



# Office of Management and Budget

## Business Plan

**Fiscal Years: 2023 and 2024\***  
(10/1/2022 through 9/30/2024)

Approved by:

A blue ink signature of David Clodfelter.

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David Clodfelter, Department Director

\_\_\_\_\_  
2/27/2023

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Date

A blue ink signature of Edward Marquez.

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Edward Marquez, Chief Financial Officer

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4/7/23

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Date

Plan Date: February 8, 2023

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## DEPARTMENT OVERVIEW

### Department Mission

The mission of the Office of Management and Budget (OMB) is to partner with Miami-Dade County departments to provide excellent services to the community through optimal resource allocation, results-oriented planning and process improvement, the delivery of supporting management information, maximizing grant and alternative funding opportunities, monitoring the use of county, state, federal and/or private funds to ensure effective service delivery and compliance with funding requirements, and working with community partners to provide capacity-building resources to the non-profit sector and small businesses.

### 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** 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** administers and coordinates the Miami-Dade County Tax Increment Financing (TIF) Program; reviews the activities of all municipal CRAs; monitors municipal CRAs and manages UMMA 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** 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, legislation preparation and review, and the development and implementation of transition agreements for the



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newly developed State Constitutional Officers entities that will become effective January 7, 2025.

The **Grants Coordination Division** administers and monitors Community-Based Organization (CBO) contracts including the Mom and Pop Small Business Grant Program to ensure compliance; manages grant programs (including the federal Ryan White 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.

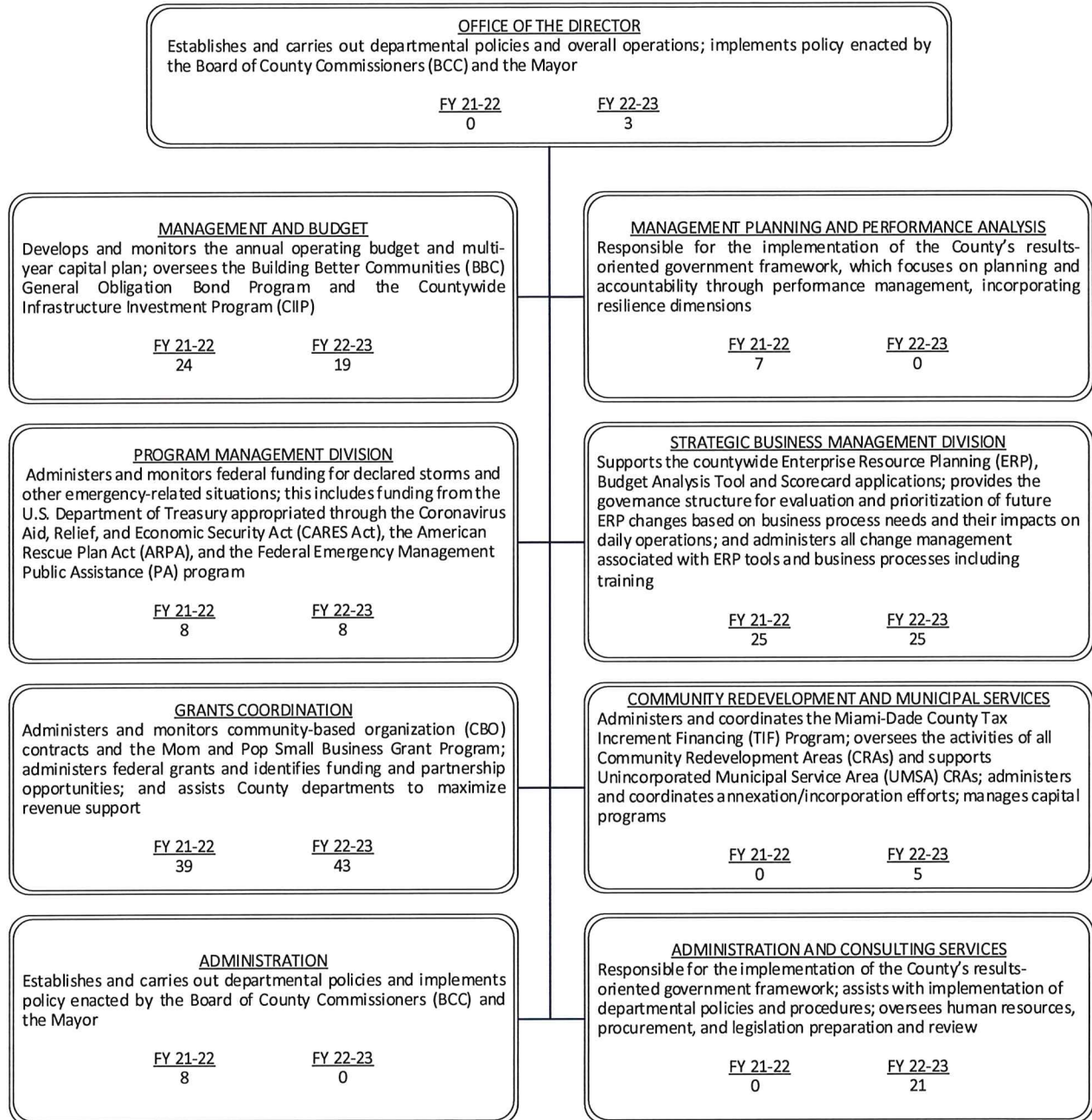
The **Strategic Business Management Division** supports the countywide Enterprise Resource Planning (ERP) "INFORMS" application and related initiatives which serve as the system of record for the County's general ledger, human resources and payroll, supply chain, strategic sourcing, grants, accounts 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 which provide 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** administers 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. The division seeks to maximize reimbursement opportunities for the County as well as seeking compliance with federal requirements for funds received. As part of its responsibilities, the division vets programs and activities supported by federal funds to ensure congruence with funder guidelines; maintains accountability and compliance of federal funding received; refines internal processes to enhance the County's reimbursement opportunities; provides technical assistance to county departments on properly documenting costs and maintaining documentation for validation and audit purposes, monitors subrecipients receiving county pass-through funds; and collects and compiles data to enable reporting to funders and other stakeholders.



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**Table of Organization**



The FY 2022-23 total number of full-time equivalent positions is 124



**Our Customer**

OMB serves many internal and external customer groups through several products and services including the County's operating and capital budget, strategic and departmental business plans, management of county bond programs and CRAs, annexation and incorporation efforts, securing grant and alternative funding opportunities for county initiatives and projects, improving outreach to key service providers, and 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 these groups expert and timely information pertaining to county resources to help guide decision making and policy setting.

Staff in county departments 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 performance measures, process improvement techniques, capital plans, marketing partnerships and grant applications.

External customers include federal and state grant funding sources, municipalities, businesses, consultants and contractors supporting Miami-Dade County, not-for-profit organizations (including CBOs and recipients of Mom-and-Pop Small Business Grant Program support), CRA boards and financial rating agencies. In addition, OMB works directly with municipal representatives, residents, community leaders and municipal advisory committees to ensure they have the ability to provide input about incorporation and annexation proposals.

Ultimately, OMB serves all Miami-Dade County residents and visitors. 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.

**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
- GG1-1\* *Support a customer-focused organization by providing convenient access to information and services, and by ensuring processes are easy to navigate*
- 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
- GG3-4 Effectively utilize and maintain facilities and assets
- GG4 Effective leadership and management practices
- GG4-1 Provide sound financial and risk management



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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:

- ED3-2\* *Increase economic opportunity and access to information technology for disadvantaged and disinvented communities*
- 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 (Action 11.1 - Strengthen partnerships with community groups to deliver critical services)	Equity	Action 11.1
Number of County Employees completing advanced Lean Six Sigma Training Programs (Action 12.2 - Create an internal Innovation Academy to improve performance and empower employees to deliver customer-focused solutions within County departments)	N/A	Action 12.2
Percentage of Payments Processed within 21-days - CBOs (Action 11.1 - Strengthen partnerships with community groups to deliver critical services)	Equity	Action 11.1
Percentage of Payments Processed within 21 Days (or within 25 days beginning 3/1/2021) - Ryan White (Action 11.1 - Strengthen partnerships with community groups to deliver critical services)	Equity	Action 11.1



## **KEY ISSUES**

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

- Economic drivers highly influence many of the County's revenue sources which may cause fiscal challenges that must be addressed on a multi-year basis. OMB must work with all its stakeholders and seek community input to ensure Miami-Dade County's budget is stable, sustainable, aligned to community priorities and fiscally sound. In addition, OMB must be able to develop a variety of scenarios to effectively plan for actual resources that may become available.
- 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. Additionally, these major changes to the county government structure will have significant budgetary impacts which require preparation over the coming years.
- With given resource limitations, there is an on-going need to develop strong countywide knowledge in performance improvement techniques, structured problem solving, group facilitation and root cause analysis.
- The goals and objectives of the Miami-Dade County strategic plan must be regularly communicated with departmental leadership and staff. County information systems need to be updated for successful alignment of departmental activities and ongoing monitoring. Recent revisions to the strategic plan, which account for public input from the Mayor's Thrive305 community engagement initiative, need to be reflected in department business plans.
- As Miami-Dade County's ERP implementation continues, access to quality information from key sources remains critical for OMB to accomplish its mission. As part of our continued commitment to our customers, OMB will continue to review and make enhancements to our various internal information systems, such as INFORMS, Budgeting Analysis Tool (BAT), Capital Budgeting Analysis Tool (CBAT), Resourcing for Results On-line (RFRO), the Performance Scorecard application, and Business Intelligence and Analytics.
- The continuation of the BBC-GOB Program requires support from the Finance Department to provide timely issuance of bonds to meet capital project needs.
- Addressing the County's aging infrastructure continues to be a major challenge. OMB, through the Countywide Infrastructure Investment Program (CIIP), will work with departments to develop and implement a plan to address their individual facility and infrastructure needs. The CIIP program was designed to renovate, refurbish and/or replace facilities to address building code requirements, update safety and security measures, address ADA concerns and provide a more resilient infrastructure.
- Proposals to incorporate or annex parts of the County into existing municipalities affect all Miami-Dade County residents. OMB analyzes the fiscal impact of such proposals and provides guidance to policy makers and elected leaders. In addition, OMB staffs a number of Municipal Advisory Committees and provides a forum for residents and other stakeholders to provide input to the process, and acts as liaison for all county departments.
- CRAs are designed to remove instances of slum and blight in distressed neighborhoods.





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OMB staff manages four UMSA CRAs, ensuring economic resources and investments are brought into those communities. Additionally, OMB monitors eleven municipal CRAs to ensure their compliance with county and local regulations and economic opportunities are achieved based upon their approved redevelopment plan. Finally, OMB evaluates and analyzes the need for future CRAs and/or extensions and provides policy recommendations.

- Community Based Organizations are important partners for Miami-Dade County as they support the delivery of key services. To ensure success, OMB staff support CBOs in a variety of ways including the identification and promotion of funding opportunities, facilitating grant partnerships and contracting opportunities with the County, and the provision of technical assistance and capacity-building support.
- Reimbursement from funding sources for unforeseen, unbudgeted expenses incurred to respond to emergencies help the county avoid negative fiscal impacts. OMB staff will continue working with federal and state funding sources to maximize reimbursement of disaster-related costs and will guide departments on compliance requirements to avoid audit exceptions and repayment of funds. In addition, the systems and processes used to support disaster cost recovery has changed with the launch of ERP's Human Capital Management module. OMB will facilitate training on the new reporting system and documentation processes to County departments. At the same time, the Florida Department of Emergency Management (FDEM) has implemented new tools and reporting templates that OMB will incorporate and integrate into its cost recovery processes and training.

## **PRIORITY INITIATIVES**

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

- Develop and effectively communicate the annual operating and capital budget that reflects the community's needs and priorities, continue to coordinate systems to improve integrity of information, and work with department staff in a collaborative fashion to ensure that information sharing meets OMB and departmental needs. To accomplish this initiative, community participation and engagement is critical as described in the Mayor's Thrive305 Priority Action 2.2 - *Create an Easy Pathway for Civic Engagement in County Decision-Making*.
- Continue to provide outreach to county departments regarding the updated strategic plan's goals and objectives to foster better organizational alignment, especially given the focus on incorporating feedback from the Mayor's Thrive305 community engagement initiative. Maintaining internal and external reporting systems to monitor the County's progress is an important part of this initiative.
- 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.
- Support countywide employee development through continued Lean Six Sigma training. Continue building expertise in innovative problem-solving methodologies such as Lean Six Sigma and identify areas in county government to apply these techniques to make our



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processes more efficient and more effective.

- Continue the on-going production support of the Hyperion (BAT) and in-house RFRO and CBAT systems while incorporating changes that help users throughout the budget development process.
- Continue the strategic support and enhancement of supply chain and financial applications.
- Continue to implement and upgrade the countywide ERP system modules including Human Resources/Payroll, Recruitment, Time and Absence Management, Learning, and Performance Management, Business Intelligence and Analytics, streamlining electronic notifications and workflow approvals, and Strategic Sourcing.
- Manage four UMSA Community Redevelopment Agencies; NW 7th Avenue and NW 79th Street Corridors, Naranja Lakes, and West Perrine. Coordinate community meetings for input on all aspects of community redevelopment. Monitor twelve municipal CRAs for compliance and adherence to their redevelopment plans, mission, and purpose.
- Provide financial calculations and analysis for the County's Strategic Miami Area Rapid Transit Transportation Infrastructure Improvement District (SMART TIID).
- Coordinate analysis and processes of incorporation and annexation. Make policy recommendations for effective and efficiency processes. Support incorporation and annexation applications and develop recommendations for policy changes to improve the incorporation and annexation processes. Provide community residents the ability to participate in the process and submit input.
- Provide oversight for capital projects implemented by Miami-Dade County, municipalities, businesses, consultants, and not-for-profit CBOs; provide timely information to the public, Citizens' Advisory Committee (CAC), and BCC related to the BBC-GOB; schedule, monitor and coordinate BBC- GOB CAC meetings; monitor, document, and audit project expenditures by bond series; and provide timely reimbursement payments and project information to Miami-Dade County departments, municipalities, and not-for-profit CBOs.
- Continue to provide oversight for the CIIP program and develop a countywide communication and outreach plan to create visibility and awareness of the program through social media and branding including developing a website to provide an online presence for the program with beneficial information to both the public and county personnel.
- Provide support to county departments through the identification and promotion of funding opportunities, assist with grant writing and application development and submission, enhance grants coordination efforts countywide, and provide technical assistance and capacity-building for grants management.
- Continue to manage grants and related contracts (the Ryan White and the Ending the HIV Epidemic Programs).
- Continue to conduct yearly site visits to monitor fiscal, programmatic, and administrative operations of funded CBOs, recipients of the Mom-and-Pop Small Business Grant Program, and contracted providers of the Ryan White Program to ensure compliance with contractual requirements and provide capacity-building resources to the non-profit sector.
- Support the competitive solicitation process for funding CBOs. Continue to streamline processes and implement best practices and technology-based solutions to ensure CBOs are effective. This is consistent with Thrive305 Action 11.1 - *Strengthen Partnerships with Community Groups to Deliver Critical Services* and Thrive305 Action 11.2 - *Support Community Organizations to Increase Their Impact*.



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- Facilitate and monitor joint participation agreements (JPAs) with Florida Power and Light (FPL) to ensure progress on solar implementation.
- Continue to provide management and oversight of countywide marketing and advertising contracts, including the Marketing Assets and Advertising Services Pool program.
- Continue to develop and manage new Marketing Partnerships Program projects including, but not limited to, naming rights and sponsorships.
- Continue to coordinate with departmental staff and external customers with the utilization of proceeds from the Flexible Drawdown Program which provides the County with access to capital funds as needed for expenditures on BBC-GOB projects.
- Continue to streamline and refine processes incorporating the new ERP reporting tool and FDEM's tools and forms to support disaster cost-recovery efforts and provide training, support, and technical guidance to departments to maximize reimbursements.

## **FUTURE OUTLOOK**

OMB will continue monitoring state legislation, economic indicators and federal and state funding to determine if these will impact resources countywide and the availability of resources for departments. In addition, 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. Since this will result in the separation of these offices from the County table of organization, OMB will continue to work to ensure that a seamless transition of the budgetary and financial activities is completed. Finally, OMB operating and capital budget development staff will continue to work with all county departments on resourceful and innovative techniques to meet the needs of the community.

OMB's Community Redevelopment and Municipal Services Division will continue to monitor municipal and unincorporated CRAs, and coordinate incorporation and annexation activities. The UMSA CRAs, previously challenged to fund large projects, have experienced a continued growth of their tax base, and are now in position to revitalize their communities as mandated by their redevelopment plan. CRAs are focusing on their respective redevelopment plans to ensure that the strategies laid out are still viable in the foreseeable future. Several of the CRA areas, through efforts that were planned or championed by the CRA, are beginning to see transformative projects in their respective areas. These transformative projects will benefit the area's and the County's residents for years to come. Additionally, the unit evaluates and processes requests for new or expanded CRAs, ensuring that these requests do not negatively impact the County's general fund. The unit will develop strategies for the UMSA CRAs and municipal CRAs to collaborate in addressing issues confronting their respective communities, and the County as a whole. Some of these initiatives will include commercial and residential grant programs, large scale projects, small business development assistance and the continuation of partnering with community stakeholders. In addition, as renewed interests in annexations and incorporations arise, OMB will need to review resources to provide support to the Municipal Advisory Committees and the OMB administration in evaluating the effects annexations and incorporations might have to the County's future budget outlook. Lastly, the section will continue to monitor the County's SMART TIID providing recommendations and financial analysis.

OMB's Management and Budget Division will continue to monitor and provide oversight over the BCC-GOB program. As the BCC-GOB capital projects begin to wind down, the Countywide Infrastructure Investment Program (CIIP) will start to ramp up. OMB will continue to play a key role in providing



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oversight over the CIIP plan in the coming years and work with departments to ensure they have the necessary support and funding in place that will be vital to address their ongoing facility needs.

OMB's Administration and Consulting Services Division will continue promoting policies, methodologies, performance measurement software, and countywide training to make performance measures more relevant to departmental management. It will also continue to perform targeted analysis of organizational structures, shared services and internal process reviews countywide, especially as the County continues to streamline operations. In addition, demand for performance analysis and improvement services will remain very high. As a result, the department will continue to deploy strategies to expand the knowledge of proven problem-solving techniques across the organization. Furthermore, the Administration and Consulting Services Division will continue to enhance processes to streamline and assist departments with obtaining the maximum reimbursement possible for disaster events. The division will assist with the implementation and roll out of the FEMA solution being introduced with the ERP's Human Capital Management Module. Efforts will be focused on training and support of county departments to ensure all FEMA liaisons are well versed in the changing reporting software for disaster events as well as compliance requirements to ensure that the County not only receives all eligible reimbursements possible, but that it also remains in compliance with Federal provisions to avoid the return of these funds.

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

Supported by the Strategic Business Management Division, OMB will be responsible for the continued support, upgrade, and enhancement of the countywide ERP system support/controls, integrated reporting to support transparency initiatives, and the review of on-going and future business process needs to ensure departmental operational requirements are being addressed. In addition, leading future system development such as the consolidation of the Water and Sewer and Aviation departments into the countywide ERP system continued integration with other county and departmental applications.

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**  
**BUSINESS PLAN REPORT**



As Of <= 12/11/2022

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

Perspective Name	Objective Name	Grand Parent Objective Name	Parent Objective Name	Measure Name	Details	As of	VR Flag	Actual	Target	FY2022-23 Annualized Target	FY2023-24 Annualized Target
Customer	Provide Excellent Customer Service (OMB)	GG1: Accessible, equitable, transparent, and responsible government	GG1-2: Facilitate community outreach and engagement to promote better decision-making in County government	Percentage of Payments Processed within 21 Days (or within 25 days beginning 3/1/2021) - Ryan White	▬	Nov '21	▬	11.0%	85.0%	85.0%	85.0%
				County Quarterly Budget Report issued to the Board within 45 days after quarter-end	▬	'20 FQ2	▬	Yes	Yes	1	1
				Percentage of Payments Processed within 21-Days - CBOs	▬	Jan '22		No Data	85.0%	85.0%	85.0%
Actively pursue grant and sponsorship funding opportunities (OMB)	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	Grants, Sponsorship & Marketing Funding Received (in \$ millions) - Annual	▬	2022 FY	▬	\$145.6M	\$55.0M	n/a	n/a
				Grants, Sponsorship & Marketing Funding Received (in \$ millions) - Annual	▬	2022 FY	▬	\$145.6M	\$55.0M	n/a	n/a

Monitor County Bond Programs (OMB)	GG4: Effective leadership and management practices	capital needs for all our residents	GG4-1: Provide sound financial and risk management	Number of Business Days to Process BBC-GOB Reimbursement Requests	6.57 days	10.00 days	10.00 days	10.00 days
				Value of BBC-GOB funds expended QTR. (in millions)	\$17.4M	n/a	n/a	n/a
				Percentage of BBC-GOB program completion	71.9%	n/a	100.0%	100.0%
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	GG4-2: Effectively prioritize, allocate and use resources to meet the current and future operating and capital needs for all our residents	GFOA Budget Scores	3.3	3.3	3.3	3.3
Promote development in distressed areas by monitoring CRAs (OMB)	ED3: Revitalized Communities	ED3-2: Increase economic opportunity and access to information technology for disadvantaged and disinvited communities	ED3-2: Increase economic opportunity and access to information technology for disadvantaged and disinvited communities	Percentage point increase in all CRAs taxable value compared to the County tax roll: KPI	6.6 % points	8.5 % points	8.5 % points	n/a
Lead/Conduct Performance Analysis Projects (OMB)		GG4: Effective leadership and management practices	GG4: Effective leadership and management practices	Performance Analysis Projects Completed	8	8	8	n/a

Ensure Effective County Management through Strategic and Business Planning, Execution and Reporting (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		Active Performance Management System Users (90 Day)		Sep '22		387	450	450	n/a
Promote the Use of Lean Six Sigma (LSS) Techniques (OMB)		GG4: Effective leadership and management practices		Strategic Plan Objectives with Aligned Scorecard Objects		'22 FQ4		100.00%	100.00%	100.00%	100.00%
				Employees Trained in LSS Yellow Belt Methodology (via OMB program)		'22 FQ4		1,563	1,450	1,600	n/a
				% of County Workforce with Lean Six Sigma Certification		'22 FQ3		4.083%	3.750%	4.250%	2.000%
				Number of County Employees Obtaining Lean Certificate		'22 FH2		5	2	4	n/a
				Orange and Blue Belt Training Overall Satisfaction Rate		'22 FQ3		4.93	4.75	4.75	4.75
				Number of County employees completing advanced Lean Six Sigma training programs		2022 FY		36	15	30	n/a
				Number of attendees in an Orange or Blue module class		'22 FQ4		89	75	600	600



<p>GG2: Excellent, engaged and resilient workforce</p> <p>GG2-2: Promote employee development and leadership</p>	<p>Employees Trained in LSS Green Belt Methodology (via OMB program)</p>	<p>'22 FQ4</p>	<p>162</p>	<p>150</p>	<p>175</p>	<p>n/a</p>
	<p>Yellow Belt Training Overall Satisfaction Rate</p>	<p>'22 FQ3</p>	<p>4.67</p>	<p>4.75</p>	<p>4.75</p>	<p>4.75</p>
	<p>% of Active County Executives Managers and Supervisors with Lean Six Sigma Certification</p>	<p>'22 FQ3</p>	<p>11.90%</p>	<p>11.00%</p>	<p>11.25%</p>	<p>n/a</p>
	<p>Employees Trained in LSS Yellow Belt Methodology (via OMB program)</p>	<p>'22 FQ4</p>	<p>1,563</p>	<p>1,450</p>	<p>1,600</p>	<p>n/a</p>
	<p>% of County Workforce with Lean Six Sigma Certification</p>	<p>'22 FQ3</p>	<p>4.083%</p>	<p>3.750%</p>	<p>4.250%</p>	<p>2.000%</p>
	<p>Number of County Employees Obtaining Lean Certificate</p>	<p>'22 FH2</p>	<p>5</p>	<p>2</p>	<p>4</p>	<p>n/a</p>
	<p>Orange and Blue Belt Training Overall Satisfaction Rate</p>	<p>'22 FQ3</p>	<p>4.93</p>	<p>4.75</p>	<p>4.75</p>	<p>4.75</p>
	<p>Number of County employees completing advanced Lean Six Sigma</p>	<p>2022 FY</p>	<p>36</p>	<p>15</p>	<p>30</p>	<p>n/a</p>

training programs									
Number of attendees in an Orange or Blue module class	'22 FQ4	89	75	600	600				
Employees Trained in LSS Green Belt Methodology (via OMB program)	'22 FQ4	162	150	175	n/a				
Yellow Belt Training Overall Satisfaction Rate	'22 FQ3	4.67	4.75	4.75	4.75				
% of Active County Executives Managers and Supervisors with Lean Six Sigma Certification	'22 FQ3	11.90%	11.00%	11.25%	n/a				
Expen: Total (OMB)	'22 FQ3	\$7,751K	\$11,947K	n/a	n/a				
Revenue: Total (OMB)	'22 FQ3	\$4,414K	\$11,946K	n/a	n/a				
Positions: Full-time Filled (OMB)	'22 FQ3	101	111	n/a	n/a				
Contingency Reserve as % of operating budget (excluding operating reserves)	2020 FY	2.58%	5.00%	5.00%	5.00%				
% of GF budget Adjusted to Exclude Operating Reserve from	2020 FY	4.46%	5.00%	5.00%	5.00%				

Financial

Meet Budget Targets (OMB)

Office of Management and Budget

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

Internal	Maintain Compliance (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	Total Budget	2020 FY	2021 FY	2022 FY	2023 FY	2024 FY
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	Comprehensive Site Visits - Ryan White	'22 FQ1	'22 FQ1	'22 FQ4	'21 FQ1	80.0%
				Number of Site Visits - CBOs	'22 FQ1	'22 FQ4	'21 FQ1	'21 FQ1	80.0%
				% of Performance Appraisals Completed Within 2 Weeks of Employee Status Date (OMB)	'22 FQ1	'22 FQ4	'21 FQ1	'21 FQ1	80.0%

Key: - Initiative - Featured Objective

**Initiatives**

Objective Name	Initiative	As Of	Status	Budget	Timing	Quality	Risk	Scope	Owners
Lead/Conduct Performance Analysis Projects (OMB)	PROS: Review Contract Management Processes and Resource Levels	2/3/2022	Complete						Horton-Tavera, Amy (OMB); Morales, Mayra E. (OMB)
	MDCR: Analyze the Inmate Grievance and Discipline Processes	1/21/2022	Complete						Horton-Tavera, Amy (OMB); Maxwell, Carlos M. (OMB); Morales, Mayra E. (OMB)
	Six Sigma: CAHSD Domestic Violence Assistance (Wave 8)	5/31/2021	Complete						Bolt, GiGi (OMB); Morales, Mayra E. (OMB)

Process Annexation Applications	Six Sigma: PROS Accounts Receivable (Wave 9)	1/21/2022	Complete		Maxwell, Carlos M. (OMB)
	Six Sigma: PROS Time to Hire (Wave 9)	1/21/2022	Complete		Maxwell, Carlos M. (OMB)
	Countywide: Support ERP implementation	1/31/2020	In Progress		Horton-Tavera, Amy (OMB); Maxwell, Carlos M. (OMB); Morales, Mayra E. (OMB)
	Countywide: Clerk of Courts parking violation and citation fines	1/30/2020	In Progress		Horton-Tavera, Amy (OMB); Maxwell, Carlos M. (OMB)
	Countywide: Review Impact of Constitutional Offices	1/21/2022	In Progress		Maxwell, Carlos M. (OMB)
	Six Sigma: ISD Fleet Preventive Maintenance (Wave 8)	5/31/2021	Complete		Bolt, GiGi (OMB); Morales, Mayra E. (OMB)
	Six Sigma: Heavy Fleet Repair Analysis (Black Belt Wave 2)	3/15/2021	In Progress		Bolt, GiGi (OMB); Ferreira, Roy (OMB); Maxwell, Carlos M. (OMB)
	Miami Springs Annexation	2/15/2022	In Progress		Fernandez, Jorge (OMB); Rasha Cameau
	Medley Annexation	2/15/2022	In Progress		Fernandez, Jorge (OMB); Rasha Cameau
	Doral Sec 6 Annexation	2/15/2022	In Progress		Fernandez, Jorge (OMB); Rasha Cameau
	Doral Sec 16 Annexation	2/15/2022	In Progress		Fernandez, Jorge (OMB); Rasha Cameau
	Sweetwater Annexation	2/15/2022	Complete		Fernandez, Jorge (OMB); Rasha Cameau
	South Miami Annexation	2/15/2022	In Progress		Fernandez, Jorge (OMB); Rasha Cameau
	Virginia Gardens Annexation	2/15/2022	In Progress		Fernandez, Jorge (OMB); Rasha Cameau

Name contains any Office of Management and Budget (OMB)