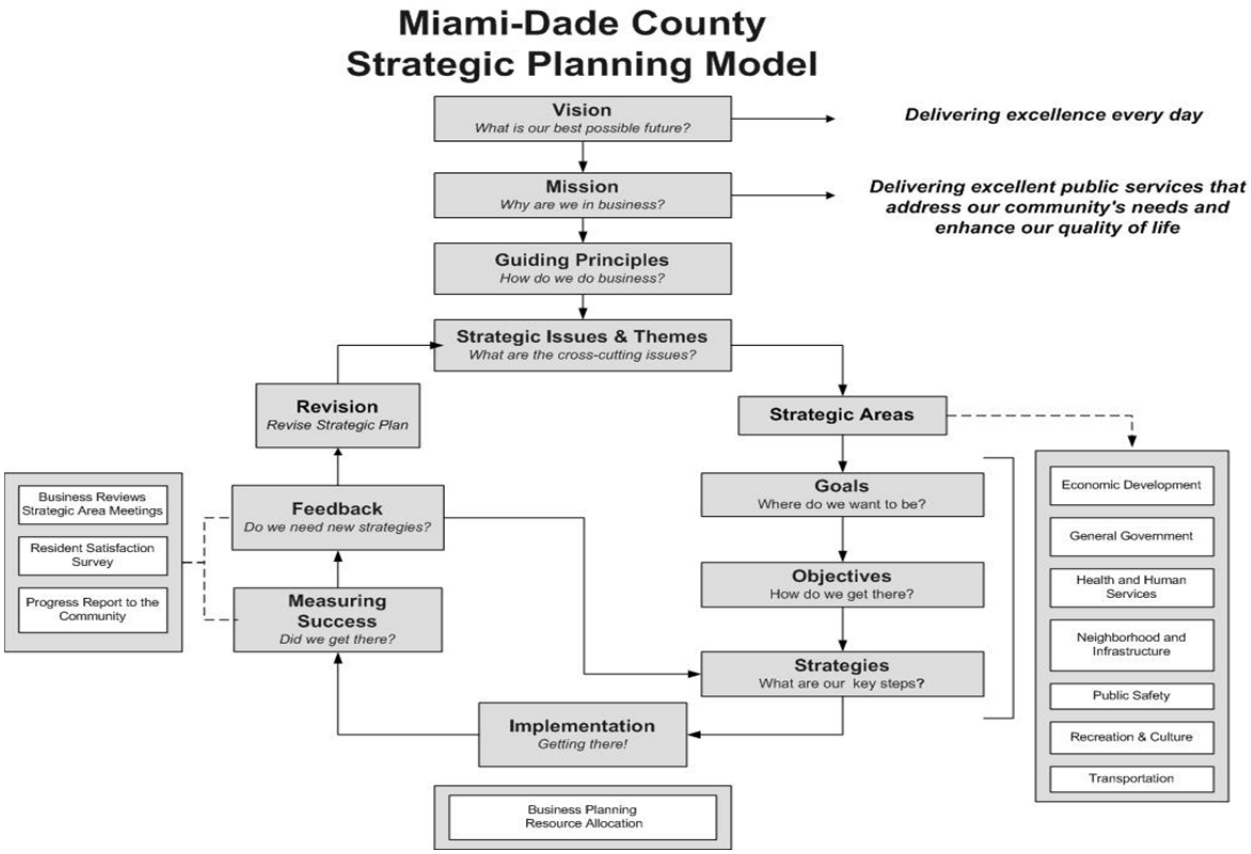
WHAT DO WE DO? HOW ARE WE DOING?

Miami-Dade County is internationally recognized for its achievements in implementing a results–oriented government culture. With the backbone of our Strategic Plan developed with significant input from the community in setting priorities, annual business plans are developed for all departments outlining the activities and results anticipated for the fiscal year to align with the Strategic Plan, and an annual budget is adopted to provide funding to support the annual business plans. A balanced scorecard approach is used to monitor our achievement of the results for which we plan and an annual report card for the community is produced so that we may report to our customers on how we are doing in addressing their priorities.

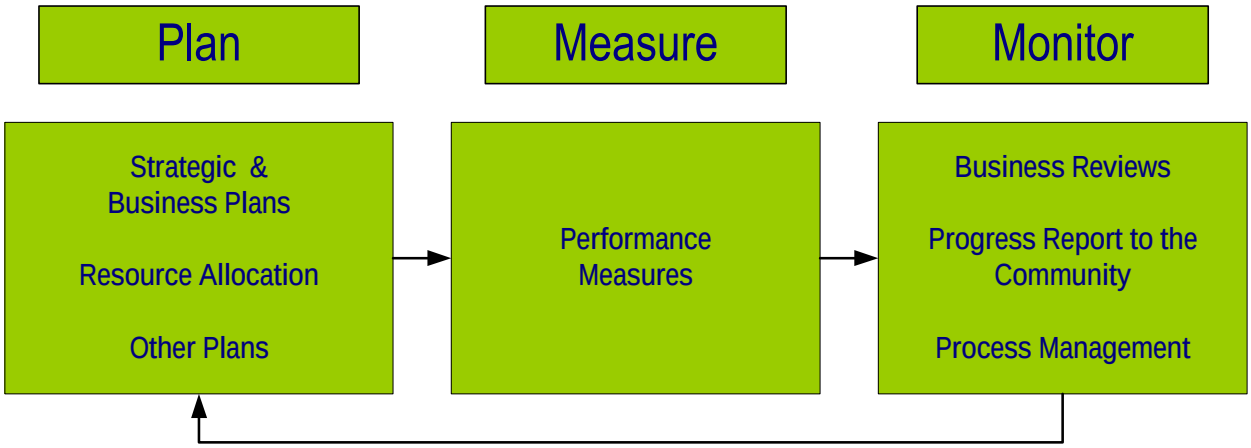
The Strategic Plan defines the County vision, mission, guiding principles, goals, objectives, strategies, and key performance indicators. It is a strategic roadmap – one that articulates where we want to be, how we will get there, and how we know when we have arrived. The graphic below details our strategic planning model.



Through the adoption of the "Governing for Results" Ordinance (05-136), the Board of County Commissioners (BCC) committed the County to revitalizing and strengthening its public services through a series of management processes: strategic planning, business planning, aligned resource allocation, accountability, measurement, monitoring, and review. Implementing this strategic framework requires continuous policy, administrative, technological, and cultural innovations.

Plan, Measure, Monitor

To communicate this management approach and to enhance its understanding among all our employees, the Governing for Results framework is often expressed in terms of "Plan, Measure, Monitor." To summarize, strategic planning, business planning, and resource allocation all fall under "Plan." The measurement of activities and performance falls under "Measure." Managerial accountability, monitoring, and review all fall under "Monitor." This framework helps our Board of County Commissioners, Mayor and our senior management team lead the implementation of a results-oriented government culture. It allows employees throughout our organization to better understand our mission, embrace our guiding principles, and appreciate their individual role in achieving the goals of the county, as defined in the strategic plan.



PLAN

Strategic Plan

As part of the FY 2011-12 Adopted Budget, the refreshed strategic plan was approved. Since the original strategic plan's adoption, Miami-Dade County has experienced many economic, demographic, and environmental changes. Ensuring that the goals of the plan remain aligned with community needs is vital to guiding the policy decisions, resource allocation, and efforts of the County. These refreshed goals and objectives have been used to describe the results intended for this Adopted Budget. The Strategic Plan may be viewed at http://www.miamidade.gov/managementandbudget/strategic-plan.asp

Business Plans

On an annual basis, departments refine their operational initiatives and align them to objectives in the strategic plan through the preparation of their business plans. The first part of these two-year plans is a document that outlines in narrative format the department's objectives, how these support objectives in the strategic plan, which programs and initiatives will be used to accomplish the objectives, what environmental factors might impact the success of these programs and initiatives, and what resources or assistance the departments might need from support departments (i.e. technology, human resources, finance, facilities, fleet, etc.). The second part of the business plan is generated from the County's enterprise-wide performance management system. While the narrative emphasizes the desired objectives and needs of the department, the report identifies the measures used to determine performance of both

programs and initiatives, and displays both targets to be achieved and actual historical results. These business plans help launch the resource allocation process by presenting the department's expectations for service delivery in the next fiscal year. You may view these business plans at http://www.miamidade.gov/managementandbudget/business-plans.asp

Annual Budget

The budget represents the annual appropriations necessary to achieve the results anticipated through the departmental business plans in support of the Strategic Plan. This document is approved by the Board of County Commissioners and serves as the annual implementation plan for the County. To see this year's budget, along with those of the previous years, please go to http://www.miamidade.gov/budget.

MEASURE

The County has adopted several standard tools including balanced scorecards, performance measures, an enterprise-wide automated performance management software system, and regular business reviews and strategic area management meetings. These tools help departments accomplish the goals in the strategic plan, measure success, and manage their operations.

Miami-Dade's balanced scorecard approach to management organizes department objectives into four categories: Customer, Financial, Internal, and Learning and Growth. These perspectives, as they are often called, are then organized vertically, with the Customer perspective at the top and the Learning and Growth of employees forming the foundation.

- Customer: What are we trying to achieve for our customers (i.e. residents, elected officials, internal and external stakeholders)?
- Financial: How well are we meeting our fiscal responsibilities, attracting new revenues, and efficiently using our existing monetary resources?
- Internal: How well are we managing our internal business processes? Are they completed in a timely and accurate manner?
- Learning and Growth: What is the state of our workforce's technical skills, management skills, and morale?

Objectives and related measures organized in this fashion help diagnose issues with a department's approach to meeting customer needs. For example, if Learning and Growth, Internal, and Financial objectives are being met, but Customer objectives are not, there may be a flaw in the department's strategy. In other circumstances, Customer objectives might be achieved, but a critical internal objective is failing. Over the long run this could impact the achievement of key customer-oriented goals, or other County outcomes and objectives. The balanced scorecard methodology provides departments with a useful tool to manage, and the County with a common language and format to monitor success and improvement efforts.

Measuring progress toward achieving these department objectives and tracking resources requires a structured approach. The County encourages an understanding and use of the following four types of measures:

- Input: these measures normally track resources used by a department (e.g. funding, staff, equipment, etc.) or demand for department services (e.g. 911 emergency calls, part 1 crimes, applications for public housing, etc)

- Output: these measures (also referred to as workload measures) indicate the amount of work performed on the part of the department (e.g. applications processed, contracts reviewed, tons of garbage collected, and potholes filled).
- Efficiency: these measures are normally a comparison between outputs and inputs including time (e.g. garbage tons collected per crew, or cycle times such as personnel hours per crime solved, length of time to purchase specific products or services, etc.), and are often the cost of providing a unit of service (e.g. cost per household, houses built per $100,000, etc).
- Outcome: these measures focus on program results, effectiveness and service quality, assessing the impact of agency actions on customers, whether individual clients or whole communities. (e.g. incidents of fire-related deaths although another measure such as response time could also be considered an outcome measure, the crime rate, percentage of residents rating service as good or excellent, percentage of streets that are clean and well-maintained, number of homeless).

This suite of measures shows how measures can relate to each other and taken together can outline the success of an individual program. For example, by allocating new grant funding (Input) to a department receiving applications for mortgage assistance (Input), having the department process those applications (Output) within 30 calendar days (Efficiency), the department hopes to increase the number of low-income home owners (Outcome), by at least 2.5 homeowners per $100,000 investment (Efficiency).

The department's balanced scorecards, which include objectives, their respective measures, and initiatives, all reside on the County's enterprise-wide performance management software system. This comprehensive tool is critical to the success of Results-Oriented Governing, given the size and complexity of the County. It allows County employees to work with the system from any County computer and plays a central role in reporting performance and holding regular strategic management meetings.

MONITOR

What would be the use of having a strategic plan, business plans, balanced scorecards, or performance measures, if no one is using the information to make good management decisions? For this reason, the County instituted a schedule of meetings designed to review performance against strategic goals and department objectives, encourage continuous improvement, and support managerial accountability. County departments meet at least once per month to review their scorecards, highlight successes, address shortcomings, and decide how and when to correct shortcomings and improve performance. These meetings form the backbone of the County's monitoring of strategic performance. Information discussed at these meetings and contained in departmental scorecards is used by the Office of the Mayor to provide executive leadership.

The monitoring process also includes public reporting of performance. After each fiscal quarter, the County publishes every department's scorecard on the Internet, as well as a quarterly budget report. At the completion of every fiscal year, the County also compiles performance information in its "Progress Report to the Community." These reports can be viewed at http://www.miamidade.gov/managementandbudget/progress-report.asp.

The sum total of these efforts, strategic planning, business planning, measurement, and monitoring, feeds our budget. With a firm understanding of available resources, ongoing performance, and the community's goals, it is much easier to implement a performance-based budget. The information gathered throughout the County's strategic framework is used to inform the recommendations of the Mayor to the Board of County Commissioners, giving the BCC the best available data to make policy decisions about which strategies should be funded, and at what level.