

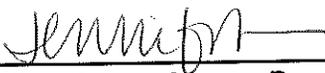


Office of Strategic Business Management Business Plan

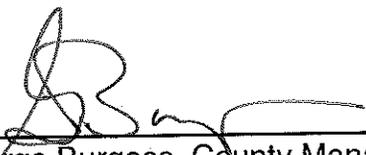
Fiscal Years: 2010 and 2011
(10/1/09 through 9/30/11)

Plan Date: February 10, 2010

Approved by:



Jennifer Glazer-Moon, Department Director



George Burgess, County Manager

TABLE OF CONTENTS

DEPARTMENT PURPOSE/MISSION	Page 3
STRATEGIC ALIGNMENT	Page 3
PERFORMANCE MEASURES AND TARGETS	Page 5
CRITICAL SUCCESS FACTORS	Page 5
INTERNAL SUPPORT REQUIREMENTS	Page 6
SUSTAINABILITY	Page 6
3 to 5 YEAR OUTLOOK	Page 6
Attachment 1	
DEPARTMENTAL PROFILE	
Table of Organization	
Financial Summary	
Capital Budget Summary	
Business Environment	
Attachment 2	
BUSINESS PLAN REPORT	

DEPARTMENT PURPOSE/MISSION

The mission of the Office of Strategic Business Management is to partner with Miami-Dade County Departments to provide excellent services to the community through optimal resource allocation, innovative management, and business process improvement techniques, and results-oriented strategic planning.

Additional departmental information can be found in the Departmental Profile (Attachment 1).

STRATEGIC ALIGNMENT

I. The Department's efforts align with the following Miami-Dade County Strategic Plan Goals:

1. Ensure the financial viability of the County through sound financial management practices (ES8)
2. Deliver on promises and be accountable for performance (ES9)
3. Lead the coordination of economic development activities throughout Miami-Dade County (ED2)
4. Create a more business-friendly environment in Miami-Dade County (ED4)
5. Attract, develop and retain an effective, diverse and dedicated team of employees (ES5)

II. Department-related Strategic Plan Outcomes, Departmental Objectives, and Programs & Initiatives:

- 1.1 Alignment of services provided with community's needs and desires (ES9-1)
 - o Update the Strategic Plan (on-going)
- 2.1 Alignment of priorities throughout the organization (ES9-2)
 - 2.1a Ensure business plans have the County's strategic plan elements and align with departmental scorecards
- 3.1 Achievement of performance targets (priority outcome) (ES9-3)
 - o Develop and implement the annual Business Review Process and provide support to the Strategic Area Management meetings (Annual Initiative)
- 4.1 Accountability to the public at every level of the organization (priority outcome) (ES9-4)
 - o Publish departmental performance measures in the County's public resource allocation documents
 - o Work with the Government Information Center to publish the annual Progress Report to the Community (Annual Initiative)
- 5.1 Continuously improving government (ES9-5)

Departmental Business Plan and Outlook
Department Name: Office of Strategic Business Management
Fiscal Years: 2009-10 & 2010-11

5.1a Provide employee incentives for cost saving through Memorandum of Understanding (MOU)

- o Monitor and close out MOUs for park and Recreation (Marinas), Corrections and Rehabilitation (Food Services), and Finance (Credit and Collections)

5.1b Complete Performance Analysis/Improvement Projects

- o Review of the Tax Collection Billing Process (to be completed FY 2009-10)
- o Study on the Decriminalization of Select County Ordinances (to be completed FY 2009-10)
- o Review and analysis of the Police Department's Court Services Bureau (to be completed FY 2009-10)
- o Review and analysis of the Animal Services Department (to be completed FY 2009-10)
- o Review and analysis of Credit and Collections Operations (expect to complete FY 2009-10)
- o Review and analysis of General Services Administration Design and Construction Services (expect to complete FY 2009-10)
- o Review and analysis of Central Records Bureau in the Police Department (expect to complete FY 2009-10)
- o Review and analysis of Elections Department processes (expect to complete FY 2009-10)
- o Review and analysis of Property Appraisal Department processes (expect to complete FY 2009-10)
- o Review countywide Global Positioning System (GPS) Automated Vehicle Locator (AVL) Usage (expect to complete FY 2009-10)
- o Evaluate and prioritize other performance improvement projects (on-going)

6.1 Planned necessary resources to meet current and future operating capital needs (ES8-2)

6.1a Ensure operational and capital resources are allocated through a results-oriented methodology

- o Develop, implement, and monitor the Resource Allocation Plan on an annual basis to include a capital plan that assures adequate financial resources for replacement, repair and maintenance of critical assets (Annual Initiative)

6.1b Ensure adherence to required reserves

- o Maintain carryover as a share of the General Fund Budget (with and without Emergency Contingency Reserve)

6.1c Support an effective incorporation and annexation strategy

7.1 Workforce skills to support County policies (e.g. leadership, customer service, fiscal problem-solving technology, etc.) (ES5-4)

7.1a Develop leadership and management expertise through organized and individual educational opportunities

Departmental Business Plan and Outlook

Department Name: Office of Strategic Business Management

Fiscal Years: 2009-10 & 2010-11

- Establish and implement a departmental succession planning program (on-going)
- Continuously review organizational structure to foster and promote productive working environment (on-going)

8.1 Coordinate an effective economic and community development program (ED2-1)

8.1a Complete the Mandarin Lakes Project in the Naranja Lakes Community Redevelopment Area (on-going)

8.1b Track the percentage increase in total CRA taxable value compared to the County and advise on potential redevelopment initiatives (on-going)

8.1c Monitor the ratio of total CRA TIF revenue contributed (Municipal, UMSA, and Countywide millages)

9.1 Improved infrastructure and redevelopment to attract businesses to underserved and distressed areas (ED4-1)

9.1a Increase the dollar value of new construction in CRAs by providing incentives to develop slum and blighted areas (on-going)

PERFORMANCE MEASURES AND TARGETS

For ease of reference, specific information regarding departmental objectives and performance measures including the targets for FY 2009-10 and FY 2010-11 can be found in Attachment 2 – Business Plan Report.

CRITICAL SUCCESS FACTORS

The Office of Strategic Business Management strives to work with other County departments to ensure that resources are allocated to best support the organization's strategic priorities. In order to meet this objective and fulfill the department's mission, OSBM needs to:

- Acquire and maintain skilled staff support to meet objectives and work demands across all divisions
- Expand the staff's skill set to provide greater value when delivering and completing a broad array of projects, and so that objectives and pressing work demands are met more efficiently
- Ensure the County Executive Office effectively promotes results-oriented government
- Maximize the leverage capability of the Tax Increment Financing (TIF) program
- Negotiate conceptual agreements with Municipal Advisory Committees in areas considering incorporation and/or annexation
- Increase the percentage of performance improvement recommendations that are successfully implemented
- Improve interdivisional work relationships through improved communication and collaboration
- Promote performance data integrity to ensure the organization's management decisions are fact-based

INTERNAL SUPPORT REQUIREMENTS

OSBM works with other internal support departments to accomplish its mission:

1. County Attorney's Office - legal support (across the Department)
2. Enterprise Technology Service Department - systems support for budget and performance systems (across the Department)
3. Finance Department – assistance with annual close out and financial accountability (Management and Budget division)
4. Government Information Center – develop outreach and feedback mechanisms for the county's strategic management efforts
5. Human Resources – to provide training curriculum on results-oriented government

SUSTAINABILITY

To support the County's sustainability efforts, OSBM will:

1. Promote the use of sustainable products, including printing budget books by using sustainable products (applies across department)
2. Educate staff on green procedures, including turning off desk lights at the end of the day and only printing necessary information (applies across department)
3. Continue to evaluate printing needs of the department, including printing supplies and the number of budget books printed (across the department)

3 to 5 YEAR OUTLOOK

State Legislation and the negative economic environment in the preceding and current years have impacted resources countywide and the availability of resources for departments. The department continues to strive to work directly with all County departments on resourceful and innovative techniques to meet the needs of the community during this time of increasing and competing demands. Annually as part of the annual resource allocation process, OSBM will continue to work with all County departments towards implementation of saving initiatives and efficiencies.

The Management Planning and Performance Analysis (MPPA) division will continue pursuing policies, methodologies, software and countywide training that continue to enhance data integrity and provide relevant meaningful measures, in addition to performing a targeted analysis of organizational structures, shared services and internal process reviews countywide. Greater emphasis on implementation and execution of the County's Strategic Plan is expected to be a major focus of the division once the new plan is complete. Demand for performance analysis and improvement services will likely remain very high, as the County continues to find ways to deliver improved services with fewer resources.

Departmental Business Plan and Outlook
Department Name: Office of Strategic Business Management
Fiscal Years: 2009-10 & 2010-11

The Community Redevelopment and Municipal Services Unit will continue to monitor municipal and unincorporated Community Redevelopment Agency (CRA) activities. The values within the Community Redevelopment Areas (CRA) as a whole were devaluated by 2.9 percent versus the Countywide roll devaluation of 9.5 percent from FY 2008-09 to FY 2009-10. While it has been challenging for the CRAs to fund large projects as a result of the downturn in the local economy, some CRAs have experienced extraordinary growth such as the Southeast Overtown Park West CRA whose taxable value increased over 45 percent for the same period. During this economic downturn, CRAs are focusing on their respective redevelopment plans to ensure that the strategies laid out are still viable in the foreseeable future. Several CRAs have taken this opportunity to amend their redevelopment plans. The unit will develop strategies for the CRAs within the unincorporated area to deal with the issues confronting their respective communities. Some of these initiatives will include commercial and residential grant programs, small business development assistance and the continuation of partnering with community stakeholders. The last incorporation occurred in 2005. Should there be renewed community interest in incorporation activities, we will need to re-address our divisional resources in order to provide support to the Municipal Advisory Committees. The unit will continue to process requests for annexations and develop policy recommendations concerning incorporations and annexations.

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

Attachment 1
DEPARTMENTAL PROFILE

Department Description

OSBM brings together the strategic planning, management and budget functions with performance improvement. It is responsible for supporting the County's strategic planning efforts and developing, implementing and effectively managing the County's budget through a refined method (Resourcing for Results) that allocates County funds in a manner that reflects the priorities established through the County's Strategic Plan. The office is comprised of four distinct divisions: Management and Budget, Management Planning and Performance Analysis, Community Redevelopment and Municipal Services, and the Director's Office. These divisions work together integrating their functions to assist County departments with their strategic planning, quarterly reporting, business planning, and budget development. Cross-divisional teams have been created and are aligned by strategic area to ensure the integration of each of the functions performed by OSBM as well as to provide full service delivery to our customers at every level of contact with our department.

Management and Budget

The Management and Budget division develops and implements the County's Resource Allocation Plan (budget) ensuring that financial resources, department operations, and staffing are aligned to achieve results driven by policy and customer needs, promoting a Results-Oriented Government by linking funding recommendations with priorities outlined in the Strategic Plan and departmental business plans. The division is also responsible for providing annual updates to the County's Five-Year Financial Plan.

Management Planning and Performance Analysis

The Management Planning and Performance Analysis (MPPA) division is responsible for the implementation of the County's results-oriented framework that includes an organization wide cultural change focusing on planning, and being accountable for implementation of those plans based on measuring results. This includes developing and facilitating implementation of a strategic plan, business planning, performance measurement, and related management systems. MPPA coordinates the county's performance management process which focuses on creating and aligning planning, monitoring, and reporting with streamlined departmental quarterly performance reporting, reporting to the community, and comparing County performance data with other jurisdictions including participation in the International City/County Management Association (ICMA) Center for Performance Measurement and the Florida Benchmarking Consortium.

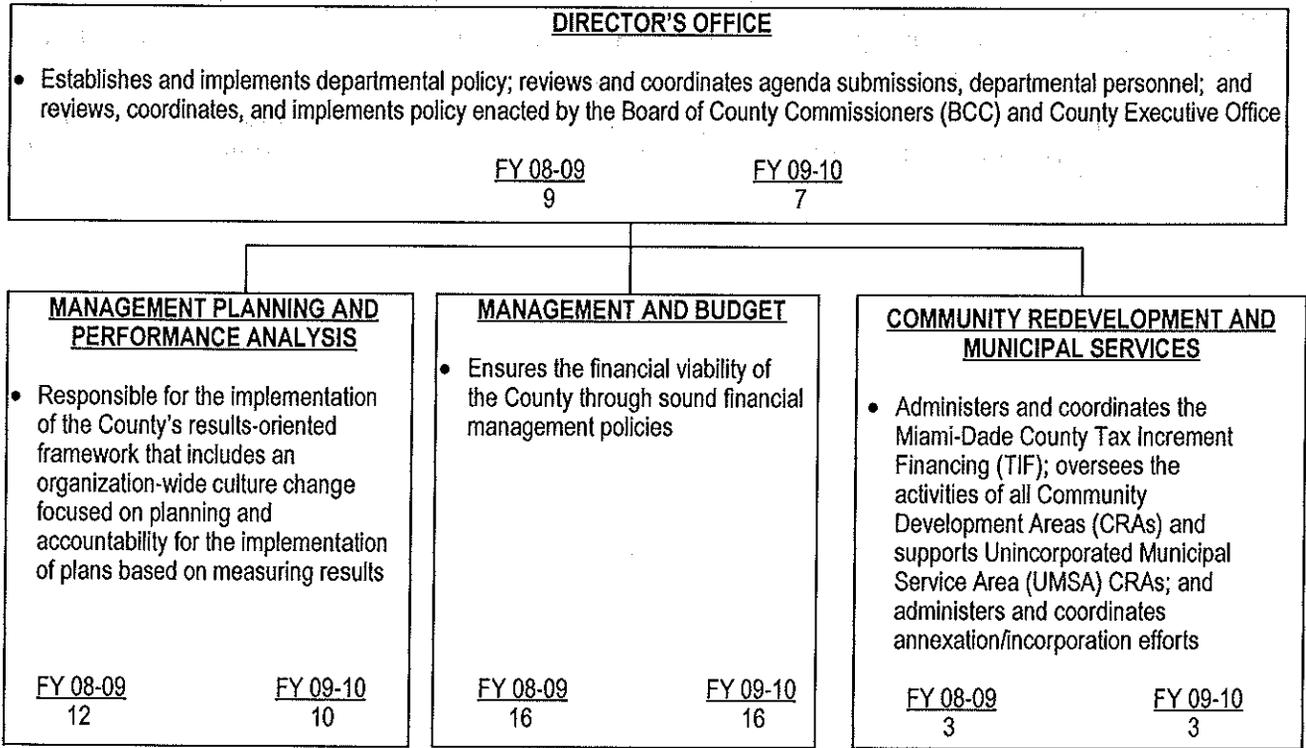
In addition, the MPPA Division is the County's internal management consulting resource, focusing on increasing efficiency and effectiveness of public service delivery. Its specialties range from conducting organizational and business process reviews to the development of gainsharing agreements.

Community Redevelopment and Municipal Services

The Community Redevelopment and Municipal Services Division (CRMS) is responsible for administering and coordinating the Miami-Dade County Tax Increment Financing (TIF) Program; overseeing the activities of all Community Development Areas (CRAs); supporting Unincorporated Municipal Service Area (UMSA) CRAs; and providing analysis and support of incorporation and annexation efforts and policy recommendations for unincorporated Miami-Dade.

Departmental Business Plan and Outlook
Department Name: Office of Strategic Business Management
Fiscal Years: 2009-10 & 2010-11

Table of Organization



Financial Summary

FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 07-08	Budget FY 08-09	Adopted FY 09-10	(dollars in thousands)	Total Funding Budget	Total Funding Adopted	Total Positions Budget	Total Positions Adopted
Revenue Summary				Expenditure By Program				
General Fund Countywide	3,921	4,041	2,812	Strategic Area: Economic Development				
General Fund UMSA	1,670	1,732	1,233	Community Redevelopment and Municipal Services	675	705	3	3
CRA Administrative Reimbursement	316	601	630	Strategic Area: Enabling Strategies				
Interagency Transfers	225	225	1,196	Administration	1,403	1,127	9	7
Total Revenues	6,132	6,599	5,871	Management and Budget	2,778	2,493	16	16
Operating Expenditures Summary				Management Planning and Performance Analysis	1,743	1,546	12	10
Salary	4,236	4,514	3,895	Total Operating Expenditures	6,599	5,871	40	36
Fringe Benefits	1,117	1,137	1,010					
Other Operating	739	831	883					
Capital	40	117	83					
Total Operating Expenditures	6,132	6,599	5,871					

Capital Budget Summary

N/A

Current Business Environment

The Office of Strategic Business Management carefully monitors federal and state legislation that may have a potential fiscal impact to the County. Property tax reform initiatives implemented by the state legislature during the FY 2006-07 Session and the voter approved constitutional change of January 29, 2008 significantly impacted the FY 2007-08 and FY 2008-09 Budgets. The legislative and constitutional changes have been the catalyst for reductions to the FY 2007-08 and FY 2008-09 of approximately \$400 million in budgetary shortfalls. This coupled with the economic downturn persisting into FY 2009-10 has continued to challenge Miami-Dade County. OSBM will closely monitor the 2010 Legislative Session and work with our legislative partners to ensure minimal or no impact from 2010 initiatives into FY 2010-11.

In addition, OSBM will continue to monitor and expedite the progress of the Mandarin Lakes Development, provide policy recommendations that will foster development of slum and blighted areas and support for annexation application, as well as provide policy recommendations that streamline the incorporation and annexation process. OSBM will also continue its efforts in the areas of management and budget, and performance improvement to minimize resource constraints through process efficiencies and the development of alternatives to enhance revenues and reduce expenditures.

Lastly, because of the economic slowdown and outlook of our region, as well as shortfalls estimated by the State Revenue Estimating Conference, OSBM will be working with all County departments to implement savings plans to reduce expenditures countywide.