)</b>                                                |         |       |                  |         |  |                      |         |   |                                                                   |
| Number of Building Permits Issued                                                                                                            | Mar '19 |       | 5,608            | n/a     |  | 31,222               | n/a     |   |                                                                   |
| % of Residential Plans reviewed within 20 days (Building)                                                                                    | Mar '19 |       | 99.18%           | 100.00% |  | 99.15%               | 100.00% |   |                                                                   |
| % of Commercial Plans reviewed within 24 days (Building)                                                                                     | Mar '19 |       | 99.74%           | 100.00% |  | 99.79%               | 100.00% |   |                                                                   |

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| % of Residential and Commercial Plans reviewed on time (4 and 8 days, respectively) (DERM)                                                                                                                                                                                                                                                                                                                                                                                                     | Mar '19 |       | 88.6%<br>(3,379.0 / 3,813.0) | n/a  | 87.2%<br>(17,243.0 / 19,785.0) | n/a                    |                 |      |       |                                           |   |   |   |    |   |   |        |                                                                                                                                                               |  |     |     |  |  |  |  |  |  |                                           |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|-------|------------------------------|------|--------------------------------|------------------------|-----------------|------|-------|-------------------------------------------|---|---|---|----|---|---|--------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|--|-----|-----|--|--|--|--|--|--|-------------------------------------------|
| Average Processing Time for minor alterations, repairs and additions - Residential Applications-CPP                                                                                                                                                                                                                                                                                                                                                                                            | Mar '19 | ▲     | 11                           | 12   | ▲                              | 10                     |                 |      |       |                                           |   |   |   |    |   |   |        |                                                                                                                                                               |  |     |     |  |  |  |  |  |  |                                           |
| Average Processing Time for minor alterations, repairs and additions - Commerical Applications-CPP                                                                                                                                                                                                                                                                                                                                                                                             | Mar '19 | ▲     | 18                           | 23   | ▲                              | 21                     |                 |      |       |                                           |   |   |   |    |   |   |        |                                                                                                                                                               |  |     |     |  |  |  |  |  |  |                                           |
| ▼ <b>Responsive Building Code Administration Services (NI4-1) (RER BP)</b>                                                                                                                                                                                                                                                                                                                                                                                                                     |         |       |                              |      |                                |                        |                 |      |       |                                           |   |   |   |    |   |   |        |                                                                                                                                                               |  |     |     |  |  |  |  |  |  |                                           |
| Perform review of Contractor License Applications in 10 days (ED4)                                                                                                                                                                                                                                                                                                                                                                                                                             | '19 FQ2 | ▲     | 100%                         | 100% | ▲                              | 100%                   |                 |      |       |                                           |   |   |   |    |   |   |        |                                                                                                                                                               |  |     |     |  |  |  |  |  |  |                                           |
| ▼ <b>Improve Neighborhood Code Compliance (NI4-2)(RER BP)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                  |         |       |                              |      |                                |                        |                 |      |       |                                           |   |   |   |    |   |   |        |                                                                                                                                                               |  |     |     |  |  |  |  |  |  |                                           |
| % of Voluntary Compliance with Warning Letters Issued                                                                                                                                                                                                                                                                                                                                                                                                                                          | Mar '19 | ▲     | 74%<br>(1,028 / 1,389)       | 65%  | ▲                              | 63%<br>(5,074 / 7,999) |                 |      |       |                                           |   |   |   |    |   |   |        |                                                                                                                                                               |  |     |     |  |  |  |  |  |  |                                           |
| Total Liens Recorded                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Mar '19 | ▼     | 99                           | 225  | ■                              | 1,212                  |                 |      |       |                                           |   |   |   |    |   |   |        |                                                                                                                                                               |  |     |     |  |  |  |  |  |  |                                           |
| Average Days from Junk/Trash/Overgrowth Complaint to First Inspection                                                                                                                                                                                                                                                                                                                                                                                                                          | Mar '19 | ■     | 5                            | 3    |                                | n/a                    |                 |      |       |                                           |   |   |   |    |   |   |        |                                                                                                                                                               |  |     |     |  |  |  |  |  |  |                                           |
| Average Calendar Days from Exterior Property Maintenance Complaint to First Inspection-Chapter 19                                                                                                                                                                                                                                                                                                                                                                                              | Mar '19 | ▼     | 6                            | 3    |                                | n/a                    |                 |      |       |                                           |   |   |   |    |   |   |        |                                                                                                                                                               |  |     |     |  |  |  |  |  |  |                                           |
| Average Calendar Days from Zoning Complaint to First Inspection-Chapter 33                                                                                                                                                                                                                                                                                                                                                                                                                     | Mar '19 | ■     | 5                            | 3    |                                | n/a                    |                 |      |       |                                           |   |   |   |    |   |   |        |                                                                                                                                                               |  |     |     |  |  |  |  |  |  |                                           |
| ▼ <b>Responsive Zoning/Development Services (NI1-1, 4-2) (RER BP)</b>                                                                                                                                                                                                                                                                                                                                                                                                                          |         |       |                              |      |                                |                        |                 |      |       |                                           |   |   |   |    |   |   |        |                                                                                                                                                               |  |     |     |  |  |  |  |  |  |                                           |
| Percentage of Zoning application reviews completed within deadlines                                                                                                                                                                                                                                                                                                                                                                                                                            | '19 FQ2 |       | 95                           | n/a  |                                | 95                     |                 |      |       |                                           |   |   |   |    |   |   |        |                                                                                                                                                               |  |     |     |  |  |  |  |  |  |                                           |
| ▼ <b>Provide Stewardship to the Planning and CDMP Processes (NI1-1; GG1-1) (RER BP)</b>                                                                                                                                                                                                                                                                                                                                                                                                        |         |       |                              |      |                                |                        |                 |      |       |                                           |   |   |   |    |   |   |        |                                                                                                                                                               |  |     |     |  |  |  |  |  |  |                                           |
| <table><tr><th>Initiative Name</th><th>Type</th><th>As Of</th><th>Status</th><th>📈</th><th>🏆</th><th>✅</th><th>⚠️</th><th>🔄</th><th>%</th><th>Owners</th></tr><tr><td>Implement a self-service, online Planning Reports Subscription website to provide customers with information relating to economic and planning research data.</td><td></td><td>n/a</td><td>n/a</td><td></td><td></td><td></td><td></td><td></td><td></td><td>Romito, Donna (RER); Armada, Manuel (RER)</td></tr></table> |         |       |                              |      |                                |                        | Initiative Name | Type | As Of | Status                                    | 📈 | 🏆 | ✅ | ⚠️ | 🔄 | % | Owners | Implement a self-service, online Planning Reports Subscription website to provide customers with information relating to economic and planning research data. |  | n/a | n/a |  |  |  |  |  |  | Romito, Donna (RER); Armada, Manuel (RER) |
| Initiative Name                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Type    | As Of | Status                       | 📈    | 🏆                              | ✅                      | ⚠️              | 🔄    | %     | Owners                                    |   |   |   |    |   |   |        |                                                                                                                                                               |  |     |     |  |  |  |  |  |  |                                           |
| Implement a self-service, online Planning Reports Subscription website to provide customers with information relating to economic and planning research data.                                                                                                                                                                                                                                                                                                                                  |         | n/a   | n/a                          |      |                                |                        |                 |      |       | Romito, Donna (RER); Armada, Manuel (RER) |   |   |   |    |   |   |        |                                                                                                                                                               |  |     |     |  |  |  |  |  |  |                                           |
| Percentage of CDMP application reviews completed within deadline                                                                                                                                                                                                                                                                                                                                                                                                                               | '19 FQ2 |       | 6                            | n/a  |                                |                        |                 |      |       | 11                                        |   |   |   |    |   |   |        |                                                                                                                                                               |  |     |     |  |  |  |  |  |  |                                           |
| ▼ <b>Increase the Amount of Film and Television Production in Miami-Dade County</b>                                                                                                                                                                                                                                                                                                                                                                                                            |         |       |                              |      |                                |                        |                 |      |       |                                           |   |   |   |    |   |   |        |                                                                                                                                                               |  |     |     |  |  |  |  |  |  |                                           |
| Filming Permits Issued                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | '19 FQ2 |       | 220                          | n/a  |                                |                        |                 |      |       | 378                                       |   |   |   |    |   |   |        |                                                                                                                                                               |  |     |     |  |  |  |  |  |  |                                           |
| Film Industry Jobs created                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 2018 FY |       | 12,640                       | n/a  |                                |                        |                 |      |       | 12,640                                    |   |   |   |    |   |   |        |                                                                                                                                                               |  |     |     |  |  |  |  |  |  |                                           |
| ▼ <b>Increase opportunities for international trade (ITC)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                  |         |       |                              |      |                                |                        |                 |      |       |                                           |   |   |   |    |   |   |        |                                                                                                                                                               |  |     |     |  |  |  |  |  |  |                                           |
| Inbound missions supported                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | '19 FQ2 |       | 11                           | n/a  |                                |                        |                 |      |       | 21                                        |   |   |   |    |   |   |        |                                                                                                                                                               |  |     |     |  |  |  |  |  |  |                                           |
| Outbound missions organized and/or supported                                                                                                                                                                                                                                                                                                                                                                                                                                                   | '19 FQ2 |       | 4                            | n/a  |                                |                        |                 |      |       | 4                                         |   |   |   |    |   |   |        |                                                                                                                                                               |  |     |     |  |  |  |  |  |  |                                           |
| Business matchmaking meetings arranged                                                                                                                                                                                                                                                                                                                                                                                                                                                         | '19 FQ2 |       | 10                           | n/a  |                                |                        |                 |      |       | 41                                        |   |   |   |    |   |   |        |                                                                                                                                                               |  |     |     |  |  |  |  |  |  |                                           |
| Business Development and Outreach Efforts                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Mar '19 |       | 10                           | n/a  |                                |                        |                 |      |       | 44                                        |   |   |   |    |   |   |        |                                                                                                                                                               |  |     |     |  |  |  |  |  |  |                                           |



▼ **Secure Regulated Businesses Satisfaction and Trust (Consumer Protection)**

| Initiative Name                                                                                                          | Type | As Of | Status |  |  |  |  |  | % | Owners                                    |
|--------------------------------------------------------------------------------------------------------------------------|------|-------|--------|--|--|--|--|--|---|-------------------------------------------|
| Provide self-service capabilities such as applying, renewing and making payments for various types of business licenses. |      | n/a   | n/a    |  |  |  |  |  |   | Baker, Gregory (RER); Romito, Donna (RER) |

|                               |         |  |       |   |  |       |   |
|-------------------------------|---------|--|-------|---|--|-------|---|
| CPD Licenses issued per month | Mar '19 |  | 1,273 | 0 |  | 6,817 | 0 |
|-------------------------------|---------|--|-------|---|--|-------|---|

▼ **Resolve Disputes between Consumers and Businesses**

|                                                                              |         |  |           |          |  |           |           |
|------------------------------------------------------------------------------|---------|--|-----------|----------|--|-----------|-----------|
| Value of Goods, Refunds and/or Service Recovered for Consumers               | Mar '19 |  | \$189,939 | \$80,000 |  | \$915,796 | \$480,000 |
| Customer satisfaction from consumers that file complaints against businesses | Mar '19 |  | 5.00      | 4.80     |  | 5.00      | 4.80      |

▼ **2.0 Financial**

▼ **Meet Budget Targets (RER)**

|                                   |         |  |           |           |  |            |            |
|-----------------------------------|---------|--|-----------|-----------|--|------------|------------|
| Expen: Total (RER)                | '19 FQ2 |  | \$35,511K | \$81,232K |  | \$71,168K  | \$162,465K |
| Revenue: Total (RER)              | '19 FQ2 |  | \$34,234K | \$81,232K |  | \$254,712K | \$162,465K |
| Positions: Full-time Filled (RER) | '19 FQ2 |  | 922       | n/a       |  | 1,844      | n/a        |

▼ **3.0 Internal**

**Increase Sustainability of Miami-Dade County Internal Operations (GG6-1)**

▼ **Increase Efficiency and Best Practices (GG4)**

| Initiative Name                                                                                                                                                      | Type | As Of | Status |  |  |  |  |  | % | Owners                                    |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|-------|--------|--|--|--|--|--|---|-------------------------------------------|
| Upgrade existing software used for Stormwater Utility billing and implement a self-service portal for customer to receive electronic bills and make payments online. |      | n/a   | n/a    |  |  |  |  |  |   | Romito, Donna (RER)                       |
| Reorganize the Development Services Division in order to increase process and workload efficiencies to meet division-wide needs and organizational gaps.             |      | n/a   | n/a    |  |  |  |  |  |   | Kogon, Nathan (RER); Romito, Donna (RER)  |
| Refresh desktop hardware, software and technology for plan review staff.                                                                                             |      | n/a   | n/a    |  |  |  |  |  |   | Romito, Donna (RER)                       |
| Establish and implement the Platting and Paving & Drainage processes into the existing Land Development system and provide online submittal and tracking.            |      | n/a   | n/a    |  |  |  |  |  |   | Romito, Donna (RER); Kogon, Nathan (RER)  |
| Implement modernization of plans tracking and concurrent plans processing systems.                                                                                   |      | n/a   | n/a    |  |  |  |  |  |   | Oliva, Arianne (RER); Romito, Donna (RER) |

▼ **Prevent unsafe work practices**

|                                                                 |         |  |                 |     |  |                 |     |
|-----------------------------------------------------------------|---------|--|-----------------|-----|--|-----------------|-----|
| % of employees satisfied with safety training                   | '19 FQ2 |  | 100%<br>(21/21) | 85% |  | 100%<br>(36/36) | 85% |
| % of employees satisfied with OSHA (HAZWOPER) required training | '19 FQ2 |  | n/a             | 85% |  | 100%<br>(28/28) | 85% |

**Scorecard - REGULATORY and ECONOMIC RESOURCES (RER) Department**

|                                                                                             |                                                                                           |      |                                                                                        |     |     |
|---------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------|------|----------------------------------------------------------------------------------------|-----|-----|
| Total Workers' Compensation Injuries Per 100 Employees (calendar year)                      | 2018                                                                                      | 3.34 | n/a                                                                                    | n/a | n/a |
| Total Reportable Injuries (calendar year)                                                   | 2018                                                                                      | 32   | n/a                                                                                    | n/a | n/a |
| Lost Workdays (calendar year)                                                               | 2017                                                                                      | 164  | n/a                                                                                    | n/a | n/a |
| <b>▼ 4.0 Learning and Growth</b>                                                            |                                                                                           |      |                                                                                        |     |     |
| <b>▼ Develop and retain excellent employees and leaders</b>                                 |                                                                                           |      |                                                                                        |     |     |
| Number of employees trained for performance evaluations                                     | '19 FQ2                                                                                   | 80   | n/a                                                                                    | 80  | n/a |
| Number of total recruitments                                                                | '19 FQ2                                                                                   | 52   | n/a                                                                                    | 70  | n/a |
| <b>▼ 5.0 Sustainability</b>                                                                 |                                                                                           |      |                                                                                        |     |     |
| <b>▼ Support Sustainability and Climate Change Adaptation and Mitigation (GG6-2, NI1-2)</b> |                                                                                           |      |                                                                                        |     |     |
| Number of Adaptation/Resiliency Activities in Progress or Completed                         | 2018 FY  | 20   | 11  | 20  | 11  |
| Number of Activities Implemented to Decrease County-wide Energy Consumption                 | 2018 FY  | 40   | 39  | 40  | 39  |



# Business Plan Report - REGULATORY and ECONOMIC RESOURCES (RER) Department

| Scorecard                                                                                                                                    | Description                                                                                                           |           |                 |        |          |                                     |  |  |  |     | Owners            |                                                                   |
|----------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|-----------|-----------------|--------|----------|-------------------------------------|--|--|--|-----|-------------------|-------------------------------------------------------------------|
| REGULATORY and ECONOMIC RESOURCES (RER) Department                                                                                           | Mission: To Enable Sustainable Economic Growth Through Smart Regulatory Strategies and Business Expansion Initiatives |           |                 |        |          |                                     |  |  |  |     | Osterholt, Jack   |                                                                   |
| 1.0 Customer                                                                                                                                 |                                                                                                                       |           |                 |        |          |                                     |  |  |  |     |                   |                                                                   |
| Objective                                                                                                                                    | Description                                                                                                           |           |                 |        |          |                                     |  |  |  |     | Owners            |                                                                   |
| Key Economic Indicators                                                                                                                      |                                                                                                                       |           |                 |        |          |                                     |  |  |  |     | Osterholt, Jack   |                                                                   |
| Objective                                                                                                                                    | Description                                                                                                           |           |                 |        |          |                                     |  |  |  |     | Owners            |                                                                   |
| Protect and Restore Environmental Resources (GG6-2, NI3-1, NI3-2)(RER BP)                                                                    |                                                                                                                       |           |                 |        |          |                                     |  |  |  |     | Hefty, Lee (RER)  |                                                                   |
| Grandparent Objectives                                                                                                                       | Description                                                                                                           |           |                 |        |          |                                     |  |  |  |     | Owners            |                                                                   |
| GG6 Green government                                                                                                                         |                                                                                                                       |           |                 |        |          |                                     |  |  |  |     | Miami-Dade County |                                                                   |
| NI3 Protected and restored environmental resources                                                                                           |                                                                                                                       |           |                 |        |          |                                     |  |  |  |     | Miami-Dade County |                                                                   |
| Parent Objectives                                                                                                                            | Description                                                                                                           |           |                 |        |          |                                     |  |  |  |     | Owners            |                                                                   |
| GG6-2 Lead community sustainability efforts                                                                                                  |                                                                                                                       |           |                 |        |          |                                     |  |  |  |     | Miami-Dade County |                                                                   |
| NI3-1 Maintain air quality                                                                                                                   |                                                                                                                       |           |                 |        |          |                                     |  |  |  |     | Miami-Dade County |                                                                   |
| NI3-2 Maintain surface water quality                                                                                                         |                                                                                                                       |           |                 |        |          |                                     |  |  |  |     | Miami-Dade County |                                                                   |
| NI3-3 Protect groundwater and drinking water wellfield areas                                                                                 |                                                                                                                       |           |                 |        |          |                                     |  |  |  |     | Miami-Dade County |                                                                   |
| Initiatives Linked to Objective                                                                                                              | Est. Start                                                                                                            | Est. End  | Type            | As Of  |          |                                     |  |  |  | %   | Status            | Owners                                                            |
| Develop a GIS web-based application to integrate and provide access to all the Miami-Dade County groundwater and surface water quality data. | 1/1/2019                                                                                                              | 9/30/2019 |                 | n/a    |          |                                     |  |  |  | n/a |                   | Romito, Donna (RER); Sweeney, Pamela (RER); Mayorga, Wilbur (RER) |
| Measures Linked to Objective                                                                                                                 |                                                                                                                       | Period    | Actual          | Target | Variance | Owners                              |  |  |  |     |                   |                                                                   |
| Miami River surface water quality: percent of samples for bacterial indicator of sewage in compliance with State standard                    |                                                                                                                       | '19 FQ2   | 50%<br>(6 / 12) | 95%    | -45%     | Sweeney, Pamela (RER)               |  |  |  |     |                   |                                                                   |
| <div>  Miami River surface water quality: percent </div> <div></div>                                                                         |                                                                                                                       |           |                 |        |          |                                     |  |  |  |     |                   |                                                                   |
| Number of purchase offers for environmentally endangered lands made to land owners                                                           |                                                                                                                       | '19 FQ2   | 2               | n/a    | n/a      | Gil, Janet (RER); Gray, Robin (RER) |  |  |  |     |                   |                                                                   |

**Business Plan Report - REGULATORY and ECONOMIC RESOURCES (RER) Department**

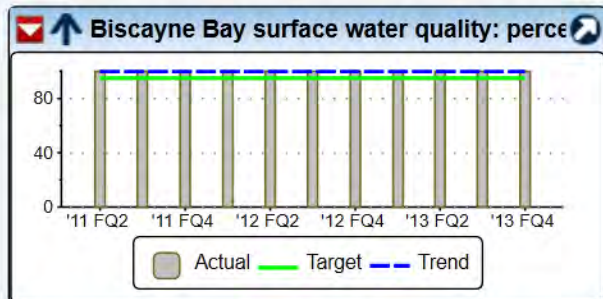
Percent of "good" to "moderate" air quality days (RFRO)  Jun '19 100% 98% 2% Palomino, Susana (RER)

| Child Measures                                               |                                                                                   | Period  | Actual | Target | Variance | Owners                 |
|--------------------------------------------------------------|-----------------------------------------------------------------------------------|---------|--------|--------|----------|------------------------|
| Air monitoring equipment collection efficiency (RFRO)        |  | Jun '19 | 96%    | 75%    | 21%      | Palomino, Susana (RER) |
| Percent of "Good" quality air days (GreenPrint)              |  | Jun '19 | 67%    | 75%    | -8%      | Loo, Georgina (RER)    |
| Percent of "Moderate" quality air days                       |  | Jun '19 | 33%    | 25%    | -8%      | Loo, Georgina (RER)    |
| Percent of "Unhealthy for Sensitive Groups" quality air days |  | Jun '19 | 0%     | 0%     | 0%       | Loo, Georgina (RER)    |
| Percent of "Unhealthy" quality air days                      |  | May '13 | 0%     | 0%     | 0%       | Loo, Georgina (RER)    |
| Percent of "Very Unhealthy" quality air days                 |  | May '13 | 0%     | 0%     | 0%       | Loo, Georgina (RER)    |
| Percent of "Hazardous" quality air days                      |  | May '13 | 0%     | 0%     | 0%       | Loo, Georgina (RER)    |

General Complaint Response: Percent Responded to within 48 hours (RFRO)  Jun '19 92% (60 / 65) 90% 2% Lopez, Xiomara (RER); Bieler, Bernardo (RER)

| Child Measures                                                   |  | Period  | Actual | Target | Variance | Owners                 |
|------------------------------------------------------------------|--|---------|--------|--------|----------|------------------------|
| Number of general complaint responses                            |  | Jun '19 | 65     | n/a    | n/a      | Beregovoy, Serge (RER) |
| Number of general complaints responded to within 48 hours (DERM) |  | Jun '19 | 60     | n/a    | n/a      | Beregovoy, Serge (RER) |

Biscayne Bay surface water quality: percent of samples for bacterial indicator of sewage in compliance with State standard (RFRO)  '19 FQ2 90% (72 / 80) 95% -5% Sweeney, Pamela (RER); Spadafina, Lisa (RER)



Cumulative acres of restored or enhanced coastal habitat 2018 FY 611 n/a n/a Sweeney, Pamela (RER); Abdelrahman, Omar (RER); Spadafina, Lisa (RER)



# Business Plan Report - REGULATORY and ECONOMIC RESOURCES (RER) Department

Density (# of sites/sq. mi.) of contaminated sites countywide (excluding wellfield areas)  
- Annual

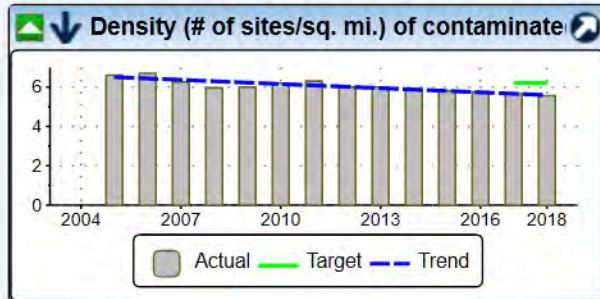


2018

5.56

6.20

0.64 Mayorga, Wilbur (RER)



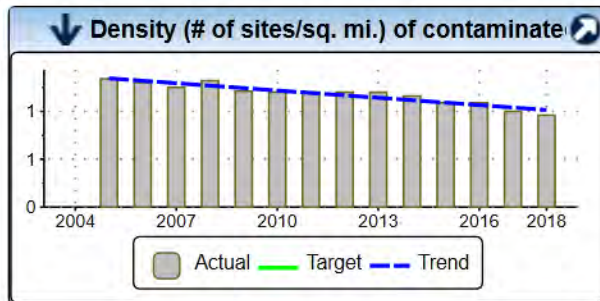
Density (# of sites/sq. mi.) of contaminated sites in wellfields

2018

0.96

n/a

n/a Mayorga, Wilbur (RER)



Percent of contaminated site rehabilitation documents reviewed within the required timeframe (RFRO)

May '19

90%  
(258 / 288)

n/a

n/a Mayorga, Wilbur (RER);  
Martinez, Karina (RER)

| Child Measures                                                                                 | Period  | Actual           | Target | Variance | Owners                                           |
|------------------------------------------------------------------------------------------------|---------|------------------|--------|----------|--------------------------------------------------|
| Number of rehabilitation documents reviewed                                                    | Apr '19 | 278              | n/a    | n/a      | Mayorga, Wilbur (RER);<br>Martinez, Karina (RER) |
| Number of rehabilitation documents to be reviewed                                              | Apr '19 | 301              | n/a    | n/a      | Mayorga, Wilbur (RER);<br>Martinez, Karina (RER) |
| Sanitary Nuisance Complaint Response:<br>Percent Responded to within 24 hours<br>(RFRO) (DERM) | Jun '19 | 96%<br>(47 / 49) | n/a    | n/a      | Bieler, Bernardo (RER);<br>Lopez, Xiomara (RER)  |
| Child Measures                                                                                 | Period  | Actual           | Target | Variance | Owners                                           |
| Number of sanitary nuisances responses                                                         | Jun '19 | 49               | n/a    | n/a      | Beregovoy, Serge (RER)                           |
| Number of sanitary nuisances responded to within 24-hours                                      | Jun '19 | 47               | n/a    | n/a      | Beregovoy, Serge (RER)                           |

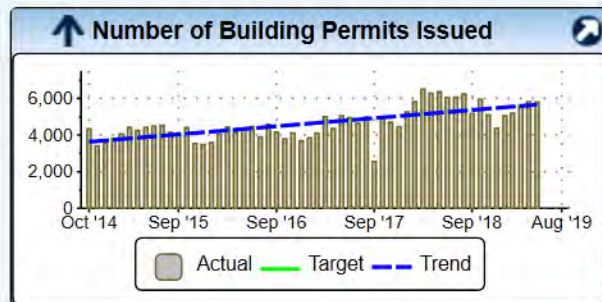
# Business Plan Report - REGULATORY and ECONOMIC RESOURCES (RER) Department

| Objective                                                                            | Description | Owners                                                                  |
|--------------------------------------------------------------------------------------|-------------|-------------------------------------------------------------------------|
| Responsive Building Permit and Enforcement Services (NI1-1, 4-1, 4-2; GG2-2)(RER BP) |             | Boza, Monica M. (RER);<br>Moreno, Chaveli (RER);<br>Gascon, Jaime (RER) |

| Grandparent Objectives                                         | Description | Owners            |
|----------------------------------------------------------------|-------------|-------------------|
| NI1 Responsible growth and a sustainable built environment     |             | Miami-Dade County |
| NI4 Safe, healthy and attractive neighborhoods and communities |             | Miami-Dade County |

| Parent Objectives                                                                | Description | Owners            |
|----------------------------------------------------------------------------------|-------------|-------------------|
| NI1-1 Promote mixed-use, multi-modal, well designed, and sustainable communities |             | Miami-Dade County |
| NI4-1 Ensure buildings are safer                                                 |             | Miami-Dade County |
| NI4-2 Promote livable and beautiful neighborhoods                                |             | Miami-Dade County |

| Measures Linked to Objective      | Period  | Actual | Target | Variance | Owners                                                                     |
|-----------------------------------|---------|--------|--------|----------|----------------------------------------------------------------------------|
| Number of Building Permits Issued | May '19 | 5,793  | n/a    | n/a      | Gascon, Jaime (RER);<br>Bestard, Angelique (RER);<br>Moreno, Chaveli (RER) |



| Child Measures     | Period  | Actual | Target | Variance | Owners                                                                     |
|--------------------|---------|--------|--------|----------|----------------------------------------------------------------------------|
| Building Permits   | May '19 | 1,908  | n/a    | n/a      | Moreno, Chaveli (RER);<br>Bestard, Angelique (RER);<br>Gascon, Jaime (RER) |
| Electrical Permits | May '19 | 1,145  | n/a    | n/a      | Bestard, Angelique (RER);<br>Moreno, Chaveli (RER);<br>Gascon, Jaime (RER) |
| LPGX Permits       | May '19 | 36     | n/a    | n/a      | Bestard, Angelique (RER);<br>Gascon, Jaime (RER);<br>Moreno, Chaveli (RER) |
| Mechanical Permits | May '19 | 612    | n/a    | n/a      | Moreno, Chaveli (RER);<br>Bestard, Angelique (RER);<br>Gascon, Jaime (RER) |
| Plumbing Permits   | May '19 | 628    | n/a    | n/a      | Gascon, Jaime (RER);<br>Bestard, Angelique (RER);<br>Moreno, Chaveli (RER) |



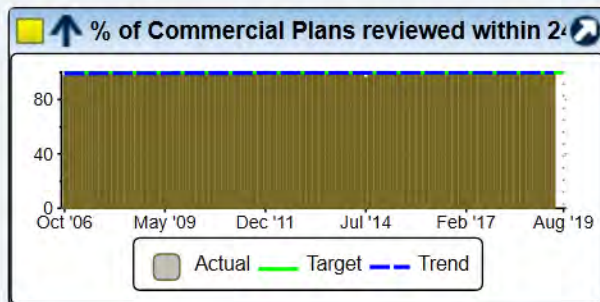
**Business Plan Report - REGULATORY and ECONOMIC RESOURCES (RER) Department**

|                 |         |       |     |     |                                                                            |
|-----------------|---------|-------|-----|-----|----------------------------------------------------------------------------|
| Roofing Permits | May '19 | 1,399 | n/a | n/a | Gascon, Jaime (RER);<br>Bestard, Angelique (RER);<br>Moreno, Chaveli (RER) |
| Sign Permits    | May '19 | 65    | n/a | n/a | Moreno, Chaveli (RER);<br>Bestard, Angelique (RER);<br>Gascon, Jaime (RER) |

% of Residential Plans reviewed within 20 days (Building)  May '19 99.53% 100.00% -0.47% Gascon, Jaime (RER); Bestard, Angelique (RER)

| Child Measures                                           |                                                                                   | Period  | Actual  | Target  | Variance | Owners                                                                     |
|----------------------------------------------------------|-----------------------------------------------------------------------------------|---------|---------|---------|----------|----------------------------------------------------------------------------|
| % of BUILDING Residential Plans reviewed within 2 days   |  | May '19 | 86.49%  | 100.00% | -13.51%  | Gomez, Flavio (RER);<br>Bestard, Angelique (RER);<br>Landa, Lissette (RER) |
| % of ELECTRICAL Residential Plans reviewed within 2 days |  | May '19 | 90.91%  | 100.00% | -9.09%   | Bestard, Angelique (RER);<br>Bazerman, Stuart (RER)                        |
| % of MECHANICAL Residential Plans reviewed within 3 days |  | May '19 | 100.00% | 100.00% | 0.00%    | Bestard, Angelique (RER);<br>Lara Gomez, Jose                              |
| % of PLUMBING Residential Plans reviewed within 2 days   |  | May '19 | 99.39%  | 100.00% | -0.61%   | Bestard, Angelique (RER);<br>Lara Gomez, Jose                              |
| % of STRUCTURAL Residential Plans reviewed within 4 days |  | May '19 | 86.05%  | 100.00% | -13.95%  | Gomez, Flavio (RER);<br>Bestard, Angelique (RER)                           |

% of Commercial Plans reviewed within 24 days (Building)  May '19 99.97% 100.00% -0.03% Gascon, Jaime (RER); Bestard, Angelique (RER)



| Child Measures                                          |                                                                                     | Period  | Actual  | Target  | Variance | Owners                                                                     |
|---------------------------------------------------------|-------------------------------------------------------------------------------------|---------|---------|---------|----------|----------------------------------------------------------------------------|
| % of BUILDING Commercial Plans reviewed within 3 days   |  | May '19 | 89.04%  | 100.00% | -10.96%  | Gomez, Flavio (RER);<br>Bestard, Angelique (RER);<br>Landa, Lissette (RER) |
| % of ELECTRICAL Commercial Plans reviewed within 2 days |  | May '19 | 93.52%  | 100.00% | -6.48%   | Bazerman, Stuart (RER);<br>Bestard, Angelique (RER)                        |
| % of MECHANICAL Commercial Plans reviewed within 4 days |  | May '19 | 100.00% | 100.00% | 0.00%    | Lara Gomez, Jose;<br>Bestard, Angelique (RER)                              |
| % of PLUMBING Commercial Plans reviewed within 2 days   |  | May '19 | 98.57%  | 100.00% | -1.43%   | Bestard, Angelique (RER);<br>Lara Gomez, Jose                              |
| % of STRUCTURAL Commercial Plans reviewed within 6 days |  | May '19 | 91.23%  | 100.00% | -8.77%   | Gomez, Flavio (RER);<br>Bestard, Angelique (RER)                           |

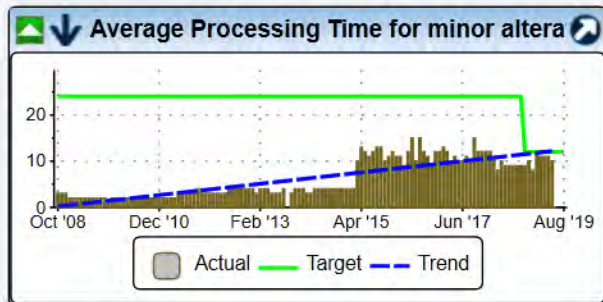
# Business Plan Report - REGULATORY and ECONOMIC RESOURCES (RER) Department

|                                                                                            |         |                              |     |     |                                                   |
|--------------------------------------------------------------------------------------------|---------|------------------------------|-----|-----|---------------------------------------------------|
| % of Residential and Commercial Plans reviewed on time (4 and 8 days, respectively) (DERM) | May '19 | 83.6%<br>(3,662.0 / 4,383.0) | n/a | n/a | Guerrero, Cristian (RER);<br>Lezcano, Frank (RER) |
|--------------------------------------------------------------------------------------------|---------|------------------------------|-----|-----|---------------------------------------------------|

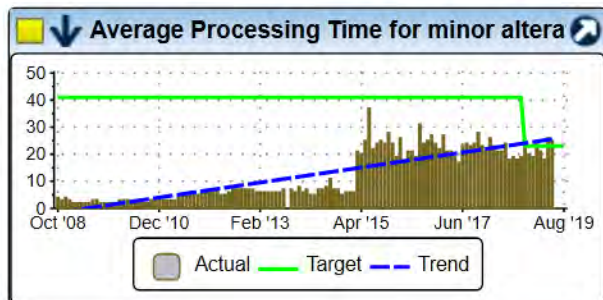
| Date     | VR Comment                                                                                                | Author                   |
|----------|-----------------------------------------------------------------------------------------------------------|--------------------------|
| 6/7/2019 | Currently working with 2 Plan reviewer vacancies. During month of May 2019 received high volume of plans. | Guerrero, Cristian (RER) |

| Child Measures                                    | Period  | Actual | Target | Variance | Owners                                                                             |
|---------------------------------------------------|---------|--------|--------|----------|------------------------------------------------------------------------------------|
| Number of building plans reviewed on time (PRaDA) | May '19 | 3,662  | n/a    | n/a      | Hernandez, Carlos P.E. (RER);<br>Lezcano, Frank (RER);<br>Guerrero, Cristian (RER) |
| Number of building plans reviewed (PRaDA)         | Aug '16 | 3,330  | n/a    | n/a      | Hernandez, Carlos P.E. (RER);<br>Lezcano, Frank (RER);<br>Guerrero, Cristian (RER) |

|                                                                                                     |                                                                                   |         |    |    |   |                                                  |
|-----------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|---------|----|----|---|--------------------------------------------------|
| Average Processing Time for minor alterations, repairs and additions - Residential Applications-CPP |  | May '19 | 10 | 12 | 2 | Bestard, Angelique (RER);<br>Gascon, Jaime (RER) |
|-----------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|---------|----|----|---|--------------------------------------------------|



|                                                                                                    |                                                                                   |         |    |    |    |                                                  |
|----------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|---------|----|----|----|--------------------------------------------------|
| Average Processing Time for minor alterations, repairs and additions - Commerical Applications-CPP |  | May '19 | 25 | 23 | -2 | Gascon, Jaime (RER);<br>Bestard, Angelique (RER) |
|----------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|---------|----|----|----|--------------------------------------------------|



| Objective                                                        | Description | Owners                    |
|------------------------------------------------------------------|-------------|---------------------------|
| Responsive Building Code Administration Services (NI4-1)(RER BP) |             | Goolsby, Michael L. (RER) |

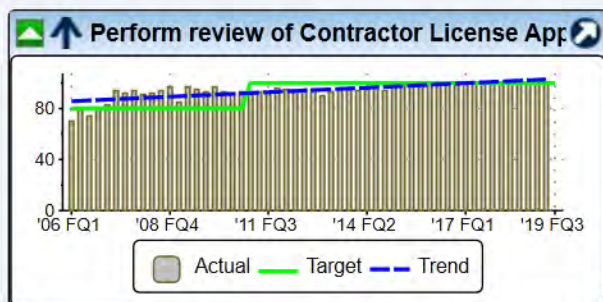


# Business Plan Report - REGULATORY and ECONOMIC RESOURCES (RER) Department

| Grandparent Objectives                                         | Description | Owners            |
|----------------------------------------------------------------|-------------|-------------------|
| NI4 Safe, healthy and attractive neighborhoods and communities |             | Miami-Dade County |

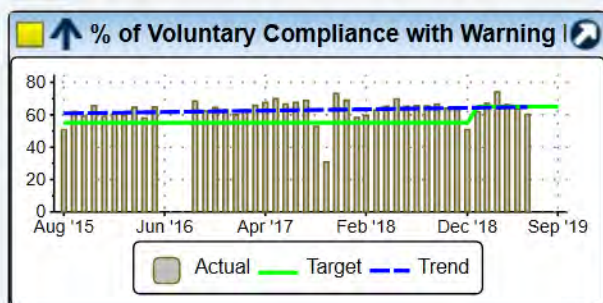
| Parent Objectives                | Description | Owners            |
|----------------------------------|-------------|-------------------|
| NI4-1 Ensure buildings are safer |             | Miami-Dade County |

| Measures Linked to Objective                                       | Period  | Actual | Target | Variance | Owners                    |
|--------------------------------------------------------------------|---------|--------|--------|----------|---------------------------|
| Perform review of Contractor License Applications in 10 days (ED4) | '19 FQ2 | 100%   | 100%   | 0%       | Goolsby, Michael L. (RER) |



| Objective                                            | Description | Owners                                                                                               |
|------------------------------------------------------|-------------|------------------------------------------------------------------------------------------------------|
| Improve Neighborhood Code Compliance (NI4-2)(RER BP) |             | Moreno, Chaveli (RER);<br>Roig, Ricardo (RER);<br>Boza, Monica M. (RER);<br>Bestard, Angelique (RER) |

| Measures Linked to Objective                          | Period  | Actual               | Target | Variance | Owners              |
|-------------------------------------------------------|---------|----------------------|--------|----------|---------------------|
| % of Voluntary Compliance with Warning Letters Issued | Jun '19 | 60%<br>(814 / 1,349) | 65%    | -5%      | Roig, Ricardo (RER) |

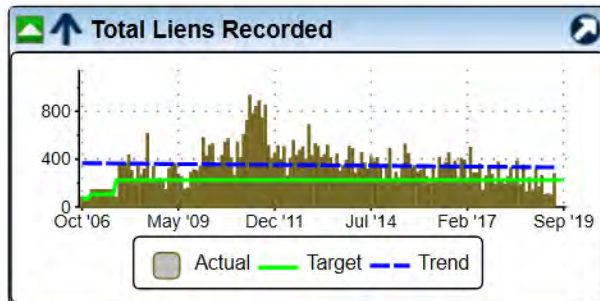


| Child Measures                                                  | Period  | Actual            | Target | Variance | Owners                                            |
|-----------------------------------------------------------------|---------|-------------------|--------|----------|---------------------------------------------------|
| % of Voluntary Compliance with Warning Letters Issued-Central 2 | Jun '19 | 70<br>(182 / 261) | 55     | 15       | Rojas, Maritza C. (RER);<br>Ortega, Maritza (RER) |
| % of Voluntary Compliance with Warning Letters Issued-South 2   | Jun '19 | 66<br>(116 / 175) | 55     | 11       | Hudson, Cassandra; Rivera, Ed (RER)               |

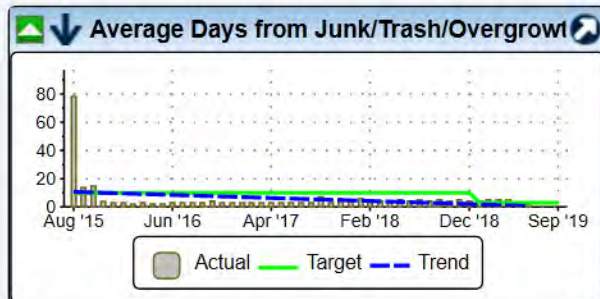
# Business Plan Report - REGULATORY and ECONOMIC RESOURCES (RER) Department

|                                                                 |                                                                                   |         |                   |    |     |                                               |
|-----------------------------------------------------------------|-----------------------------------------------------------------------------------|---------|-------------------|----|-----|-----------------------------------------------|
| % of Voluntary Compliance with Warning Letters Issued-North 1   |   | Jun '19 | 47<br>(113 / 242) | 65 | -18 | Darrough, Andrea (RER);<br>Peña, Jorge (RER)  |
| % of Voluntary Compliance with Warning Letters Issued-South 1   |  | Jun '19 | 60<br>(124 / 207) | 55 | 5   | Rivera, Ed (RER); Vazquez, Maritza            |
| % of Voluntary Compliance with Warning Letters Issued-Central 1 |  | Jun '19 | 76<br>(171 / 225) | 55 | 21  | Ortega, Maritza (RER);<br>Aaron, Brenda (RER) |
| % of Voluntary Compliance with Warning Letters Issued-North 2   |  | Jun '19 | 48<br>(108 / 223) | 55 | -7  | Martinez, Jose; Peña, Jorge (RER)             |

|                      |                                                                                   |         |     |     |    |                                            |
|----------------------|-----------------------------------------------------------------------------------|---------|-----|-----|----|--------------------------------------------|
| Total Liens Recorded |  | Jun '19 | 274 | 225 | 49 | Lopez, Joe (RER); Flores, Claudia P. (RER) |
|----------------------|-----------------------------------------------------------------------------------|---------|-----|-----|----|--------------------------------------------|



|                                                                       |                                                                                   |         |   |   |   |                     |
|-----------------------------------------------------------------------|-----------------------------------------------------------------------------------|---------|---|---|---|---------------------|
| Average Days from Junk/Trash/Overgrowth Complaint to First Inspection |  | Jun '19 | 2 | 3 | 1 | Roig, Ricardo (RER) |
|-----------------------------------------------------------------------|-----------------------------------------------------------------------------------|---------|---|---|---|---------------------|

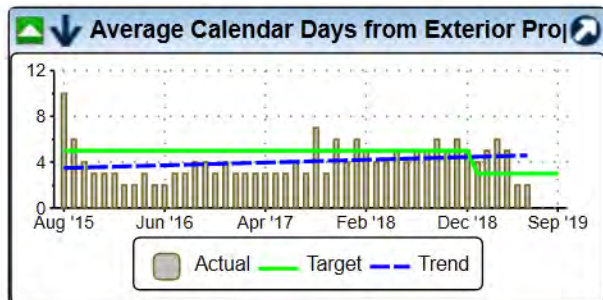


| Child Measures                                                                  |                                                                                     | Period  | Actual | Target | Variance | Owners                                            |
|---------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|---------|--------|--------|----------|---------------------------------------------------|
| Average Days to First Inspection for Junk/Trash/Overgrowth Complaints-Central 2 |  | Jun '19 | 1      | 3      | 2        | Rojas, Maritza C. (RER);<br>Ortega, Maritza (RER) |
| Average Days to First Inspection for Junk/Trash/Overgrowth Complaints-South 2   |  | Jun '19 | 2      | 3      | 1        | Hudson, Cassandra (RER);<br>Rivera, Ed (RER)      |
| Average Days to First Inspection for Junk/Trash/Overgrowth Complaints-North 2   |  | Jun '19 | 1      | 3      | 2        | Martinez, Jose M. (RER);<br>Peña, Jorge (RER)     |
| Average Days to First Inspection for Junk/Trash/Overgrowth Complaints-South 1   |  | Jun '19 | 2      | 3      | 1        | Vazquez, Maritza, Rivera, Ed (RER)                |
| Average Days to First Inspection for Junk/Trash/Overgrowth Complaints-Central 1 |  | Jun '19 | 1      | 3      | 2        | Ortega, Maritza (RER);<br>Aaron, Brenda (RER)     |

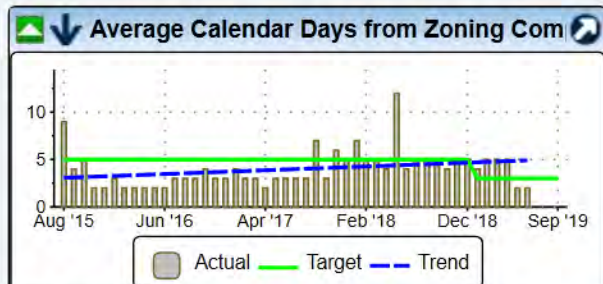


# Business Plan Report - REGULATORY and ECONOMIC RESOURCES (RER) Department

|                                                                                                   |  |         |   |   |                                             |
|---------------------------------------------------------------------------------------------------|--|---------|---|---|---------------------------------------------|
| Average Days to First Inspection for Junk/Trash/Overgrowth Complaints-North 1                     |  | Jun '19 | 1 | 3 | 2 Darrough, Andrea (RER); Peña, Jorge (RER) |
| Average Calendar Days from Exterior Property Maintenance Complaint to First Inspection-Chapter 19 |  | Jun '19 | 2 | 3 | 1 Roig, Ricardo (RER)                       |



| Child Measures                                                                                 |  | Period  | Actual | Target | Variance | Owners                                                                                 |
|------------------------------------------------------------------------------------------------|--|---------|--------|--------|----------|----------------------------------------------------------------------------------------|
| Average Calendar Days from Exterior Property Maintenance to First Inspection-Central 2         |  | Jun '19 | 3      | 3      | 0        | Ortega, Maritza (RER); Rojas, Maritza C. (RER)                                         |
| Average Calendar Days from Exterior Property Maintenance Complaint to First Inspection-North 2 |  | Jun '19 | 2      | 3      | 1        | Peña, Jorge (RER); Martinez, Jose M. (RER)                                             |
| Average Calendar Days from Exterior Property Maintenance to First Inspection-North 1           |  | Jun '19 | 1      | 3      | 2        | Peña, Jorge (RER); Darrough, Andrea (RER)                                              |
| Average Calendar Days from Exterior Property Maintenance to First Inspection-Central 1         |  | Jun '19 | 2      | 3      | 1        | Aaron, Brenda (RER); Aaron, Brenda (RER); Ortega, Maritza (RER); Ortega, Maritza (RER) |
| Average Calendar Days from Exterior Property Maintenance Complaint to First Inspection-South 2 |  | Jun '19 | 2      | 3      | 1        | Hudson, Cassandra (RER); Rivera, Ed (RER)                                              |
| Average Calendar Days from Exterior Property Maintenance to First Inspection-South 1           |  | Jun '19 | 2      | 3      | 1        | Vazquez, Maritza; Rivera, Ed (RER)                                                     |
| Average Calendar Days from Zoning Complaint to First Inspection-Chapter 33                     |  | Jun '19 | 2      | 3      | 1        | Roig, Ricardo (RER)                                                                    |



# Business Plan Report - REGULATORY and ECONOMIC RESOURCES (RER) Department

| Child Measures                                                            |   | Period  | Actual | Target | Variance | Owners                                           |
|---------------------------------------------------------------------------|---|---------|--------|--------|----------|--------------------------------------------------|
| Average Calendar Days from Zoning Complaint to First Inspection-Central 1 | ▲ | Jun '19 | 1      | 3      |          | 2 Ortega, Maritza (RER); Aaron, Brenda (RER)     |
| Average Calendar Days from Zoning Complaint to First Inspection-Central 2 | ▲ | Jun '19 | 2      | 3      |          | 1 Ortega, Maritza (RER); Rojas, Maritza C. (RER) |
| Average Calendar Days from Zoning Complaint to First Inspection-South 1   | ▲ | Jun '19 | 2      | 3      |          | 1 Vazquez, Maritza; Rivera, Ed (RER)             |
| Average Calendar Days from Zoning Complaint to First Inspection-North 2   | ▲ | Jun '19 | 2      | 3      |          | 1 Martinez, Jose M. (RER); Peña, Jorge (RER)     |
| Average Calendar Days from Zoning Complaint to First Inspection-South 2   | ▲ | Jun '19 | 2      | 3      |          | 1 Hudson, Cassandra (RER); Rivera, Ed (RER)      |
| Average Calendar Days from Zoning Complaint to First Inspection-North 1   | ▲ | Jun '19 | 1      | 3      |          | 2 Peña, Jorge (RER); Darrough, Andrea (RER)      |

| Objective                                                           | Description |        |        |          | Owners                                          |
|---------------------------------------------------------------------|-------------|--------|--------|----------|-------------------------------------------------|
| Responsive Zoning/Development Services (NI1-1, 4-2) (RER BP)        |             |        |        |          | Kogon, Nathan (RER);<br>Newsome, Amina N. (RER) |
| Measures Linked to Objective                                        | Period      | Actual | Target | Variance | Owners                                          |
| Percentage of Zoning application reviews completed within deadlines | '19 FQ2     | 95     | n/a    | n/a      | Kogon, Nathan (RER);<br>Newsome, Amina N. (RER) |

Percentage of Zoning application reviews

| Period  | Actual | Target | Trend |
|---------|--------|--------|-------|
| '19 FQ1 | 85     | 80     | 80    |
| '19 FQ2 | 85     | 80     | 80    |
| '19 FQ3 | 85     | 80     | 80    |

| Objective                                                                                                                                                     | Description |           |      |       |                                                                                       |                                                                                       |                                                                                       |                                                                                       |                                                                                       |   | Owners                                 |                                           |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-----------|------|-------|---------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|---|----------------------------------------|-------------------------------------------|
| Provide Stewardship to the Planning and CDMP Processes (NI1-1; GG1-1) (RER BP)                                                                                |             |           |      |       |                                                                                       |                                                                                       |                                                                                       |                                                                                       |                                                                                       |   | Kogon, Nathan (RER); Bell, Jerry (RER) |                                           |
| Initiatives Linked to Objective                                                                                                                               | Est. Start  | Est. End  | Type | As Of |  |  |  |  |  | % | Status                                 | Owners                                    |
| Implement a self-service, online Planning Reports Subscription website to provide customers with information relating to economic and planning research data. | 10/1/2018   | 9/30/2019 |      | n/a   |                                                                                       |                                                                                       |                                                                                       |                                                                                       |                                                                                       |   | n/a                                    | Romito, Donna (RER); Armada, Manuel (RER) |



# Business Plan Report - REGULATORY and ECONOMIC RESOURCES (RER) Department

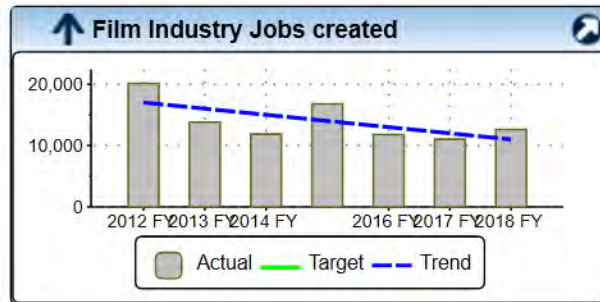
| Measures Linked to Objective                                                                                                                                                                                                                                                                                                                                                           | Period  | Actual | Target | Variance | Owners                                                                       |        |        |        |       |         |     |  |     |         |     |  |     |         |     |  |     |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|--------|--------|----------|------------------------------------------------------------------------------|--------|--------|--------|-------|---------|-----|--|-----|---------|-----|--|-----|---------|-----|--|-----|
| Percentage of CDMP application reviews completed within deadline                                                                                                                                                                                                                                                                                                                       | '19 FQ3 | 4      | n/a    | n/a      | Bell, Jerry (RER); Davis, Rosa (RER); Rowe, Garrett (RER); Davis, Rosa (RER) |        |        |        |       |         |     |  |     |         |     |  |     |         |     |  |     |
| <div><div>Percentage of CDMP application reviews</div><table><caption>Percentage of CDMP application reviews</caption><tr><th>Period</th><th>Actual</th><th>Target</th><th>Trend</th></tr><tr><td>'19 FQ1</td><td>5.0</td><td></td><td>5.0</td></tr><tr><td>'19 FQ2</td><td>6.0</td><td></td><td>5.0</td></tr><tr><td>'19 FQ3</td><td>4.0</td><td></td><td>4.0</td></tr></table></div> |         |        |        |          |                                                                              | Period | Actual | Target | Trend | '19 FQ1 | 5.0 |  | 5.0 | '19 FQ2 | 6.0 |  | 5.0 | '19 FQ3 | 4.0 |  | 4.0 |
| Period                                                                                                                                                                                                                                                                                                                                                                                 | Actual  | Target | Trend  |          |                                                                              |        |        |        |       |         |     |  |     |         |     |  |     |         |     |  |     |
| '19 FQ1                                                                                                                                                                                                                                                                                                                                                                                | 5.0     |        | 5.0    |          |                                                                              |        |        |        |       |         |     |  |     |         |     |  |     |         |     |  |     |
| '19 FQ2                                                                                                                                                                                                                                                                                                                                                                                | 6.0     |        | 5.0    |          |                                                                              |        |        |        |       |         |     |  |     |         |     |  |     |         |     |  |     |
| '19 FQ3                                                                                                                                                                                                                                                                                                                                                                                | 4.0     |        | 4.0    |          |                                                                              |        |        |        |       |         |     |  |     |         |     |  |     |         |     |  |     |

| Objective                                                                                                                  | Description | Owners                     |
|----------------------------------------------------------------------------------------------------------------------------|-------------|----------------------------|
| Increase the Amount of Film and Television Production in Miami-Dade County                                                 |             | Lighterman, Sandy K. (RER) |
| Grandparent Objectives                                                                                                     | Description | Owners                     |
| ED1 A stable and diversified economic base that maximizes inclusion of higher paying jobs in sustainable growth industries |             | Miami-Dade County          |
| Parent Objectives                                                                                                          | Description | Owners                     |
| ED1-1 Reduce income disparity by increasing per capita income                                                              |             | Miami-Dade County          |
| ED1-2 Attract industries that have high wage jobs and high growth potential                                                |             | Miami-Dade County          |

| Measures Linked to Objective                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Period  | Actual | Target | Variance | Owners                                                |        |        |        |       |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |    |         |     |  |    |         |     |  |    |         |     |  |    |         |     |  |   |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |  |  |      |
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| Filming Permits Issued                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | '19 FQ3 | 135    | n/a    | n/a      | Lisenby , Jeanie L. (RER); Lighterman, Sandy K. (RER) |        |        |        |       |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |    |         |     |  |    |         |     |  |    |         |     |  |    |         |     |  |   |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |  |  |      |
| <div><div>Filming Permits Issued</div><table><caption>Filming Permits Issued</caption><tr><th>Period</th><th>Actual</th><th>Target</th><th>Trend</th></tr><tr><td>'07 FQ1</td><td>300</td><td></td><td>300</td></tr><tr><td>'07 FQ2</td><td>500</td><td></td><td>280</td></tr><tr><td>'07 FQ3</td><td>200</td><td></td><td>260</td></tr><tr><td>'07 FQ4</td><td>500</td><td></td><td>240</td></tr><tr><td>'08 FQ1</td><td>200</td><td></td><td>220</td></tr><tr><td>'08 FQ2</td><td>300</td><td></td><td>200</td></tr><tr><td>'08 FQ3</td><td>200</td><td></td><td>180</td></tr><tr><td>'08 FQ4</td><td>300</td><td></td><td>160</td></tr><tr><td>'09 FQ1</td><td>200</td><td></td><td>140</td></tr><tr><td>'09 FQ2</td><td>300</td><td></td><td>120</td></tr><tr><td>'09 FQ3</td><td>200</td><td></td><td>100</td></tr><tr><td>'09 FQ4</td><td>300</td><td></td><td>80</td></tr><tr><td>'10 FQ1</td><td>200</td><td></td><td>60</td></tr><tr><td>'10 FQ2</td><td>300</td><td></td><td>40</td></tr><tr><td>'10 FQ3</td><td>200</td><td></td><td>20</td></tr><tr><td>'10 FQ4</td><td>300</td><td></td><td>0</td></tr><tr><td>'11 FQ1</td><td>200</td><td></td><td>-20</td></tr><tr><td>'11 FQ2</td><td>300</td><td></td><td>-40</td></tr><tr><td>'11 FQ3</td><td>200</td><td></td><td>-60</td></tr><tr><td>'11 FQ4</td><td>300</td><td></td><td>-80</td></tr><tr><td>'12 FQ1</td><td>200</td><td></td><td>-100</td></tr><tr><td>'12 FQ2</td><td>300</td><td></td><td>-120</td></tr><tr><td>'12 FQ3</td><td>200</td><td></td><td>-140</td></tr><tr><td>'12 FQ4</td><td>300</td><td></td><td>-160</td></tr><tr><td>'13 FQ1</td><td>200</td><td></td><td>-180</td></tr><tr><td>'13 FQ2</td><td>300</td><td></td><td>-200</td></tr><tr><td>'13 FQ3</td><td>200</td><td></td><td>-220</td></tr><tr><td>'13 FQ4</td><td>300</td><td></td><td>-240</td></tr><tr><td>'14 FQ1</td><td>200</td><td></td><td>-260</td></tr><tr><td>'14 FQ2</td><td>300</td><td></td><td>-280</td></tr><tr><td>'14 FQ3</td><td>200</td><td></td><td>-300</td></tr><tr><td>'14 FQ4</td><td>300</td><td></td><td>-320</td></tr><tr><td>'15 FQ1</td><td>200</td><td></td><td>-340</td></tr><tr><td>'15 FQ2</td><td>300</td><td></td><td>-360</td></tr><tr><td>'15 FQ3</td><td>200</td><td></td><td>-380</td></tr><tr><td>'15 FQ4</td><td>300</td><td></td><td>-400</td></tr><tr><td>'16 FQ1</td><td>200</td><td></td><td>-420</td></tr><tr><td>'16 FQ2</td><td>300</td><td></td><td>-440</td></tr><tr><td>'16 FQ3</td><td>200</td><td></td><td>-460</td></tr><tr><td>'16 FQ4</td><td>300</td><td></td><td>-480</td></tr><tr><td>'17 FQ1</td><td>200</td><td></td><td>-500</td></tr><tr><td>'17 FQ2</td><td>300</td><td></td><td>-520</td></tr><tr><td>'17 FQ3</td><td>200</td><td></td><td>-540</td></tr><tr><td>'17 FQ4</td><td>300</td><td></td><td>-560</td></tr><tr><td>'18 FQ1</td><td>200</td><td></td><td>-580</td></tr><tr><td>'18 FQ2</td><td>300</td><td></td><td>-600</td></tr><tr><td>'18 FQ3</td><td>200</td><td></td><td>-620</td></tr><tr><td>'18 FQ4</td><td>300</td><td></td><td>-640</td></tr><tr><td>'19 FQ1</td><td>200</td><td></td><td>-660</td></tr><tr><td>'19 FQ2</td><td>300</td><td></td><td>-680</td></tr><tr><td>'19 FQ3</td><td>135</td><td></td><td>-700</td></tr><tr><td>'19 FQ4</td><td></td><td></td><td>-720</td></tr></table></div> |         |        |        |          |                                                       | Period | Actual | Target | Trend | '07 FQ1 | 300 |  | 300 | '07 FQ2 | 500 |  | 280 | '07 FQ3 | 200 |  | 260 | '07 FQ4 | 500 |  | 240 | '08 FQ1 | 200 |  | 220 | '08 FQ2 | 300 |  | 200 | '08 FQ3 | 200 |  | 180 | '08 FQ4 | 300 |  | 160 | '09 FQ1 | 200 |  | 140 | '09 FQ2 | 300 |  | 120 | '09 FQ3 | 200 |  | 100 | '09 FQ4 | 300 |  | 80 | '10 FQ1 | 200 |  | 60 | '10 FQ2 | 300 |  | 40 | '10 FQ3 | 200 |  | 20 | '10 FQ4 | 300 |  | 0 | '11 FQ1 | 200 |  | -20 | '11 FQ2 | 300 |  | -40 | '11 FQ3 | 200 |  | -60 | '11 FQ4 | 300 |  | -80 | '12 FQ1 | 200 |  | -100 | '12 FQ2 | 300 |  | -120 | '12 FQ3 | 200 |  | -140 | '12 FQ4 | 300 |  | -160 | '13 FQ1 | 200 |  | -180 | '13 FQ2 | 300 |  | -200 | '13 FQ3 | 200 |  | -220 | '13 FQ4 | 300 |  | -240 | '14 FQ1 | 200 |  | -260 | '14 FQ2 | 300 |  | -280 | '14 FQ3 | 200 |  | -300 | '14 FQ4 | 300 |  | -320 | '15 FQ1 | 200 |  | -340 | '15 FQ2 | 300 |  | -360 | '15 FQ3 | 200 |  | -380 | '15 FQ4 | 300 |  | -400 | '16 FQ1 | 200 |  | -420 | '16 FQ2 | 300 |  | -440 | '16 FQ3 | 200 |  | -460 | '16 FQ4 | 300 |  | -480 | '17 FQ1 | 200 |  | -500 | '17 FQ2 | 300 |  | -520 | '17 FQ3 | 200 |  | -540 | '17 FQ4 | 300 |  | -560 | '18 FQ1 | 200 |  | -580 | '18 FQ2 | 300 |  | -600 | '18 FQ3 | 200 |  | -620 | '18 FQ4 | 300 |  | -640 | '19 FQ1 | 200 |  | -660 | '19 FQ2 | 300 |  | -680 | '19 FQ3 | 135 |  | -700 | '19 FQ4 |  |  | -720 |
| Period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Actual  | Target | Trend  |          |                                                       |        |        |        |       |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |    |         |     |  |    |         |     |  |    |         |     |  |    |         |     |  |   |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |  |  |      |
| '07 FQ1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 300     |        | 300    |          |                                                       |        |        |        |       |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |    |         |     |  |    |         |     |  |    |         |     |  |    |         |     |  |   |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |  |  |      |
| '07 FQ2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 500     |        | 280    |          |                                                       |        |        |        |       |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |    |         |     |  |    |         |     |  |    |         |     |  |    |         |     |  |   |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |  |  |      |
| '07 FQ3                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 200     |        | 260    |          |                                                       |        |        |        |       |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |    |         |     |  |    |         |     |  |    |         |     |  |    |         |     |  |   |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |  |  |      |
| '07 FQ4                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 500     |        | 240    |          |                                                       |        |        |        |       |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |    |         |     |  |    |         |     |  |    |         |     |  |    |         |     |  |   |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |  |  |      |
| '08 FQ1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 200     |        | 220    |          |                                                       |        |        |        |       |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |    |         |     |  |    |         |     |  |    |         |     |  |    |         |     |  |   |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |  |  |      |
| '08 FQ2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 300     |        | 200    |          |                                                       |        |        |        |       |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |    |         |     |  |    |         |     |  |    |         |     |  |    |         |     |  |   |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |  |  |      |
| '08 FQ3                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 200     |        | 180    |          |                                                       |        |        |        |       |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |    |         |     |  |    |         |     |  |    |         |     |  |    |         |     |  |   |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |  |  |      |
| '08 FQ4                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 300     |        | 160    |          |                                                       |        |        |        |       |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |    |         |     |  |    |         |     |  |    |         |     |  |    |         |     |  |   |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |  |  |      |
| '09 FQ1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 200     |        | 140    |          |                                                       |        |        |        |       |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |    |         |     |  |    |         |     |  |    |         |     |  |    |         |     |  |   |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |  |  |      |
| '09 FQ2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 300     |        | 120    |          |                                                       |        |        |        |       |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |    |         |     |  |    |         |     |  |    |         |     |  |    |         |     |  |   |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |  |  |      |
| '09 FQ3                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 200     |        | 100    |          |                                                       |        |        |        |       |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |    |         |     |  |    |         |     |  |    |         |     |  |    |         |     |  |   |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |  |  |      |
| '09 FQ4                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 300     |        | 80     |          |                                                       |        |        |        |       |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |    |         |     |  |    |         |     |  |    |         |     |  |    |         |     |  |   |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |  |  |      |
| '10 FQ1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 200     |        | 60     |          |                                                       |        |        |        |       |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |    |         |     |  |    |         |     |  |    |         |     |  |    |         |     |  |   |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |  |  |      |
| '10 FQ2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 300     |        | 40     |          |                                                       |        |        |        |       |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |    |         |     |  |    |         |     |  |    |         |     |  |    |         |     |  |   |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |  |  |      |
| '10 FQ3                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 200     |        | 20     |          |                                                       |        |        |        |       |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |    |         |     |  |    |         |     |  |    |         |     |  |    |         |     |  |   |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |  |  |      |
| '10 FQ4                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 300     |        | 0      |          |                                                       |        |        |        |       |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |    |         |     |  |    |         |     |  |    |         |     |  |    |         |     |  |   |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |  |  |      |
| '11 FQ1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 200     |        | -20    |          |                                                       |        |        |        |       |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |    |         |     |  |    |         |     |  |    |         |     |  |    |         |     |  |   |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |  |  |      |
| '11 FQ2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 300     |        | -40    |          |                                                       |        |        |        |       |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |    |         |     |  |    |         |     |  |    |         |     |  |    |         |     |  |   |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |  |  |      |
| '11 FQ3                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 200     |        | -60    |          |                                                       |        |        |        |       |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |    |         |     |  |    |         |     |  |    |         |     |  |    |         |     |  |   |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |  |  |      |
| '11 FQ4                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 300     |        | -80    |          |                                                       |        |        |        |       |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |    |         |     |  |    |         |     |  |    |         |     |  |    |         |     |  |   |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |  |  |      |
| '12 FQ1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 200     |        | -100   |          |                                                       |        |        |        |       |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |    |         |     |  |    |         |     |  |    |         |     |  |    |         |     |  |   |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |  |  |      |
| '12 FQ2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 300     |        | -120   |          |                                                       |        |        |        |       |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |    |         |     |  |    |         |     |  |    |         |     |  |    |         |     |  |   |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |  |  |      |
| '12 FQ3                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 200     |        | -140   |          |                                                       |        |        |        |       |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |    |         |     |  |    |         |     |  |    |         |     |  |    |         |     |  |   |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |  |  |      |
| '12 FQ4                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 300     |        | -160   |          |                                                       |        |        |        |       |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |    |         |     |  |    |         |     |  |    |         |     |  |    |         |     |  |   |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |  |  |      |
| '13 FQ1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 200     |        | -180   |          |                                                       |        |        |        |       |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |    |         |     |  |    |         |     |  |    |         |     |  |    |         |     |  |   |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |  |  |      |
| '13 FQ2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 300     |        | -200   |          |                                                       |        |        |        |       |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |    |         |     |  |    |         |     |  |    |         |     |  |    |         |     |  |   |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |  |  |      |
| '13 FQ3                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 200     |        | -220   |          |                                                       |        |        |        |       |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |    |         |     |  |    |         |     |  |    |         |     |  |    |         |     |  |   |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |  |  |      |
| '13 FQ4                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 300     |        | -240   |          |                                                       |        |        |        |       |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |    |         |     |  |    |         |     |  |    |         |     |  |    |         |     |  |   |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |  |  |      |
| '14 FQ1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 200     |        | -260   |          |                                                       |        |        |        |       |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |    |         |     |  |    |         |     |  |    |         |     |  |    |         |     |  |   |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |  |  |      |
| '14 FQ2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 300     |        | -280   |          |                                                       |        |        |        |       |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |    |         |     |  |    |         |     |  |    |         |     |  |    |         |     |  |   |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |  |  |      |
| '14 FQ3                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 200     |        | -300   |          |                                                       |        |        |        |       |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |    |         |     |  |    |         |     |  |    |         |     |  |    |         |     |  |   |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |  |  |      |
| '14 FQ4                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 300     |        | -320   |          |                                                       |        |        |        |       |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |    |         |     |  |    |         |     |  |    |         |     |  |    |         |     |  |   |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |  |  |      |
| '15 FQ1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 200     |        | -340   |          |                                                       |        |        |        |       |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |    |         |     |  |    |         |     |  |    |         |     |  |    |         |     |  |   |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |  |  |      |
| '15 FQ2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 300     |        | -360   |          |                                                       |        |        |        |       |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |    |         |     |  |    |         |     |  |    |         |     |  |    |         |     |  |   |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |  |  |      |
| '15 FQ3                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 200     |        | -380   |          |                                                       |        |        |        |       |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |    |         |     |  |    |         |     |  |    |         |     |  |    |         |     |  |   |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |  |  |      |
| '15 FQ4                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 300     |        | -400   |          |                                                       |        |        |        |       |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |    |         |     |  |    |         |     |  |    |         |     |  |    |         |     |  |   |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |  |  |      |
| '16 FQ1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 200     |        | -420   |          |                                                       |        |        |        |       |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |    |         |     |  |    |         |     |  |    |         |     |  |    |         |     |  |   |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |  |  |      |
| '16 FQ2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 300     |        | -440   |          |                                                       |        |        |        |       |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |    |         |     |  |    |         |     |  |    |         |     |  |    |         |     |  |   |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |  |  |      |
| '16 FQ3                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 200     |        | -460   |          |                                                       |        |        |        |       |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |    |         |     |  |    |         |     |  |    |         |     |  |    |         |     |  |   |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |  |  |      |
| '16 FQ4                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 300     |        | -480   |          |                                                       |        |        |        |       |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |    |         |     |  |    |         |     |  |    |         |     |  |    |         |     |  |   |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |  |  |      |
| '17 FQ1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 200     |        | -500   |          |                                                       |        |        |        |       |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |    |         |     |  |    |         |     |  |    |         |     |  |    |         |     |  |   |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |  |  |      |
| '17 FQ2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 300     |        | -520   |          |                                                       |        |        |        |       |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |    |         |     |  |    |         |     |  |    |         |     |  |    |         |     |  |   |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |  |  |      |
| '17 FQ3                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 200     |        | -540   |          |                                                       |        |        |        |       |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |    |         |     |  |    |         |     |  |    |         |     |  |    |         |     |  |   |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |  |  |      |
| '17 FQ4                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 300     |        | -560   |          |                                                       |        |        |        |       |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |    |         |     |  |    |         |     |  |    |         |     |  |    |         |     |  |   |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |  |  |      |
| '18 FQ1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 200     |        | -580   |          |                                                       |        |        |        |       |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |    |         |     |  |    |         |     |  |    |         |     |  |    |         |     |  |   |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |  |  |      |
| '18 FQ2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 300     |        | -600   |          |                                                       |        |        |        |       |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |    |         |     |  |    |         |     |  |    |         |     |  |    |         |     |  |   |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |  |  |      |
| '18 FQ3                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 200     |        | -620   |          |                                                       |        |        |        |       |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |    |         |     |  |    |         |     |  |    |         |     |  |    |         |     |  |   |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |  |  |      |
| '18 FQ4                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 300     |        | -640   |          |                                                       |        |        |        |       |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |    |         |     |  |    |         |     |  |    |         |     |  |    |         |     |  |   |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |  |  |      |
| '19 FQ1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 200     |        | -660   |          |                                                       |        |        |        |       |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |    |         |     |  |    |         |     |  |    |         |     |  |    |         |     |  |   |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |  |  |      |
| '19 FQ2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 300     |        | -680   |          |                                                       |        |        |        |       |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |    |         |     |  |    |         |     |  |    |         |     |  |    |         |     |  |   |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |  |  |      |
| '19 FQ3                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 135     |        | -700   |          |                                                       |        |        |        |       |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |    |         |     |  |    |         |     |  |    |         |     |  |    |         |     |  |   |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |  |  |      |
| '19 FQ4                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |         |        | -720   |          |                                                       |        |        |        |       |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |    |         |     |  |    |         |     |  |    |         |     |  |    |         |     |  |   |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |     |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |     |  |      |         |  |  |      |

**Business Plan Report - REGULATORY and ECONOMIC RESOURCES (RER) Department**

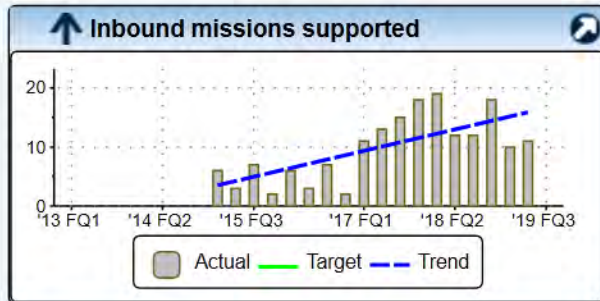
| Child Measures             | Period  | Actual     | Target | Variance | Owners                                                  |
|----------------------------|---------|------------|--------|----------|---------------------------------------------------------|
| Dollars Spent Locally      | '19 FQ2 | 27,514,448 | n/a    | n/a      | n/a                                                     |
| Film Industry Jobs created | 2018 FY | 12,640     | n/a    | n/a      | Lighterman, Sandy K. (RER);<br>Lisenby, Jeanie L. (RER) |



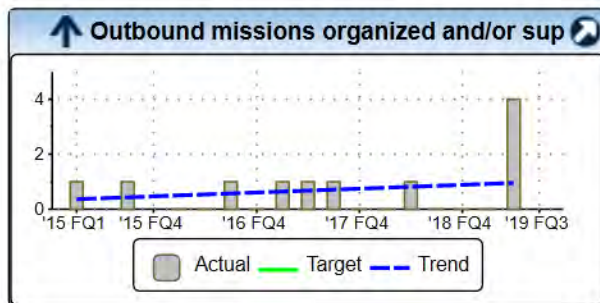
| Objective                                                                                                                  | Description        | Owners                    |
|----------------------------------------------------------------------------------------------------------------------------|--------------------|---------------------------|
| Increase opportunities for international trade (ITC)                                                                       |                    | Gonzalez, Manuel J. (RER) |
| <b>Grandparent Objectives</b>                                                                                              | <b>Description</b> | <b>Owners</b>             |
| ED1 A stable and diversified economic base that maximizes inclusion of higher paying jobs in sustainable growth industries |                    | Miami-Dade County         |
| ED3 Expanded international trade and commerce                                                                              |                    | Miami-Dade County         |
| <b>Parent Objectives</b>                                                                                                   | <b>Description</b> | <b>Owners</b>             |
| ED1-2 Attract industries that have high wage jobs and high growth potential                                                |                    | Miami-Dade County         |
| ED3-1 Attract and increase foreign direct investments and international trade from targeted countries                      |                    | Miami-Dade County         |



| Measures Linked to Objective | Period  | Actual | Target | Variance | Owners                                                                                                          |
|------------------------------|---------|--------|--------|----------|-----------------------------------------------------------------------------------------------------------------|
| Inbound missions supported   | '19 FQ2 | 11     | n/a    | n/a      | Peters, Adam (RER);<br>Dreyfus-Ulvert, Maria (RER);<br>Gonzalez, Manuel J. (RER);<br>Alufohai, Desmond U. (RER) |



|                                              |         |   |     |     |                                                                                                                 |
|----------------------------------------------|---------|---|-----|-----|-----------------------------------------------------------------------------------------------------------------|
| Outbound missions organized and/or supported | '19 FQ2 | 4 | n/a | n/a | Peters, Adam (RER);<br>Dreyfus-Ulvert, Maria (RER);<br>Alufohai, Desmond U. (RER);<br>Gonzalez, Manuel J. (RER) |
|----------------------------------------------|---------|---|-----|-----|-----------------------------------------------------------------------------------------------------------------|



## Business Plan Report - REGULATORY and ECONOMIC RESOURCES (RER) Department

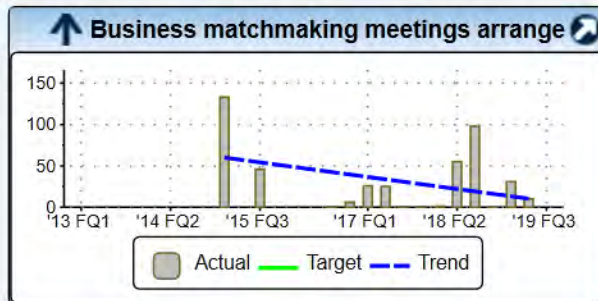
Business matchmaking meetings arranged

'19 FQ2

10

n/a

n/a Alufohai, Desmond U. (RER);  
Peters, Adam (RER);  
Gonzalez, Manuel J. (RER);  
Dreyfus-Ulvert, Maria (RER)



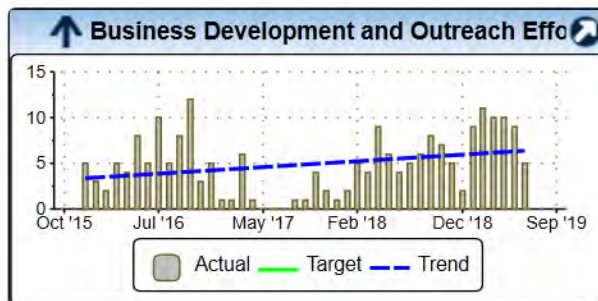
Business Development and Outreach Efforts

Jun '19

5

n/a

n/a Alufohai, Desmond U. (RER);  
Gonzalez, Manuel J. (RER);  
Dreyfus-Ulvert, Maria (RER);  
Peters, Adam (RER)

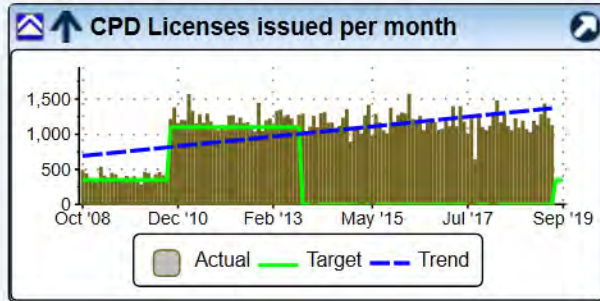


| Objective                                                                                                                |  | Description |           |      |       |                                                                                       |                                                                                       |                                                                                       |                                                                                       |                                                                                       |     | Owners               |                                              |
|--------------------------------------------------------------------------------------------------------------------------|--|-------------|-----------|------|-------|---------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|-----|----------------------|----------------------------------------------|
| Secure Regulated Businesses Satisfaction and Trust (Consumer Protection)                                                 |  |             |           |      |       |                                                                                       |                                                                                       |                                                                                       |                                                                                       |                                                                                       |     | Baker, Gregory (RER) |                                              |
| Initiatives Linked to Objective                                                                                          |  | Est. Start  | Est. End  | Type | As Of |  |  |  |  |  | %   | Status               | Owners                                       |
| Provide self-service capabilities such as applying, renewing and making payments for various types of business licenses. |  | 10/1/2018   | 9/30/2020 |      | n/a   |                                                                                       |                                                                                       |                                                                                       |                                                                                       |                                                                                       | n/a |                      | Baker, Gregory (RER);<br>Romito, Donna (RER) |



# Business Plan Report - REGULATORY and ECONOMIC RESOURCES (RER) Department

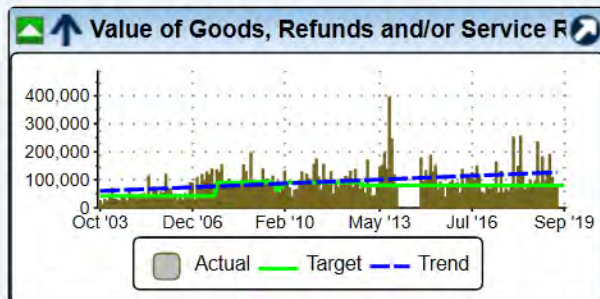
| Measures Linked to Objective  | Period  | Actual | Target | Variance | Owners                               |
|-------------------------------|---------|--------|--------|----------|--------------------------------------|
| CPD Licenses issued per month | Jun '19 | 1,116  | 0      | 1,116    | Kaminsky, Diane (RER); Galvez, Yamil |



| Child Measures                    | Period  | Actual | Target | Variance | Owners                                                     |
|-----------------------------------|---------|--------|--------|----------|------------------------------------------------------------|
| MVR licenses issued               | Jun '19 | 916    | n/a    | n/a      | Kaminsky, Diane (RER); Galvez, Yamil                       |
| Towing licenses issued            | Jun '19 | 64     | n/a    | n/a      | Kaminsky, Diane (RER); Galvez, Yamil                       |
| Locksmith licenses issued         | Jun '19 | 64     | n/a    | n/a      | Londoño, Kerwin (PA); Kaminsky, Diane (RER); Galvez, Yamil |
| Moving licenses issued            | Jun '19 | 12     | n/a    | n/a      | Kaminsky, Diane (RER); Galvez, Yamil                       |
| Water Re-metering licenses issued | Jun '19 | 17     | n/a    | n/a      | Kaminsky, Diane (RER); Galvez, Yamil                       |
| DP registrations issued           | Jun '19 | 28     | n/a    | n/a      | Kaminsky, Diane (RER); Galvez, Yamil                       |

| Objective                                         | Description | Owners               |
|---------------------------------------------------|-------------|----------------------|
| Resolve Disputes between Consumers and Businesses |             | Baker, Gregory (RER) |

| Measures Linked to Objective                                   | Period  | Actual   | Target   | Variance | Owners               |
|----------------------------------------------------------------|---------|----------|----------|----------|----------------------|
| Value of Goods, Refunds and/or Service Recovered for Consumers | Jun '19 | \$82,879 | \$80,000 | \$2,879  | Baker, Gregory (RER) |



## Business Plan Report - REGULATORY and ECONOMIC RESOURCES (RER) Department

Customer satisfaction from consumers that file complaints against businesses

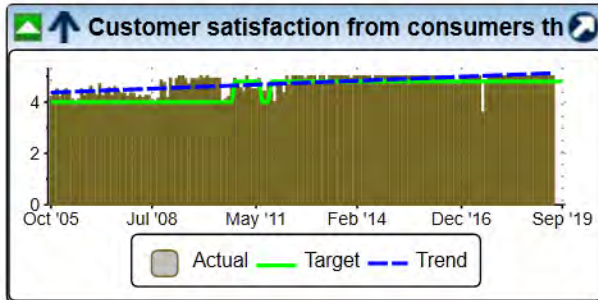


Jun '19

5.00

4.80

0.20 Kaminsky, Diane (RER); Galvez, Yamil



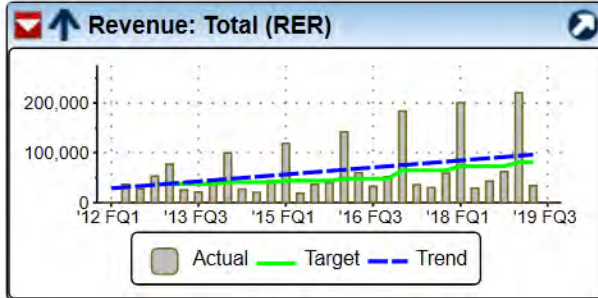
### 2.0 Financial

| Objective                                                                        | Description |         |           |           |            | Owners          |
|----------------------------------------------------------------------------------|-------------|---------|-----------|-----------|------------|-----------------|
| Meet Budget Targets (RER)                                                        |             |         |           |           |            | Osterholt, Jack |
| Measures Linked to Objective                                                     |             | Period  | Actual    | Target    | Variance   | Owners          |
| Expen: Total (RER)                                                               |             | '19 FQ2 | \$35,511K | \$81,232K | \$-45,721K | Osterholt, Jack |
| <div><div>  Expen: Total (RER) </div><div><p>Actual Target Trend</p></div></div> |             |         |           |           |            |                 |
| Child Measures                                                                   |             | Period  | Actual    | Target    | Variance   | Owners          |
| Expenditure: Personnel Costs (RER)                                               |             | '19 FQ2 | \$24,209K | \$25,625K | \$-1,416K  | Osterholt, Jack |
| Expenditure: Court Costs (RER)                                                   |             | '19 FQ2 | \$1K      | \$5K      | \$-4K      | Osterholt, Jack |
| Expenditure: Contractual Services (RER)                                          |             | '19 FQ2 | \$863K    | \$1,308K  | \$-445K    | Osterholt, Jack |
| Expenditure: Other Operating (RER)                                               |             | '19 FQ2 | \$2,453K  | \$3,126K  | \$-673K    | Osterholt, Jack |
| Expenditure: Charges for County Services (RER)                                   |             | '19 FQ2 | \$5,754K  | \$6,264K  | \$-510K    | Osterholt, Jack |
| Expenditure: Grants to Outside Organizations (RER)                               |             | '19 FQ2 | \$0K      | \$108K    | \$-108K    | Osterholt, Jack |
| Expenditure: Capital (RER)                                                       |             | '19 FQ2 | \$194K    | \$685K    | \$491K     | Osterholt, Jack |
| Expenditure: Transfers Out (RER)                                                 |             | '19 FQ2 | \$840K    | \$9,317K  | \$-8,477K  | Osterholt, Jack |
| Expenditure: Distribution of Funds in Trust (RER)                                |             | '19 FQ2 | \$0K      | \$0K      | \$0K       | Osterholt, Jack |

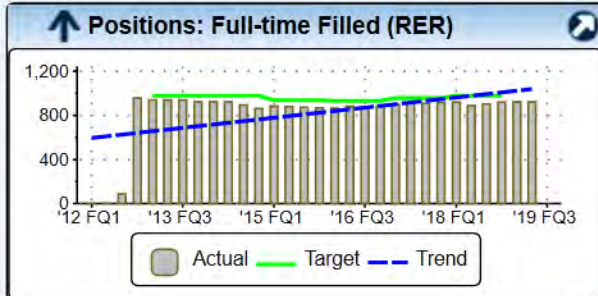


# Business Plan Report - REGULATORY and ECONOMIC RESOURCES (RER) Department

|                                                          |   |         |           |           |            |                 |
|----------------------------------------------------------|---|---------|-----------|-----------|------------|-----------------|
| Expenditure: Debt Service (RER)                          | ▼ | '19 FQ2 | \$1,197K  | \$1,813K  | \$-616K    | Osterholt, Jack |
| Expenditure: Depreciation, Amortization, Depletion (RER) | ▲ | '19 FQ2 | \$0K      | \$0K      | \$0K       | Osterholt, Jack |
| Expenditure: Reserves (RER)                              | ▼ | '19 FQ2 | \$0K      | \$32,981K | \$-32,981K | Osterholt, Jack |
| Expenditure: Intradepartmental Transfers (RER)           | ▲ | '19 FQ2 | \$0K      | \$0K      | \$0K       | Osterholt, Jack |
| Revenue: Total (RER)                                     | ▼ | '19 FQ2 | \$34,234K | \$81,232K | \$-46,998K | Osterholt, Jack |



| Child Measures                               |   | Period  | Actual    | Target    | Variance   | Owners          |
|----------------------------------------------|---|---------|-----------|-----------|------------|-----------------|
| Revenue: Carryover (RER)                     | ▼ | '19 FQ2 | \$0K      | \$36,334K | \$-36,334K | Osterholt, Jack |
| Revenue: Proprietary (RER)                   | ▼ | '19 FQ2 | \$32,949K | \$42,552K | \$-9,603K  | Osterholt, Jack |
| Revenue: General Fund (RER)                  | ▼ | '19 FQ2 | \$0K      | \$583K    | \$-583K    | Osterholt, Jack |
| Revenue: Federal (RER)                       | ▼ | '19 FQ2 | \$224K    | \$303K    | \$-79K     | Osterholt, Jack |
| Revenue: State (RER)                         | ▼ | '19 FQ2 | \$304K    | \$866K    | \$-562K    | Osterholt, Jack |
| Revenue: Interagency/Intradepartmental (RER) | ▲ | '19 FQ2 | \$757K    | \$594K    | \$163K     | Osterholt, Jack |
| Positions: Full-time Filled (RER)            |   | '19 FQ2 | 922       | n/a       | n/a        | Osterholt, Jack |



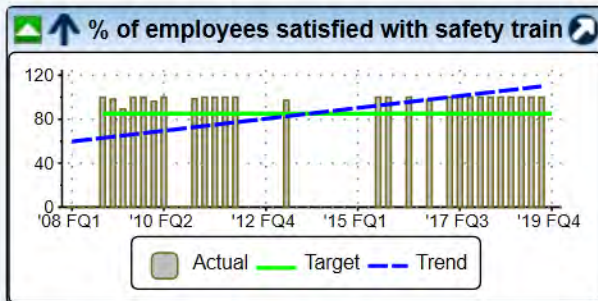
## 3.0 Internal

| Objective                                                                | Description                                                                                                                                                                                                                                                                                                                                                                                                                                 | Owners                                                                                                   |
|--------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|
| Increase Sustainability of Miami-Dade County Internal Operations (GG6-1) | The purpose of this objective is to monitor and ensure the protection of environmental resources which is reflected in the Business Plan and Scorecard. The objective and measures have been added to review the sustainability of internal operations using measures tracked by ISD. The department maintains a sustainability policy for office and field personnel which includes efficient use of vehicles, and water, and electricity. | Hefty, Lee (RER); Hefty, Nichole (RER); Troner, Susannah (RER); Klopp, Lisa (RER); Gomez, Patricia (RER) |

| Objective                                                                                                                                                            | Description                                                                                                                                                                    |           |      |       |                                                                                     |                                                                                     |                                                                                     |                                                                                     |                                                                                     |   |        | Owners                                    |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|------|-------|-------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|---|--------|-------------------------------------------|
| Increase Efficiency and Best Practices (GG4)                                                                                                                         | Continue to review current business processes to identify program improvements within the new departmental structure in order to achieve the department's strategic potential. |           |      |       |                                                                                     |                                                                                     |                                                                                     |                                                                                     |                                                                                     |   |        | Osterholt, Jack; Fernandez, Jose M. (RER) |
| Initiatives Linked to Objective                                                                                                                                      | Est. Start                                                                                                                                                                     | Est. End  | Type | As Of |  |  |  |  |  | % | Status | Owners                                    |
| Reorganize the Development Services Division in order to increase process and workload efficiencies to meet division-wide needs and organizational gaps.             | 10/1/2018                                                                                                                                                                      | 9/30/2019 |      | n/a   |                                                                                     |                                                                                     |                                                                                     |                                                                                     |                                                                                     |   | n/a    | Kogon, Nathan (RER); Romito, Donna (RER)  |
| Upgrade existing software used for Stormwater Utility billing and implement a self-service portal for customer to receive electronic bills and make payments online. | 10/1/2018                                                                                                                                                                      | 9/30/2019 |      | n/a   |                                                                                     |                                                                                     |                                                                                     |                                                                                     |                                                                                     |   | n/a    | Romito, Donna (RER)                       |
| Refresh desktop hardware, software and technology for plan review staff.                                                                                             | 10/1/2018                                                                                                                                                                      | 9/30/2019 |      | n/a   |                                                                                     |                                                                                     |                                                                                     |                                                                                     |                                                                                     |   | n/a    | Romito, Donna (RER)                       |
| Establish and implement the Platting and Paving & Drainage processes into the existing Land Development system and provide online submittal and tracking.            | 10/1/2018                                                                                                                                                                      | 9/30/2019 |      | n/a   |                                                                                     |                                                                                     |                                                                                     |                                                                                     |                                                                                     |   | n/a    | Romito, Donna (RER); Kogon, Nathan (RER)  |
| Implement modernization of plans tracking and concurrent plans processing systems.                                                                                   | 10/1/2018                                                                                                                                                                      | 9/30/2019 |      | n/a   |                                                                                     |                                                                                     |                                                                                     |                                                                                     |                                                                                     |   | n/a    | Oliva, Arianne (RER); Romito, Donna (RER) |

| Objective                     | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Owners                                          |
|-------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------|
| Prevent unsafe work practices | Preventing unsafe work practices involves performing site visits with employees and observing current inspection practices. The RER Safety & Training Office and the managers/supervisors work together with the employees to identify best practices/ techniques/processes and the use of appropriate equipment to prevent injury. This objective also involves evaluating the types of injuries sustained on the job and indentifying methods to prevent future injuries. | Donderiz, Alain (RER); Fernandez, Jose M. (RER) |

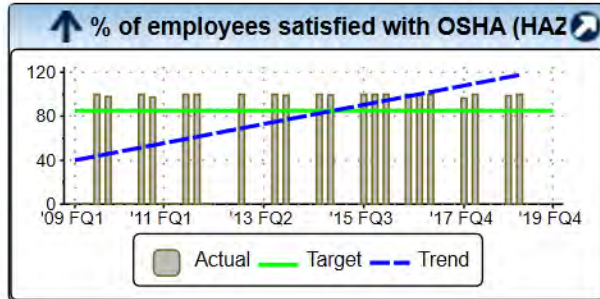
| Measures Linked to Objective                  | Period  | Actual            | Target | Variance | Owners                                     |
|-----------------------------------------------|---------|-------------------|--------|----------|--------------------------------------------|
| % of employees satisfied with safety training | '19 FQ3 | 100%<br>(12 / 12) | 85%    | 15%      | Donderiz, Alain (RER); Lamont-Bailey, Lora |



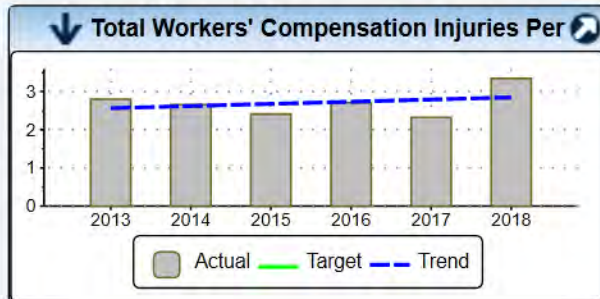


# Business Plan Report - REGULATORY and ECONOMIC RESOURCES (RER) Department

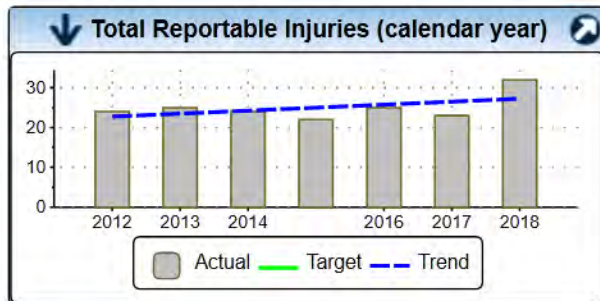
| Child Measures                                                  | Period  | Actual | Target | Variance | Owners                                     |
|-----------------------------------------------------------------|---------|--------|--------|----------|--------------------------------------------|
| % of employees satisfied with OSHA (HAZWOPER) required training | '19 FQ3 | n/a    | 85%    | n/a      | Donderiz, Alain (RER); Lamont-Bailey, Lora |
| % of employees satisfied with OSHA (HAZWOPER) required training | '19 FQ3 | n/a    | 85%    | n/a      | Donderiz, Alain (RER); Lamont-Bailey, Lora |



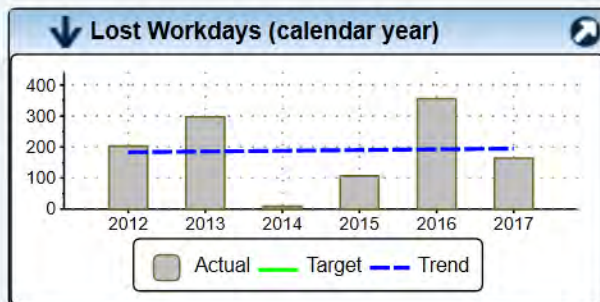
|                                                                        |      |      |     |     |                       |
|------------------------------------------------------------------------|------|------|-----|-----|-----------------------|
| Total Workers' Compensation Injuries Per 100 Employees (calendar year) | 2018 | 3.34 | n/a | n/a | Donderiz, Alain (RER) |
|------------------------------------------------------------------------|------|------|-----|-----|-----------------------|



|                                           |      |    |     |     |                       |
|-------------------------------------------|------|----|-----|-----|-----------------------|
| Total Reportable Injuries (calendar year) | 2018 | 32 | n/a | n/a | Donderiz, Alain (RER) |
|-------------------------------------------|------|----|-----|-----|-----------------------|



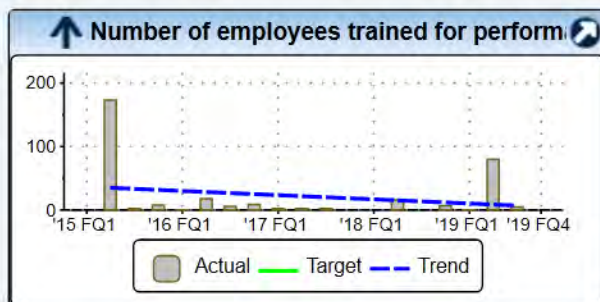
Lost Workdays (calendar year) 2017 164 n/a n/a Donderiz, Alain (RER)



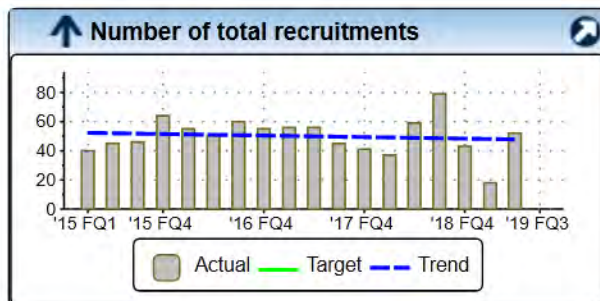
#### 4.0 Learning and Growth

| Objective                                          | Description | Owners                                             |
|----------------------------------------------------|-------------|----------------------------------------------------|
| Develop and retain excellent employees and leaders |             | Donderiz, Alain (RER);<br>Fernandez, Jose M. (RER) |

| Measures Linked to Objective                            | Period  | Actual | Target | Variance | Owners                                            |
|---------------------------------------------------------|---------|--------|--------|----------|---------------------------------------------------|
| Number of employees trained for performance evaluations | '19 FQ3 | 5      | n/a    | n/a      | Sanchez-Ghersl, Angel (RER);<br>Lara, Rhina (RER) |



Number of total recruitments '19 FQ2 52 n/a n/a Garcia, Iliana (RER); Wheeler, Cyran (RER)

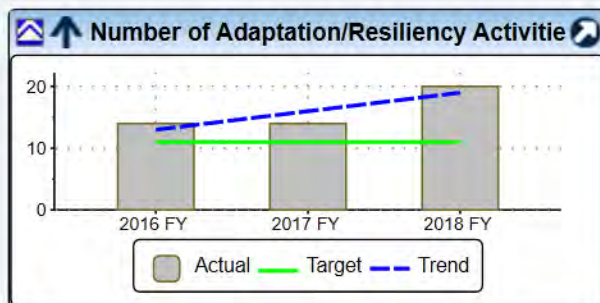




## 5.0 Sustainability

| Objective                                                                          | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Owners                   |
|------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|
| Support Sustainability and Climate Change Adaptation and Mitigation (GG6-2, NI1-2) | It has now been established with sound scientific evidence that Climate Change is indeed occurring on a global level. As a coastal community at sea level, it is therefore crucial that Miami-Dade County begin planning now for those future impacts, to help anticipate what these impacts may be and begin taking steps now to prevent or mitigate them. Since Environmental Services has staff with much expertise and experience in climate change related issues and technologies, it plays an important role in this critical and strategic planning and mitigation effort. Environmental Services has many air quality programs dedicated to reducing pollutants (unrelated to greenhouse gas emissions) located in the Air Quality Scorecard Dashboard. | Istambouli, Rashid (RER) |

| Measures Linked to Objective                                        | Period  | Actual | Target | Variance | Owners                                         |
|---------------------------------------------------------------------|---------|--------|--------|----------|------------------------------------------------|
| Number of Adaptation/Resiliency Activities in Progress or Completed | 2018 FY | 20     | 11     | 9        | Hefty, Nichole (RER);<br>Gomez, Patricia (RER) |



|                                                                             |         |    |    |   |                                                |
|-----------------------------------------------------------------------------|---------|----|----|---|------------------------------------------------|
| Number of Activities Implemented to Decrease County-wide Energy Consumption | 2018 FY | 40 | 39 | 1 | Hefty, Nichole (RER);<br>Gomez, Patricia (RER) |
|-----------------------------------------------------------------------------|---------|----|----|---|------------------------------------------------|

