MIAMI·DADE COUNTY

Office of Management and Budget

Business Plan

Fiscal Years: 2024 and 2025
(10/1/2023 through 9/30/2025)

Approved by:

David Clodfelter
DIRECTOR OMB

David Clodfelter, Department Director

[signature]

Carladenise Edwards, Chief Administrative Officer

6/20/2024
Date

7/2/24
Date

Plan Date: June 17, 2024

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DEPARTMENT OVERVIEW

Department Vision

Managing resources for a thriving community.

Department Mission

OMB provides the reliable information, expert analysis, guidance, resources, and oversight needed to support excellent public service delivery and to ensure a fiscally responsible local government that is accountable to the community.

Values

The following values guide our daily work and decision making:

- Integrity: We use the resources entrusted to us honestly and for the benefit of our visitors and residents.
- Accountability: We stand behind our work and accept the consequences of our decisions.
- Excellence: We strive for the highest quality results.
- Leadership: We make challenging decisions when necessary.
- Adaptability: We are flexible and open to new ideas and respond effectively to changing circumstances.
- Transparency: We are open and honest.
- Empathy: We consider the experiences and perspectives of our customers and stakeholders.

Department Description

OMB is responsible for operating and capital budgeting, strategic planning and business planning, performance improvement, revenue maximization, grants coordination, Community Redevelopment Agency (CRA) facilitation, bond program monitoring, support of the enterprise resource planning system, monitoring the use of federal funds received for emergencies, facilitating incorporation and annexation functions of Miami-Dade County, and providing support for special projects. Taken together, these functions help ensure the County allocates and manages resources to reflect the community's priorities.

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

The **Community Redevelopment and Municipal Services Division (CRMS)** administers and coordinates the Miami-Dade County Tax Increment Financing (TIF) Program; reviews and monitors the activities of all municipal CRAs and manages the day-to-day operations of all UMSA CRAs;

coordinates the annexation and incorporation process; acts as liaison for all county departments; and analyzes data and makes appropriate policy recommendations for future municipal boundary decisions in Miami-Dade County.

The **Administration and Consulting Services Division (ACS)** is responsible for facilitating the County's results-oriented government framework that includes strategic and business planning and facilitating systems to track the County's progress in achieving its goals. The division is also the County's internal management consulting resource, focusing on increasing efficiency and effectiveness of public service delivery. Its specialties include conducting organizational and business process reviews, helping county departments develop performance measures, training county employees in performance improvement techniques, including Lean Six Sigma, and developing and monitoring gainsharing agreements. Additionally, the division is responsible for the implementation of departmental policies and procedures, management of human resources, procurement, and legislation preparation and review. Through new hire orientation, training, and other departmental efforts, the division works to promote a culture that reflects OMB's mission, vision and values as well as committed and engaged employees.

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

The **Strategic Business Management Division (SBM)** supports the countywide Enterprise Resource Planning (ERP) "INFORMS" application and related initiatives which serve as the system of record for the County's general ledger, human resources and payroll, supply chain, strategic sourcing, grants, accounts payable, accounts receivable, internal billing, asset cost and depreciation, and project costing functions. The division also supports the Budget Analysis Tool (BAT), and the Capital, Performance Scorecard, and Business Intelligence and Analytics applications, and supports the governance structure for evaluation and prioritization of future business process needs and their impacts on daily operations through the use of the ERP. In addition, the division manages the implementation of business system integrations with internal and external partners and systems, along with the continuous system improvements via upgrades and / or enhancements, and administers all change management associated with ERP tools and business process updates including training development, corresponding materials and a communication plan.

The **Program Management Division (PM)** tracks Miami-Dade County expenses for emergencies and manages federal funding received for declared storms and other emergency-related situations from inception to closeout. This includes relief funding received from the U.S. Department of Treasury and the Federal Emergency Management Agency's Public Assistance program, and any future funding sources to reimburse the County's costs for emergencies. The division maximizes reimbursement opportunities for the County while complying with federal requirements for funds received. As part of its responsibilities, the division maintains accountability of federal funding received; initiates tracking of disaster-related costs through the County's Emergency Management System Solutions (EMASS) module in INFORMS; reconciles disaster-related costs to identify potentially reimbursable costs; provides technical assistance to county departments; works collaboratively with funders to assist them in their reviews of County projects; and collects and compiles data to enable reporting to funders, County leaders, and other stakeholders. The division

also assists with the disbursement of opioid abatement funds to municipalities.
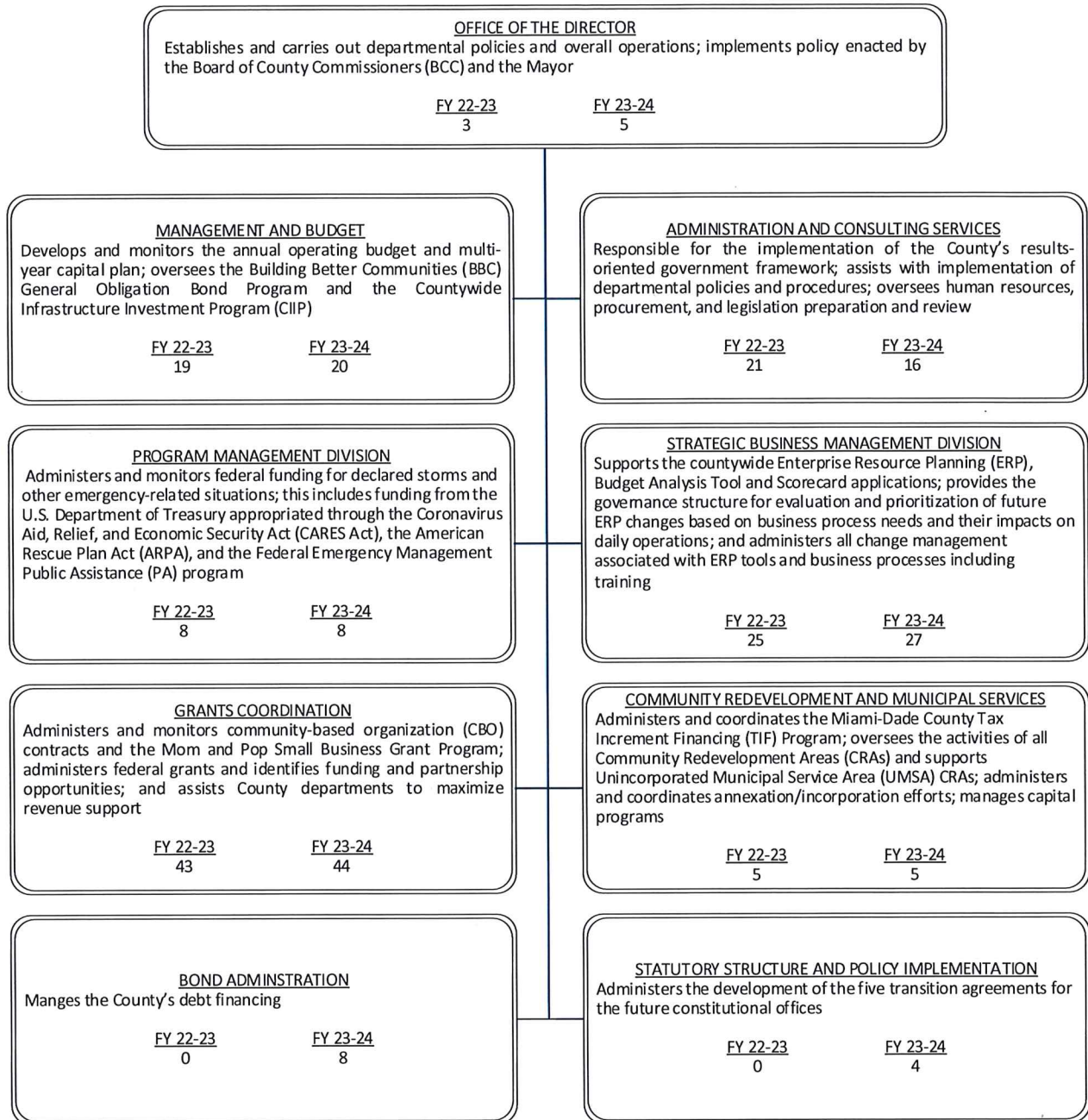
The **Statutory Structure and Policy Implementation Division (SSPI)** analyzes the impacts of Amendment 10 to the Florida Constitution, approved in the 2018 General Election, on various Miami-Dade County entities. Additionally, SSPI oversees the development of transition agreements for future constitutional offices, including the Sheriff, Supervisor of Elections, Property Appraiser, Tax Collector, and Clerk of Courts and Comptroller, adhering to state law. These agreements are being crafted in collaboration with the County Attorney's Office and will be presented to the respective constitutional officers upon their election. After the 2024 General Election, these agreements shall undergo negotiation with newly elected constitutional officers in advance of January 7, 2025, when the constitutional offices are officially established. The division will continue to assure the seamless operation of county governmental entities during the transition period following January 7.

Bond Acquisition Administration (BAA) is responsible for overseeing all financial and analytical functions related to debt management process for Miami-Dade County's over $17 billion debt portfolio compromised of 15 different credits. BAA ensures coordination among departments responsible for monitoring and managing spending, cash flow projections, and investment performance and compliance.

Departmental Business Plan and Outlook
Department Name: Office of Management and Budget
FY2023-24 & FY2024-25

FY 2023-24 Table of Organization

OFFICE OF THE DIRECTOR
Establishes and carries out departmental policies and overall operations; implements policy enacted by the Board of County Commissioners (BCC) and the Mayor

FY 22-23	FY 23-24
3	5

MANAGEMENT AND BUDGET
Develops and monitors the annual operating budget and multi-year capital plan; oversees the Building Better Communities (BBC) General Obligation Bond Program and the Countywide Infrastructure Investment Program (CIIP)

FY 22-23	FY 23-24
19	20

ADMINISTRATION AND CONSULTING SERVICES
Responsible for the implementation of the County's results-oriented government framework; assists with implementation of departmental policies and procedures; oversees human resources, procurement, and legislation preparation and review

FY 22-23	FY 23-24
21	16

PROGRAM MANAGEMENT DIVISION
Administers and monitors federal funding for declared storms and other emergency-related situations; this includes funding from the U.S. Department of Treasury appropriated through the Coronavirus Aid, Relief, and Economic Security Act (CARES Act), the American Rescue Plan Act (ARPA), and the Federal Emergency Management Public Assistance (PA) program

FY 22-23	FY 23-24
8	8

STRATEGIC BUSINESS MANAGEMENT DIVISION
Supports the countywide Enterprise Resource Planning (ERP), Budget Analysis Tool and Scorecard applications; provides the governance structure for evaluation and prioritization of future ERP changes based on business process needs and their impacts on daily operations; and administers all change management associated with ERP tools and business processes including training

FY 22-23	FY 23-24
25	27

GRANTS COORDINATION
Administers and monitors community-based organization (CBO) contracts and the Mom and Pop Small Business Grant Program; administers federal grants and identifies funding and partnership opportunities; and assists County departments to maximize revenue support

FY 22-23	FY 23-24
43	44

COMMUNITY REDEVELOPMENT AND MUNICIPAL SERVICES
Administers and coordinates the Miami-Dade County Tax Increment Financing (TIF) Program; oversees the activities of all Community Redevelopment Areas (CRAs) and supports Unincorporated Municipal Service Area (UMSA) CRAs; administers and coordinates annexation/incorporation efforts; manages capital programs

FY 22-23	FY 23-24
5	5

BOND ADMINSTRATION
Manges the County's debt financing

FY 22-23	FY 23-24
0	8

STATUTORY STRUCTURE AND POLICY IMPLEMENTATION
Administers the development of the five transition agreements for the future constitutional offices

FY 22-23	FY 23-24
0	4

The FY 2023-24 total number of full-time equivalent positions is 137

Our Customer

OMB serves many internal and external customer groups through several products and services including developing the County's operating and capital budget, leading strategic and departmental business planning, managing bond financing and county debt, monitoring county bond programs, supporting CRAs, annexation and incorporation efforts, securing grant and alternative funding opportunities for county initiatives and projects, serving as the center for excellence for the county's enterprise resource planning (ERP) system, improving outreach to key service providers, and monitoring compliance with county, state and federal funding requirements.

Internal customers include county policy makers such as the Office of the Mayor and the Board of County Commissioners (BCC). OMB supports these customers by annually preparing a budget that reflects the community needs and priorities identified by these elected officials. OMB also provides expert and timely information pertaining to county resources to help guide decision making and policy setting.

County departments and their staffs are also important internal customers. OMB works with these customers by helping them develop their business plans and proposed budgets, by working with them to plan their expenditures and revenues on an ongoing basis throughout the year, and by supporting ERP tools currently being implemented. OMB also supports these customers by helping them develop their process improvement skills and performance measures, and to complete their capital plans and grant applications.

OMB external customers include not-for-profit organizations (including CBOs and recipients of Mom-and-Pop Small Business Grant Program support), academia and contractors supporting Miami-Dade County. In addition, OMB works directly with federal and state grant funding sources, public and philanthropic grant makers, municipalities, residents, community leaders, CRA boards, and municipal advisory committees.

Additionally, OMB has internal stakeholders undergoing the transition to constitutional offices. This includes the Miami-Dade Police Department, Elections Department, Finance Department, Office of the Tax Collector and Office of the Property Appraiser. Moreover, the County's Finance Department will transition to an entity under the purview of the Office of the Clerk of Courts and Comptroller. Looking ahead to January 2025, our external customer base will include the five distinct constitutional offices.

Ultimately, OMB serves all Miami-Dade County residents and visitors consistent with the departmental values described above. By working with our internal and our external customers, OMB promotes responsiveness to community priorities and needs, helps residents and businesses thrive and prosper, makes our community safe and more resilient, and builds trust and collaboration among our stakeholders. The department strives to meet internal and external customer requirements in a timely, accurate, cost-effective, safe, and ethical manner. For example, requests for funding are reviewed ethically and fairly, budget development is completed accurately and timely, and the technical assistance provided is accurate. The department measures its customer service with metrics such as the timeliness of payments to CBOs and customer satisfaction with Lean Six Sigma classes, for example.

Strategic Alignment, 4E, and Thrive305 Summary

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

GG1   Accessible, equitable, transparent, and responsible government
GG1-2*   *Facilitate community outreach and engagement to promote better decision-making in County government*
GG1-4*   *Promote equity in the planning and delivery of County services*
GG2-2   Promote employee development and leadership
GG4   Effective leadership and management practices
GG4-1   Provide sound financial and risk management
GG4-2*   *Effectively prioritize, allocate and use resources to meet the current and future operating and capital needs for all our resident*

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

HS2-1   Provide the necessary support services for vulnerable residents and special populations
HS2-4   Foster healthy living and ensure access to vital health services

* Objectives marked with an asterisk (*) and shown in italics are especially related to mayoral priorities and are referred to as "Featured Objectives"

Strategic Alignment, 4E, and Thrive305 Summary (continued)

Selected Measure Name	4E (Environment, Equity, Economy, or Engagement)	Thrive 305 Priority or Action
Percentage Rate of Part A Formula Grant Expenditures	Equity	Action 11.1: Strengthen partnerships with community groups to deliver critical services
Number of County Employees completing advanced Lean Six Sigma Training Programs	N/A	Action 12.2: Create an internal Innovation Academy to improve performance and empower employees to deliver customer-focused solutions within County departments)
Percentage of Payments Processed within 21-days - CBOs	Equity	Action 11.1: Strengthen partnerships with community groups to deliver critical services
Percentage of Payments Processed within 21 Days (or within 25 days beginning 3/1/2021) - Ryan White	Equity	Action 11.1: Strengthen partnerships with community groups to deliver critical services
Bond ratings evaluation by Moody's	Economy	N/A
Bond ratings evaluation by Standard and Poor's	Economy	N/A

KEY ISSUES

To identity its key issues, OMB completed a SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis, the results of which are included in Attachment 1. The following are key issues

OMB needs to address in the current and upcoming fiscal year.

SSPI / Department-wide – Key issues include the following:
- The future establishment of the constitutional offices of the Sheriff, the Supervisor of Elections, the Property Appraiser and the Tax Collector, and the expansion of the responsibilities of the Clerk of Courts to encompass all statutory duties of the office as defined in state law, including the role of custodian of County funds, require careful and thorough planning to ensure a smooth transition on the effective date of January 7, 2025.
- These major changes to the county government structure will have significant budgetary impacts which require preparation over the coming years.

Budget – Key issues include the following:
- Developing a budget with uncertain economic environment and governmental structural changes will be challenging.
- Working with stakeholders to obtain funding priorities in a timely manner is critical.

ACS – Key issues include the following:
- Given incorporation of new divisions / functions in recent years, it is important to revisit and strengthen processes supporting the department's organizational culture; in addition, there is a need for succession planning, cross-training, and enhanced departmental onboarding.
- Currently, there is not a mechanism in place for obtaining customer feedback on MPPA consulting services.
- County employees who are certified in Lean Six Sigma techniques do not necessarily have the experience needed to complete projects independently.

BAA – Key issues include the following:
- Compliance with Federal security law Rule 15C2-12- municipal securities will include a Continuing Disclosure Agreement (CDA) requiring disclosure of the following:
  - Annual Financial Information and Operating Data
  - Audited Financial Statements
  - Material Event Disclosures
- There is a need to educate departments on the importance of understanding debt management, lease programs and ratings process.
- The Financial Data Transparency Act was signed into law in December 2022. The law requires local governments to come into compliance with the new financial reporting standard by 2027. The new standards are to be created by the Securities and Exchange Commission (SEC).

CRMS – Key issues include the following:
- Municipalities continue to request UMSA annexations, which creates further pressure on the General Fund.
- There is a need to ensure the timeliness and effectiveness of TIF investments within the CRA Areas, by removing slum and blight and increasing investments in the area.

GC – Key issues include the following:
- There is a need to issue a new Request for Proposals (RFP) for Ryan White funded services.
- There is a need to address CBO and evolving community needs.
- There is a need to improve consolidated and timely countywide grant information.

PM – Key issues include the following:

- Formalized procedures and tools have not been implemented to assist and compel departments to provide required documentation and information for claims on a timely basis.
- Data entry into the EMASS system is cumbersome and incorporation of FDEM's Florida Recovery Obligation Calculation (F-ROC) process may create further confusion.
- There is potential overlap of cost recovery function with Department of Emergency Management (DEM) creates inefficiencies.
- There is a lack of awareness regarding departmental-specific operational challenges and gaps in executing emergency reimbursement work.

SBM – As Miami-Dade County's ERP implementation continues to evolve, access to quality information from key sources remains critical for OMB to accomplish its mission.

PRIORITY INITIATIVES

To address these key issues and serve our customers OMB will undertake the following priority initiatives:

SSPI / Department-wide – Priority initiatives include the following:

- Continue to draft and refine proposed transition agreements with the future and modified constitutional offices through in-depth collaboration between impacted entities (Police, Elections, Property Appraiser, Tax Collector, Finance, Clerk of Courts) and all County support departments.
- Make related policy and operational decisions and prepare for fiscal and operational impacts of the transition.

Budget – Priority initiatives include the following:

- Evaluate existing systems (including BAT, RFRO, INFORMS (Commitment Control) and CBAT) to enhance customer experience and system functionality.
- Improve the integration of business planning into the budget process and launch strategic management meetings with the Mayor, Chiefs and departments.

ACS – Priority initiatives include the following:

- Develop enhanced departmental culture building and staff development process, to include an onboarding orientation program, succession planning and cross-training processes, and engagement with external organizations.
- Identify most critical / complex / risky processes and craft departmental SOPs to improve process integrity and timeliness, in addition, update OMB's existing Countywide procedures as necessary.
- Develop and deploy an annual survey of County departments regarding OMB's support of the business planning process.
- Pilot a new Lean Six Sigma coaching initiative with the Parks, Recreation and Open Spaces Department, in which previously trained employees will complete projects with guidance from OMB; based on its success, deploy the initiative Countywide (note: in progress).

BAA – Priority initiatives include the following:
- Ensure the timely filing of the Annual Report to Bondholders (Miami Dade County Bond Book), timely payment of all debt service payments, timely filing of event-based disclosures, covenant reporting and all other continuing disclosure requirements per Rule 15c2-12.2.
- Develop formalized training on the bond issuance process and lease programs.
- Evaluate the new standards required by the Financial Data Transparency Act and work with the County's Dissemination Agent to adhere to the new requirements.

CRMS – Priority initiatives include the following:
- Ensure the viability of currently proposed annexations based on accurate financial, operational, and other analysis.
- Annually review Community Redevelopment accomplishments, assessing redevelopment plan implementation and TIF investment return.

GC – Priority initiatives include the following:
- Complete implementation of the new CBO competitive funding process.
- Implement new Internal Grants Information Management System and Dashboard.
- Develop and Issue New Ryan White RFP.

PM – Priority initiatives include the following:
- Integrate County procedures with new F-ROC processes.
- Meet with departments to learn more about their emergency operations and provide recommendations to assist with overcoming challenges and issues.

SBM – Priority initiatives include the following:
- Transition the INFORMS project from implementation mode to support mode.
- Complete needed changes to INFORMS for the constitutional offices.
- Complete high priority enhancements to Human Capital Management/Payroll and Financial areas and expansion of Strategic Sourcing functionality.

FUTURE OUTLOOK

OMB's core functions are heavily impacted by external factors such as property values as well as local and national other economic trends, state legislation, and federal and state funding levels. These factors can directly impact the availability of general fund resources, bond financing, and grant opportunities to fund critical needs in the community. Among other things, they can also affect OMB's role in monitoring the activities of county-funded community-based organizations, managing existing bond programs, creating new community redevelopment areas or incorporation/annexation applications, and ensuring the County's compliance with the federal grants such as the Ryan White program. While OMB cannot predict the future, it will continue to monitor such trends to determine their potential impacts on the department and on the County. Additionally, the following significant factors may impact the department's operations in the future:

Constitutional Offices: As previously mentioned, Section 1 of Article VIII of the Florida Constitution, requires the County hold elections for the new constitutional offices including Elections Supervisor, Tax Collector, Property Appraiser and Sheriff in 2024, which will result in the separation of these offices from the County table of organization. In the coming years, it will be critical for OMB to address long-term operating and budgeting concerns related to this significant structural change to the County. Moreover, as the project manager and central liaison for the transition, OMB will continue to work to ensure that the offices have the County support needed and desired to successfully manage their

operations and to develop effective working relationships between the County and the constitutional offices. Of note, state law requires the County to continue to provide administrative, financial, and other support services to the Office of the Sheriff through September 2028. Additionally, it is anticipated that the County will continue to provide similar services to the other offices, including services directly provided by OMB such as INFORMS support, grant management, budget support, management consulting services, and resource recovery after emergency events.

INFORMS enhancements: It is anticipated that within the next few years OMB will have transitioned the INFORMS project from an implementation phase to a support phase. Future system development is expected to include the consolidation of the Water and Sewer and Aviation departments into the countywide ERP system and continued integration with other county and departmental applications. Additionally, as noted above, OMB will need to be prepared to support the information management needs of the constitutional offices.

Emergency events: While Miami-Dade County has not been affected by an emergency of significant scale since 2021, catastrophic emergency events may happen at any time, including outside of hurricane season. The county's geography makes it prone to hurricanes with a potential of significant damages given the numbers of residents and businesses located near the coast. Buildings are also highly vulnerable to the effects of climate change. Building structures and foundations weaken and become susceptible to collapse. Therefore, in the coming years, OMB will continue to enhance processes to streamline and assist departments with obtaining the maximum reimbursement possible for addressing disaster events.

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

ATTACHMENT 1: Office of Management and Budget December 2023 SWOT Analysis

STRENGTHS	WEAKNESSES
1. Experienced, professional, and knowledgeable leadership and staff throughout all divisions	1. No formalized plan or process for staff development and succession planning to include employee retention strategies
2. Capacity to deliver very specialized management and budget services to other departments and the community	2. Due to the growth of the department, overall departmental identity/culture is unclear. Internal communication across divisions, albeit effective, needs to be more frequent.
3. Strong communication and collaboration / teamwork skills	3. Challenges to manage the County's budget due to the complexities of the organization's diverse and competing interests
4. Positive relationships and reputation with partners and other departments	4. No documented procedures for certain functions and some procedures are out of date, potentially creating inefficiencies.
5. Access to informational and technological resources to perform high quality work	5. Lack of processes for getting customer feedback in certain areas, making it unclear if OMB is meeting customers' needs.
6. A culture of continuous improvement supported by values that drive performance excellence	6. Need to increase communication and training to other departments and stakeholders to ensure that their actions are in synch with OMB needs, expectations, and processes.
7. The strategic management framework and effective policies and procedures	7. Lack of sustainability plan for grant programs as well as a lack of available matching funds.
	8. Too many systems of record; systems that need upgrading; and various functions that are not supported by technology.
	9. The success of proposed agreements with the incoming constitutional offices depends on negotiation with newly elected officers which could be challenging if there are conflicting interests or lack of cooperation.

OPPORTUNITIES	THREATS
1. Proactively update and expand policies, procedures, and processes, both at the departmental and Countywide levels, to reduce risk, ensure compliance, and improve efficiency and efficacy.	1. Changes in laws and/or regulations can create challenges for consistent delivery of services.
2. Continue to update and support processes by implementing the efficient use of technology. For example, establish an interface between GIMS and INFORMS, implement supply chain integration for WASD, Aviation, and Finance, expansion of disaster recovery for business continuity.	2. A poor performing economy would create negative funding impacts making it more difficult to provide quality services.
3. Increase staff development, retention, and culture building efforts through the implementation of strategic human resources and training activities, such as enhanced on-boarding, succession planning, cross-training, etc.	3. Unexpected stakeholder actions can impact OMB operations. Additionally, departments often miss deadlines critical to OMB operations.
4. Promote OMB services more effectively to other County departments that are unaware of the expert assistance available to them, such as, lean six sigma training, performance improvement projects, grants assistance, benchmarking, etc.	4. It may be difficult for OMB to retain or hire staff and meet salary and benefits expectations in a strong labor market.
5. Increase collaboration with other departments and agencies to improve the County's financial management and budget process as well as encourage OMB partners to collaborate with each other.	5. The speed of technological changes can render County IT systems ineffective as well as vulnerable to illegal intrusion.
6. Better serve the community by providing funding to qualified partners that can address unmet needs and service gaps to clients.	6. Natural disasters and other emergency events can negatively impact County and OMB services, resources, residents, and employees.
7. Given the incoming constitutional offices, identify opportunities to build public trust, develop transition agreements that are win-win for the County and the Constitutional offices, maintain or streamline operational processes, and ensure collaboration amongst the County, the constitutional offices, and all stakeholders.	

Business Plan Report

Scorecard: Office of Management and Budget (OMB)

As Of: 06/17/2024

Perspective Name	Objective Name	Grand Parent Objective Name	Parent Objective Name	Measure Name	Last Period Updated		Actual	Target	FY2023-24 Annualized Target	FY2024-25 Annualized Target
Customer	Actively pursue grant and sponsorship funding opportunities (OMB)	GG4: Effective leadership and management practices	GG4-1: Provide sound financial and risk management	Grant, sponsorship and marketing funding received (in millions) by the County and CBOs associated with OMB revenue enhancement activities.	2023 FY	▲	$96.6M	$85.0M	$80.0M	$80.0M
			GG4-2: Effectively prioritize, allocate and use resources to meet the current and future operating and capital needs for all our residents	Grant, sponsorship and marketing funding received (in millions) by the County and CBOs associated with OMB revenue enhancement activities.	2023 FY	▲	$96.6M	$85.0M	$80.0M	$80.0M
	Ensure the effective and fair disbursement of grant funding in community	GG1: Accessible, equitable, transparent, and responsible government	GG1-3: Ensure involvement of local organizations to help address priority needs of our residents	Number of local organizations funded	2023 FY	▲	142	142	142	142
				Percentage of Payments Processed within 21-Days - CBOs	Mar '24	▲	97.0%	85.0%	85.0%	85.0%
				Percentage of Payments Processed within 25 days (quarterly) - Ryan White	Q1 '24	▲	87%	85%	n/a	n/a
			GG1-4: Promote equity in the planning and delivery of County services ✪	Number of local organizations funded	2023 FY	▲	142	142	142	142
				Percentage of Payments Processed within 21-Days - CBOs	Mar '24	▲	97.0%	85.0%	85.0%	85.0%
				Percentage of Payments Processed within 25 days (quarterly) - Ryan White	Q1 '24	▲	87%	85%	n/a	n/a
		HS2: Self-sufficient and healthy population	HS2-1: Provide the necessary support services for vulnerable residents and special populations	Number of local organizations funded	2023 FY	▲	142	142	142	142
				Percentage of Payments Processed within 21-Days - CBOs	Mar '24	▲	97.0%	85.0%	85.0%	85.0%
				Percentage of Payments Processed within 25 days (quarterly) - Ryan White	Q1 '24	▲	87%	85%	n/a	n/a
			HS2-4: Foster healthy living and ensure access to vital health services	Number of local organizations funded	2023 FY	▲	142	142	142	142
				Percentage of Payments Processed within 21-Days - CBOs	Mar '24	▲	97.0%	85.0%	85.0%	85.0%
				Percentage of Payments Processed within 25 days (quarterly) - Ryan White	Q1 '24	▲	87%	85%	n/a	n/a
	Facilitate County departments transition to independent Constitutional Offices	GG4: Effective leadership and management practices	GG4-2: Effectively prioritize, allocate and use resources to meet the current and future operating and capital needs for all our residents	Overall percentage completion of transition to Constitutional Offices	'24 FQ2	◻	15.0%	35.0%	75.0%	95.0%
	Foster successful reimbursement of emergency related expenditures	GG4: Effective leadership and management practices	GG4-2: Effectively prioritize, allocate and use resources to meet the current and future operating and capital needs for all our residents	Percentage of FEMA and State requests for information completed on time	May '24	▲	100%	100%	100%	100%
				Percentage of emergency liaisons trained annually on procedures and forms	2023 FY	▲	100%	100%	100%	100%
	Improve alignment and achievement of strategic priorities throughout the County (OMB)		GG4: Effective leadership and management practices	Average number of active users of the County Strategic Management System	May '24	▲	482	450	450	400
				Percentage of Strategic Plan Objectives supported by department business plans and scorecards	'24 FQ1	▲	100.00%	100.00%	100.00%	100.00%
				Performance Analysis Projects Completed	2023 FY	▲	10	8	8	8
	Monitor County Bond Programs (OMB)	GG4: Effective leadership and management practices	GG4-1: Provide sound financial and risk management	Number of Business Days to Process BBC-GOB Reimbursement Requests	'24 FQ2	▲	9.00 days	10.00 days	10.00 days	10.00 days
				Percentage of BBC-GOB program completion	'24 FQ2	▲	76.3%	75.6%	76.3%	100.0%
				Value of BBC-GOB funds expended QTR. (in millions)	'24 FQ2	▲	$15.7M	$20.0M	$80.0M	$80.0M
	Prepare budget that supports the County's mission (OMB)	GG4: Effective leadership and management practices	GG4-2: Effectively prioritize, allocate and use resources to meet the current and future operating and capital needs for all our residents	County Quarterly Budget Report issued to the Board within 45 days after quarter-end	'24 FQ2	▼	No	Yes	Yes	Yes
				GFOA Budget Scores	2023 FY	▲	3.3	3.3	3.3	3.3
	Promote development in distressed areas by monitoring and supporting CRAs (OMB)	ED3: Revitalized Communities	ED3-2: Increase economic opportunity and access to information technology for disadvantaged and disinvited communities ✪	County TIF Revenue Payments (in millions)	2023 FY		$76.7	n/a	$93.3	$105.2
				Number of Community Redevelopment Agencies (CRA)	2023 FY	▼	15	16	16	16
				Percent of total County Urban Development Boundary area within TIF districts	2023 FY	▼	26.9%	28.0%	28.0%	28.0%
				Percentage point increase in all CRAs taxable value compared to the County tax roll	2023 FY	▼	-1.2 % points	3.5 % points	3.5 % points	3.5 % points
	Promote independent living through early intervention and support services	HS2: Self-sufficient and healthy population	HS2-1: Provide the necessary support services for vulnerable residents and special populations	Comprehensive Ryan White Program Site Visits (per contract year)	'24 FQ2	▲	0	0	11	18
				People with HIV in Miami-Dade served by Ryan White Program (includes Part A and Minority AIDS Initiative [MAI])	2023	▲	9,060	8,700	n/a	n/a
	Promote the Use of Lean Six Sigma (LSS) Techniques (OMB)		GG4: Effective leadership and management practices	Employees Trained in LSS Green Belt Methodology (via OMB program)	2023 FY	▲	177	175	190	190
				Employees Trained in Lean Six Sigma Yellow Belt Methodology (via OMB program) since inception	'24 FQ2	▲	1,756	1,700	1,750	1,750

Perspective Name	Objective Name	Grand Parent Objective Name	Parent Objective Name	Measure Name	Last Period Updated		Actual	Target	FY2023-24 Annualized Target	FY2024-25 Annualized Target
				Number of County employees completing advanced Lean Six Sigma training programs	2023 FY	▲	43	30	30	30
				Number of attendees in an Orange or Blue module class	'24 FQ2	▲	164	100	400	400
				Orange and Blue Belt Training Overall Satisfaction Rate	'24 FQ2	▲	4.84	4.75	4.75	4.75
				Yellow Belt Training Overall Satisfaction Rate	'24 FQ2	▲	4.76	4.75	4.75	4.75
		GG2: Excellent, engaged and resilient workforce	GG2-2: Promote employee development and leadership	Employees Trained in LSS Green Belt Methodology (via OMB program)	2023 FY	▲	177	175	190	190
				Employees Trained in Lean Six Sigma Yellow Belt Methodology (via OMB program) since inception	'24 FQ2	▲	1,756	1,700	1,750	1,750
				Number of County employees completing advanced Lean Six Sigma training programs	2023 FY	▲	43	30	30	30
				Number of attendees in an Orange or Blue module class	'24 FQ2	▲	164	100	400	400
				Orange and Blue Belt Training Overall Satisfaction Rate	'24 FQ2	▲	4.84	4.75	4.75	4.75
				Yellow Belt Training Overall Satisfaction Rate	'24 FQ2	▲	4.76	4.75	4.75	4.75
	Provide effective planning and support for County Departments and Constitutional Office enterprise resource planning systems	GG3: Optimal internal Miami-Dade County operations and service delivery	GG3-1: Deploy effective and reliable technology solutions that support Miami-Dade County services	Employee satisfaction with INFORMS services (score out of 5)	2023 FY	▢	3.26	3.50	3.50	3.50
Financial	Maintain Healthy Reserves (OMB)	GG4: Effective leadership and management practices	GG4-2: Effectively prioritize, allocate and use resources to meet the current and future operating and capital needs for all our residents	Carryover as a percentage of the General Fund Budget	2023 FY	▲	6.1%	5.8%	2.5%	2.5%
				Countywide Emergency Contingency Reserve Balance (in millions)	2023 FY	▲	$57.5	$55.8	$63.1	$66.6
	Meet Budget Targets (OMB)		Office of Management and Budget	Expen: Total (OMB)	'24 FQ2	▼	$16,587K	$15,832K	$63,339K	n/a
				Positions: Full-time Filled (OMB)	'24 FQ2	▼	121	137	137	109
				Revenue: Total (OMB)	'24 FQ2	▼	$434K	$15,832K	$63,339K	n/a
	Provide Sound Financial and Risk Management	GG4: Effective leadership and management practices	GG4-1: Provide sound financial and risk management	Bond Ratings Evaluation by Moody's	'24 FQ2	▲	Aa2	Aa2	Aa2	Aa2
				Bond Ratings Evaluation by Standard & Poor's	'24 FQ2	▲	AA	AA	AA	AA
				Percentage of Debt Service Payments Made Timely	'24 FQ2	▲	100%	100%	100%	100%
Internal	Maintain Program Integrity to Ensure Service Delivery (OMB)	GG1: Accessible, equitable, transparent, and responsible government	GG1-3: Ensure involvement of local organizations to help address priority needs of our residents	Number of Site Visits - CBOs	'23 FQ4	▼	43	131	131	131
				Percentage Rate of Part A Formula Grant Expenditures - Ryan White	2022 FY	▲	96%	95%	95%	95%
		HS2: Self-sufficient and healthy population	HS2-1: Provide the necessary support services for vulnerable residents and special populations	Number of Site Visits - CBOs	'23 FQ4	▼	43	131	131	131
				Percentage Rate of Part A Formula Grant Expenditures - Ryan White	2022 FY	▲	96%	95%	95%	95%
Learning and Growth	Ensure performance evaluations are completed timely (OMB)	GG4: Effective leadership and management practices	GG4-2: Effectively prioritize, allocate and use resources to meet the current and future operating and capital needs for all our residents	% of Performance Appraisals Completed Within 2 Weeks of Employee Status Date (OMB)	'24 FQ2	▼	38.9%	80.0%	80.0%	80.0%
	Promote OMB employee development and leadership	GG2: Excellent, engaged and resilient workforce	GG2-2: Promote employee development and leadership	Percentage of OMB employees with a Yellow Belt or a Green Belt	2023 FY	▼	48.00%	75.00%	75.00%	75.00%

Legend: ◆ : Key Initiative   ★ : Featured Objective

Initiatives for Measures

There are no Initiatives associated to the Measures.

Initiatives for Objectives

Objective Name	Initiative	As Of	Status	Budget	Timing	Owners
Ensure the effective and fair disbursement of grant funding in community	Complete implementation of the new CBO competitive funding process.	3/14/2024	In Progress			Wall, Daniel (OMB)
	Develop and Issue New Ryan White RFP	3/14/2024	In Progress			Valle Schwenk, Carla (OMB); Wall, Daniel (OMB)
Facilitate County departments transition to independent Constitutional Offices	Countywide: Facilitate creation of Constitutional Officers as per Amendment 10	1/28/2023	In Progress		▲	Lafarga, Ryan (OMB)
Foster successful reimbursement of emergency related expenditures	Integrate County procedures with new F-ROC processes	3/14/2024	In Progress			Quevedo, Elena (OMB)
	Meet with departments to learn more about their emergency operations and provide recommendations to assist with overcoming challenges and issues.	4/10/2024	In Progress			Quevedo, Elena (OMB)

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Objective Name	Initiative	As Of	Status	Budget	Timing	Owners
Improve alignment and achievement of strategic priorities throughout the County (OMB)	CAHSD Rental Assistance Customer Journey Support	1/22/2024	Complete			Ferreira, Roy (OMB); Horton-Tavera, Amy (OMB)
	Countywide: Support ERP implementation	1/22/2024	Complete			Horton-Tavera, Amy (OMB); Maxwell, Carlos (OMB); Morales, Mayra (OMB)
	DVOB Funding Analysis Request	10/19/2023	Complete			
	Develop and deploy an annual survey of County departments regarding OMB's support of the business planning process.	5/30/2024	In Progress			Armas, Juan (OMB); Ferreira, Roy (OMB); Arango Verhelst, Sandra (OMB); Horton-Tavera, Amy (OMB)
	Improve the integration of business planning into the budget process and launch strategic management meetings with the Mayor, Chiefs and Departments.	5/30/2024	In Progress			Ferreira, Roy (OMB); Arango Verhelst, Sandra (OMB)
	Monitor UCF Intimate Partner Study	10/18/2023	Complete			
	Purpose Driven Procurement Process Review	5/30/2024	In Progress	▲	▲	Horton-Tavera, Amy (OMB); Morales, Mayra (OMB); Maxwell, Carlos (OMB)
	WASD Customer Service Call Handle and Wait Time Review	3/19/2024	In Progress		▲	Horton-Tavera, Amy (OMB); Bolt, GiGi (OMB)
Prepare budget that supports the County's mission (OMB)	Evaluate existing systems (including BAT, RFRO, INFORMS (Commitment Control) and CBAT) to enhance customer experience and system functionality	3/14/2024	In Progress			Sarduy, John (OMB)
Promote OMB employee development and leadership	Develop enhanced departmental culture building and staff development process, to include an onboarding orientation program, succession planning and cross-training processes, and engagement with external organizations	5/30/2024	In Progress			Armas, Juan (OMB); Horton-Tavera, Amy (OMB)
Promote development in distressed areas by monitoring and supporting CRAs (OMB)	Annually review Community Redevelopment accomplishments, assessing redevelopment plan implementation and TIF investment return	3/14/2024	In Progress			Cao, Vivian (OMB)
Promote the Use of Lean Six Sigma (LSS) Techniques (OMB)	Lean Six Sigma Coaching - Late Payments on Business Contracts	5/30/2024	In Progress	▲	▲	Horton-Tavera, Amy (OMB); Morales, Mayra (OMB)
	Lean Six Sigma Coaching: Shannon Melendi Risk Reduction	5/30/2024	In Progress	▲	▲	Morales, Mayra (OMB); Horton-Tavera, Amy (OMB)
Provide Sound Financial and Risk Management	Develop formalized training on the bond issuance process and lease programs.	3/14/2024	In Progress			Wood, Arlesa (OMB)
	Ensure the timely filing of the Annual Report to Bondholders, timely payment of all debt service payments, timely filing of event-based disclosures, covenant reporting and all other continuing disclosure requirements per Rule 15c2-12.2.	3/14/2024	In Progress			Wood, Arlesa (OMB)
	Evaluate the new standards required by the Financial Data Transparency Act and work with the County's Dissemination Agent to adhere to the new requirements.	3/14/2024	In Progress			Wood, Arlesa (OMB)

Initiatives for Scorecards

Initiative	As Of	Status	Budget	Timing	Owners
Complete needed changes to INFORMS for the Constitutional Offices implementation	03/14/2024	In Progress			Conway, Joe (OMB); Cromartie, Mario (OMB)
Continue to draft and refine proposed transition agreements with the future and modified constitutional offices through in-depth collaboration between impacted entities and all County support departments	03/14/2024	In Progress			Lafarga, Ryan (OMB); Mas, Raul (OMB)
Make related policy and operational decisions and prepare for fiscal and operational impacts of the transition	03/14/2024	In Progress			Lafarga, Ryan (OMB); Mas, Raul (OMB)
Identify most critical / complex / risky processes and craft departmental SOPs to improve process integrity and timeliness; in addition, update OMB's existing Countywide procedures as necessary.	03/14/2024	In Progress			Ferreira, Roy (OMB); Horton-Tavera, Amy (OMB)
Transition the INFORMS project from implementation mode to support mode	03/14/2024	In Progress			Conway, Joe (OMB); Cromartie, Mario (OMB)
Complete high priority enhancements to Human Capital Management/Payroll and Financial areas and expansion of Strategic Sourcing functionality	03/14/2024	In Progress			Conway, Joe (OMB); Cromartie, Mario (OMB)
Countywide: Facilitate creation of Constitutional Officers as per Amendment 10	01/28/2023	In Progress		▲	Lafarga, Ryan (OMB)
Implement new Internal Grants Information Management System and Dashboard	03/14/2024	In Progress			Wall, Daniel (OMB)

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