



Board of County Commissioners
Office of Policy and Budgetary Affairs
Memorandum

To: Honorable Chairman Jose “Pepe” Diaz
and Members, Board of County Commissioners

From: Office of Policy and Budgetary Affairs

Date: May 5, 2021

Subject: Utilizing Performance and Management Data

The following document has been prepared by the Office of Policy and Budgetary Affairs (OPBA).

The research included below does not explicitly serve as a recommendation to the Board of County Commissioners nor does it support or oppose a particular legislative action. Should you have any questions, please contact us at 305-375-5350.

c: Melissa Adames, Director, Clerk of the Board
Office of Policy and Budgetary Affairs

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UTILIZING PERFORMANCE AND MANAGEMENT DATA

Miami-Dade County is a results-oriented government. For more than 15 years, this County has followed a deliberate, year-round process to ensure that tax revenues and other funding are utilized not only as efficiently as possible, but also in response to what our residents have told us is important to them.

In 2005, then-Chairman Martinez sponsored and the Board of County Commissioners (BCC) approved Ordinance 05-136 creating [Article CXVIII.5](#) of the Miami-Dade County Code entitled “Governing For Results.” The legislative findings and purpose as outlined in the Ordinance are as follows:

(a) Miami-Dade County has an interest in improving the delivery of public services through the use of strategic planning, business planning, a sound resource allocation process encompassing the traditional budget process and a framework for managerial accountability.

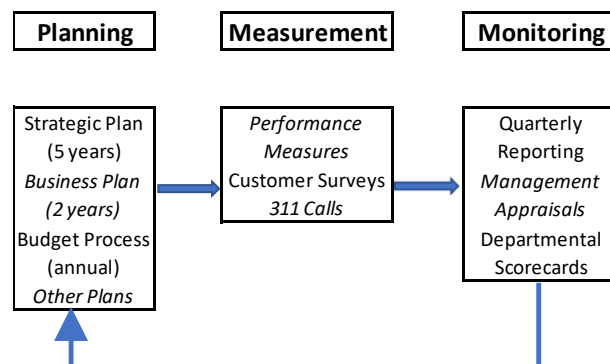
(b) The County Commission finds that the use of performance measures and standards in the planning and resource allocation processes, as well as the public reporting of performance information, will result in a more efficient and effective utilization of County resources and improved results for the public.

(c) The purpose of this article is to:

- 1. Improve public service delivery through deliberate planning and an emphasis on accountability and results;*
- 2. Improve managerial and legislative decision-making by gathering meaningful and objective performance information; and*
- 3. Improve public trust in County government by holding the County and its departments accountable for achieving results.*

The Governing for Results article delineates the County’s obligations regarding Strategic Planning, Business Planning and Budgeting. Specific, measurable performance results are required for the Strategic Plan and for departments’ business plans. The proposed budget must identify the resources required to execute departmental activities, as outlined in the annual business plan, which conform to goals and priority outcomes in the County’s Strategic Plan. Governing for Results involves a continuous cycle of planning, measuring and monitoring performance with the results informing future planning activities. More information regarding this management methodology can be found at: [A Guide to Results-Oriented Government and Performance Measurement](#).

Figure 1 Results Oriented Government Feedback Loop



The County's first Strategic Plan was adopted in 2003 as the culmination of a five-year effort that began with a Blue-Ribbon Task Force on Long-Term Planning initiated in 1998. That effort included significant community involvement, including but not limited to dozens of community stakeholders representing organizations and businesses throughout the County participating in strategic area leadership groups, more than 50 community meetings in which facilitated focus group activities gathered data from samples of the community executed through multiple communications efforts, and a community-wide strategic planning event designed to organize all of the information into practical and practicable document to be used as a road map for Miami-Dade County. Updates or refreshes of the original strategic plan have been performed every five years or so and subsequently adopted by the BCC.

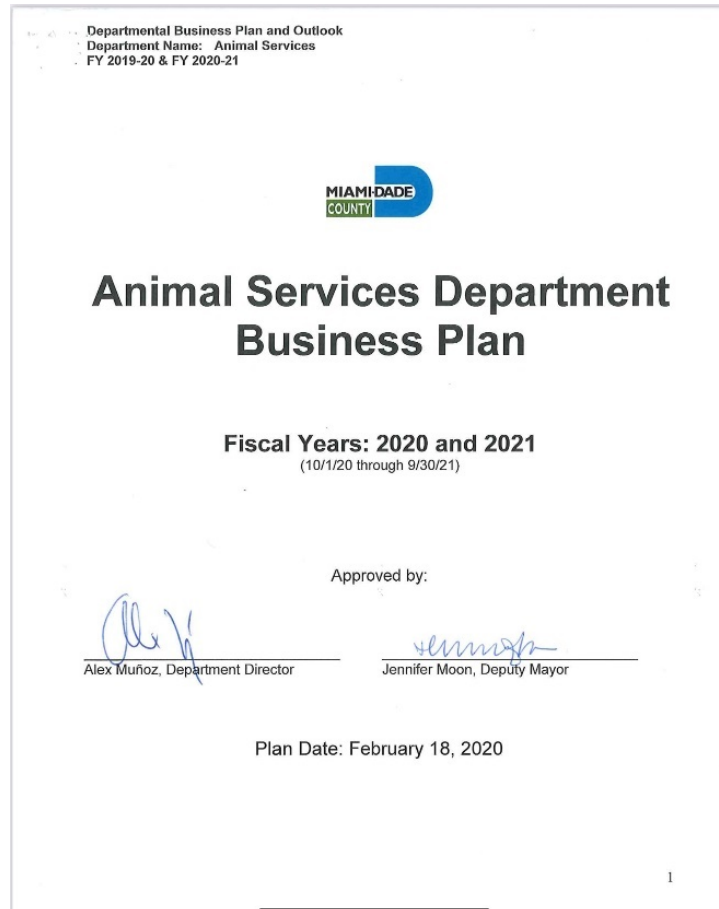
Figure 2 2020 Strategic Plan



The current Strategic Plan, adopted by the Board with the FY 2019-20 Budget, may be found at [Miami-Dade County Strategic Plan 2020](#). The current Strategic Plan synchronizes the traditional strategic areas (Public Safety, Transportation and Mobility, Health and Society, Neighborhood and Infrastructure, Recreation and Culture, Economic Development and General Government) with the resilience dimensions promulgated by the Rockefeller 100 Resilience Cities (Leadership and Strategy, Economy and Society, Health and Wellbeing and Infrastructure and Environment). In this way, Miami-Dade County recognizes the critical role every department plays in supporting the resilience of our community.

Each year, all departments update their business plans for the current adopted budget and submit a business plan for the following year along with their budget submission. [Instructions](#) for developing the department business plan are posted on the County website. The annual business plan shows how the department will achieve the results called for in the County Strategic Plan.

Figure 3 2020 and 2021 Animal Services Business Plan



Management utilizes traditional balanced scorecards to keep track of performance throughout the fiscal year, reporting on financial measures, customer service results, internal processes and learning and growth. Departmental scorecards illustrate performance on the various results anticipated in the business plan. Departmental narratives in the budget books tie all the information together, detailing the activities, revenues and expenditures, and results for the fiscal year, along with historical information. Because these documents are so intertwined, the business plans, budget narratives, quarterly budget reports and quarterly scorecards for each department may be found at [Business Plans and Reports](#).

Figure 4 Animal Services Scorecard

Animal Services									
Objective Name	Measure Name	As of	Actual	Business Plan Goal	Actual FYTD	FYTD Goal	Owner: Human Affairs Department: Animal Services		
Customer	Increase voluntary compliance (ASD)	10/20	66,136	45,000	228,000	180,000			
	Increase # of dogs licensed in Miami Dade County	10/20	6,361	6,250	23,304	18,750			
	# of Rabies vaccines administered by ASD Clinic (Rabies)	10/20	3,568	1,400	7,100	4,289			
	Increase # of Spayed Animals (Live Release)	10/20	216	224	768	872			
	Rebate	10/20	197	69	517	180			
	Returned to Owner	10/20	3,041	3,700	6,396	6,169			
	Shelter Intake	10/20	2,419	1,000	6,300	3,240			
	Volunteer Hours	10/20	142	120	378	240			
	Fostered Pups With Positive Outcome	10/20	308	n/a	1,495	n/a			
	Microchips Administered by ASD	10/20	945	n/a	975	n/a			
	Save Rate Monthly	10/20	2019	89	99	n/a	n/a		
	Save Rate Calendar Year	10/20	2,045	1,000	21,000	11,000			
	Spay/Neuter surgeries conducted by ASD TCHL	10/20	1,003	n/a	3,900	n/a			
	Trap and Release	10/20	91	69	208	180			
	Adoption	10/20	1,108	790	2,750	2,169			
Internal	Events	10/20	122	120	n/a	n/a			
	Average Length of Stay - Puppies	10/20	n/a	n/a	n/a	n/a			
	Adoption Rate	10/20	100%	100%	100%	100%			
	Adoption Rate - Puppies	10/20	100%	100%	100%	100%			
	Adoption Rate - Cats	10/20	100%	100%	100%	100%			
	Adoption Rate - Dogs	10/20	100%	100%	100%	100%			
	Adoption Rate - Puppies	10/20	100%	100%	100%	100%			
	Adoption Rate - Cats	10/20	100%	100%	100%	100%			
	Adoption Rate - Dogs	10/20	100%	100%	100%	100%			
	Adoption Rate - Puppies	10/20	100%	100%	100%	100%			
	Adoption Rate - Cats	10/20	100%	100%	100%	100%			
	Adoption Rate - Dogs	10/20	100%	100%	100%	100%			
	Adoption Rate - Puppies	10/20	100%	100%	100%	100%			
	Adoption Rate - Cats	10/20	100%	100%	100%	100%			
	Adoption Rate - Dogs	10/20	100%	100%	100%	100%			
External	Adoption Rate - Puppies	10/20	100%	100%	100%	100%			
	Adoption Rate - Cats	10/20	100%	100%	100%	100%			
	Adoption Rate - Dogs	10/20	100%	100%	100%	100%			
	Adoption Rate - Puppies	10/20	100%	100%	100%	100%			
	Adoption Rate - Cats	10/20	100%	100%	100%	100%			
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	Adoption Rate - Puppies	10/20	100%	100%	100%	100%			
	Adoption Rate - Cats	10/20	100%	100%	100%	100%			
	Adoption Rate - Dogs	10/20	100%	100%	100%	100%			

With the release of the 2020 Strategic Plan, the County developed a first of its kind [resilience scorecard](#), reporting on performance by each department along the resilience dimensions.

Figure 6 County Resilience Scorecard (Page 1 of 40)

County Resilience Scorecard									
Resilience Dimension	Resilience Driver	Department Name	Measure Name	As of	Actual	Business Plan Goal	Actual FYTD	FYTD Goal	
Economy & Society	Ensure Social Stability, Security, and Justice	Aviation	Average Number of Overall Targeted Crimes at MIA*	Jun '20	12	70	225	630	
			Number of Pretrial Services (PTS) Releases	Jan '20	642	708	2,492	2,832	
			Number of Major Incidents Per Month	May '20	24	15	171	120	
			Percentage of Completed Maintenance Service Tickets per quarter	'20 FQ2	103%	100%	102%	100%	
			Bookings per month	Dec '19	3,768	n/a	n/a	n/a	
			Average daily inmate population per month	May '20	4,666	0	4,276	0	
			Positions: Full-Time Filled (MOCR)	'20 FQ2	2,875	3,077	2,875	3,077	
			Number of Inmate Disciplinary Reports	Dec '19	834	667	2,566	2,001	
			Percentage of Life Safety Violations repaired within 48 hours of notification (SORTIE)	'20 FQ1	73%	100%	73%	100%	
			Number of Participants in the House Arrest Program	Nov '19	775	616	1,545	1,232	
			Number of Inmate Grievances	Sep '19	361	190	4,137	2,280	
			Number of Security Searches Per Month	Dec '19	8,340	5,500	26,604	16,500	
			Average Length of Stay Per Month Per Inmate (ALOS)	Dec '19	34.0	30.0	32.3	30.0	
			Timely Verification of Audit Data - Countywide and Special Elections	'20 FQ3	n/a	95%	100%	95%	
			Total Number of Petitions Processed	'20 FQ3	1,116 Petitions	n/a	218,788 Petitions	160,000 Petitions	
Green Projects (ASD)	Green Projects (ASD)	Elections	Timely Tabulation of Vote By Mail - Countywide and Special Elections	'20 FQ3	n/a	90%	100%	90%	
			Timely Tabulation of Vote By Mail - Municipal Elections	Jun '20	n/a	90%	100%	90%	
			Timely Verification of Audit Data - Municipal Elections	Jun '20	n/a	95%	100%	95%	
			Timely Coding of Ballots - Municipal Elections	Jun '20	n/a	3Days	1Days	3Days	
			% of Treasurer's Reports audited within 15 days	Jul '20	99%	95%	987%	95%	
			Hours to report election results - Countywide and Special Elections	'20 FQ3	n/a	n/a	4.00	4.00	

As part of the Governing for Results cycle, the annual budget includes the funding needed to accomplish the goals and achieve the results called for in the Strategic Plan and departmental Business Plans. To this end, the Proposed Budget document is organized by strategic area and includes the performance information utilized to measure goal achievement. Each departmental narrative includes select performance results and shows several years of actual performance along with the performance targets for the fiscal year represented by the budget.

Figure 7 Excerpt from FY 2018-19 Adopted Budget Narrative for Animal Services

FY 2018 - 19 Adopted Budget and Multi-Year Capital Plan

Strategic Objectives - Measures								
<ul style="list-style-type: none"> NI4-2: Promote livable and beautiful neighborhoods 								
Objectives	Measures			FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 18-19
				Actual	Actual	Budget	Actual	Target
Increase number of saved animals*	Save rate	OC	↑	89%	89%	90%	89%	90%
	Adoptions	OC	↑	9,158	9,674	9,000	9,534	9,000
	Rescues	OC	↑	3,662	3,333	4,000	3,059	4,000
	Returns to owner	OC	↑	1,663	2,247	1,660	1,502	1,800
	Transfers	OC	↑	268	287	300	350	300
	Transports	OC	↑	654	1,282	700	785	700
	Trap and Releases	OC	↑	9,442	9,278	10,000	10,254	10,000

*Save rate data is represented by calendar year as per ASPCA guidelines; all other data is shown by fiscal year; complete save rate data is available online and is audited annually for reporting purposes

Tying the budget – or resource allocation – to expected performance measures allows for deliberate decisions to be made when revenues are more or less than required for a continuation of the same level of service. It is not necessary to guess at the impact to service a particular budget increase or decrease will have. Knowing the impact to service of budgetary changes helps when prioritizing service enhancements or reductions. When combined with feedback garnered through scientific surveys, 311 performance data and other inputs, decisions can be made that will have the support of the community. In times when available revenues are not sufficient to support the proposed service levels, rather than impact all services, the budget should fund what the majority of a diverse cross section of the population has indicated are of highest priority. Conversely, when more revenue is available, investments can be made in the highest priority services.