

INSTRUCTIONS FOR DEPARTMENT BUSINESS PLANS - FALL 2016

DIRECTOR'S BUSINESS PLAN CHECKLIST

- I am using the updated business plan template for FY 2016-17 and FY 2017-18 located at: <http://www.miamidade.gov/performance/business-plans.asp> . This time frame represents the two year period of October 1, 2016 through September 31, 2018.
- I have reviewed how my department supports the goals and objectives in the County strategic plan. (Refer to the strategic plan department alignment table at: <http://www.miamidade.gov/budget/FY2016-17/proposed/library/appendix-x.pdf>)
- I have included in the Business Plan the most important issues and initiatives my department needs to address in FY 2016-17 and FY 2017-18. I have also identified issues I anticipate for years beyond FY 2017-18.
- I have reviewed my department's scorecard. I have confirmed its content is relevant, up to date, and supports my department's business plan. Measures identified as Key Performance Indicators (KPIs) in the County Strategic Plan related to my department are included on the scorecard. (See attachments A2-A7 of these instructions and the list of KPIs at: <http://www.miamidade.gov/performance/library/strategic-plan/2012-appendix-attachment-2.pdf>)
- I have reviewed and set the targets for the scorecard's measures through the end of FY 2017-18. Comparative data from the Florida Benchmarking Consortium and the International City/County Management Association was considered. (See <http://intra.miamidade.gov/managementandbudget/comparatives.asp>)
- I have signed the cover page and have obtained the signature from my corresponding Deputy Mayor/Senior Advisor. I have kept a copy and forwarded the signed originals to OMB by the due date of February 13, 2017.

BUSINESS PLAN DUE DATES

Department confirms with OMB Analyst by email that scorecard is consistent with adopted budget **October 31, 2016**

Director and Deputy Mayor/Senior Advisor sign plan and submit final version to OMB, including PDF of Scorecard Business Plan Report **February 13, 2017**

Important note: The business plan report can be unexpectedly large. If you run into problems saving a PDF version of your report, please review the content linked to your scorecard, including measures linked as children to the measures on your scorecard. Please call your OMB Analyst for assistance.

WHY DO WE USE BUSINESS PLANS AND SCORECARDS?

Departmental business plans guide the annual budget process that supports the goals and objectives listed in the Miami-Dade County Strategic Plan. A well-written business plan summarizes a department's purpose and mission, communicates its priority initiatives for the current and the next fiscal year, and lists key issues which may impact the department's ability to achieve its desired outcomes.

There are two parts to the Business Plan: the Business Plan *Narrative* and the Business Plan *Report*. The narrative provides a written overview of a department's core mission, issues it is facing, and initiatives it wants to pursue in the coming fiscal year. The narrative is prepared in Microsoft Word, and a template for departments is available at <http://www.miamidade.gov/performance/business-plans.asp>. The Business Plan Report is generated from the department's scorecard in ActiveStrategy Enterprise (ASE).

Scorecards housed in ASE are used by departments to manage the implementation of their business plan. Key scorecard elements include the department's objectives and performance measures that demonstrate how well a department is doing. In addition, performance measure targets should reflect the levels required to achieve the outcomes linked to the Strategic Plan. Initiatives should be added to track progress in specific projects required to meet the targets of a department's most important measures.

The information presented in the business plan is then reviewed by OMB as an introduction to the annual budget process. As a result it is critical that departments submit their business plans on time with up-to-date details about their challenges and priorities.

HOW DO I GET STARTED?

Business plans should be collaboratively prepared with input from departmental staff, OMB, and the Office of the Mayor. All parties should provide ongoing input throughout the process prior to final submission.

What are the roles and responsibilities of the different parties?

Departmental leadership should review the Miami-Dade County Strategic Plan and accordingly lay out the Department's performance objectives, measures, and initiatives for the current and next fiscal year. Department leadership should review this with managers and key operational staff to learn what factors may influence their ability to achieve their objectives and to specifically define required actions to achieve the performance goals. The Miami-Dade County Strategic Plan can be found online at <http://www.miamidade.gov/performance/strategic-plan.asp>.

Department staff should seek out OMB involvement and include Business Analysts in the planning process. OMB staff should have the opportunity to review the business plan while it is still in draft form to provide comment and overall guidance.

How do I identify my key issues and priority initiatives?

The most important external and internal factors that could impact the implementation of a department’s business plan should be included as Key Issues in the narrative portion of the business plan. Examples are changes in the business environment, status of major project milestones, and legislative changes or mandates that impact your operations. Departments may want to start with a basic Strengths, Weaknesses, Opportunities, and Threats analysis (SWOT) to help identify these issues. Please call your Business Analyst if you require assistance.

A department’s Priority Initiatives listed in the narrative should address these issues. Priority Initiatives are specific projects that have start and end dates, and result in actions that have a positive impact to operations.



Attachment A-1 provides some guiding questions that departments should consider when planning for the current and upcoming year. Reviewing these questions will help departments identify the key elements that should go into a comprehensive business plan.

The questions are categorized in the following manner:

- | | |
|-------------------------------|----------------------|
| 1. Mission | 4. Employees |
| 2. Operating Environment | 5. Revenue and Costs |
| 3. Customers and Stakeholders | 6. Processes |

Finally, departments should consider how internal support departments impact the achievement of business plan objectives. Specific information about the kind of internal support department assistance needed is preferable.

Will a strategy map help?

Strategy maps (see diagram in Attachment A-2) can be used during the planning process to help show the alignment of key operations with the County’s Strategic Plan components. Strategy maps show from bottom-up how departmental objectives support each other, including the key drivers of success. A good strategy map represents the foundation for effective scorecards and performance measurement. To complete a strategy map, department staff should take the following steps:

1. Identify the goals and associated outcomes from the County’s Strategic Plan that the department most directly supports.

2. Evaluate departmental operations and key objectives, and identify those programs, activities, or any associated initiatives that support the achievement of the County Strategic Plan objectives.
3. Use the forms provided in Attachments A-2 and A-4 as a guide. Electronic versions are available at: <http://www.miamidade.gov/performance/business-plans.asp>.

HOW DO I SET TARGETS?

The Miami-Dade County Strategic Plan contains specific Key Performance Indicators (KPIs) to assess if the County is achieving the plan’s goals and objectives. Targets for these KPIs were set during the strategic planning process and presented to the Board of County Commissioners. Departments that need to track these measures should use those targets and display the measure on their ASE scorecard. Goals, objectives, performance measurement targets and related departments can be found at:

- <http://www.miamidade.gov/budget/FY2016-17/proposed/library/appendix-x.pdf> and at
- <http://www.miamidade.gov/performance/library/strategic-plan/2012-appendix-attachment-2.pdf>

Likewise, departments should set targets for performance measures closely related to the Strategic Plan’s goals and objectives at levels that would support achievement of the Strategic Plan KPI targets. For measures that do not have a direct relationship with a strategic plan KPI, departments should consider the following questions when setting targets:

- Who are our customers and stakeholders (internal and external)? What levels of performance are necessary to meet valid customer requirements?



- **How are other jurisdictions performing? Comparative jurisdictional data collected by the Florida Benchmarking Consortium and the International City/County Management Association (ICMA) is online at <http://intra.miamidade.gov/managementandbudget/comparatives.asp>.**

- How have we performed recently? What was our best month, quarter or year? Can we improve on those levels? If so, what would be a reasonable increase that is both a stretch while still being achievable?
- What is management’s perspective? Are there external factors such as new technologies or changes in resources that will impact performance positively or negatively?

Attachment A-3 can be used to help identify factors that you should consider when setting a target. Please call your OMB Analyst for assistance.

WHAT ARE THE KEY DEADLINES FOR SUBMITTING THE BUSINESS PLAN?

<i>Deadline</i>	<i>Due Date</i>
<p>Scorecard Update – Consistent with Adopted Budget</p> <ul style="list-style-type: none"> Department confirms with OMB Analyst by email that scorecard is consistent with adopted budget 	October 31, 2016
<p>Final Approval</p> <ul style="list-style-type: none"> Director and Deputy Mayor/Senior Advisor sign plan and submit final signed versions to OMB, including PDF of Scorecard Business Plan Report 	February 13, 2017

Deadlines

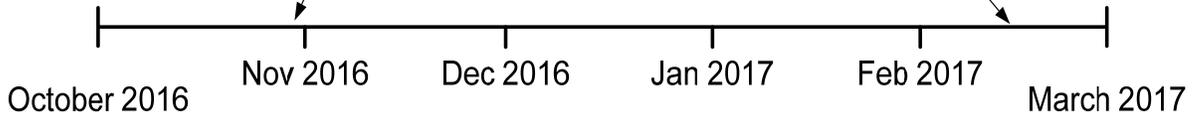


October 31, 2016

Notify OMB analyst that scorecard is consistent with most recent adopted budget

February 13, 2017

All final plans signed by Director and Deputy Mayors, and submitted to OMB for posting



Activities



October

Departments internally confirm that scorecard reflects adopted budget

November - December

Departments initiate planning process. Garner input from key department staff, and OMB and Mayor’s Office as needed. Develop targets for FY2017-18 for scorecard measures

January

Departments continue refining plan. Finalize FY2017-18 targets and make sure measures and objectives are properly linked on scorecard

February

Make final changes, sign document and submit originals to OMB

HOW DO I USE THE TEMPLATE TO WRITE THE BUSINESS PLAN NARRATIVE?

The Business Plan Narrative outlines a department’s operations and identifies its priority initiatives and key issues for the current and next fiscal year. It should be written in plain language so that it can be shared with employees and stakeholders outside the County. The narrative must be prepared with the latest Microsoft Word template located at <http://www.miamidade.gov/managementandbudget/business-plans.asp>.

The following is a section-by-section explanation of the information that should be included in the Business Plan Narrative. Please contact your OMB Business Analyst if you have any questions or need any help in completing the template.

As you prepare your business plan, please work with your OMB Analyst. OMB can help identify key issues, performance targets and priority initiatives.

1. Department Overview

- a. Departmental Mission: Insert departmental mission or purpose statement which is generally found in the proposed and adopted budget books. Also

INSTRUCTIONS FOR DEPARTMENT BUSINESS PLANS - FALL 2016

include a brief description of the major duties, services, and programs currently provided by the department.

- b. Table of Organization: Include the latest functional table of organization from the most recent adopted budget. Please contact OMB for assistance.
- c. Strategic Alignment Summary: Identify the Strategic Plan goals and objectives that are directly supported by the department's **most important** activities. It is not necessary to list all goals and objectives that the department may support. The full list of goals and objectives can be found online at <http://www.miamidade.gov/performance/strategic-plan.asp>.
- d. Our Customers: Please identify departmental customers and their most important needs. If applicable, include major customer trends that can impact operations. Be sure to include **internal** County customers as necessary.

2. Key Issues

- a. Insert a summary of significant issues that may impact the implementation of the department business plan (both positively and negatively). Departments are encouraged to perform a SWOT analysis to help identify such issues.
- b. Include as issues any changes in the business environment, achievement of milestones, obstacles for major projects, and legislative changes or mandates that impact your operations.
- c. If applicable, also include issues that address your department's competitive environment and industry trends.

3. Priority Initiatives

- a. Describe the most important initiatives that are ongoing or planned in the next fiscal year. These initiatives should be limited in number (4-8 initiatives, or possibly more for large, complex departments) and be directly related to the department's core mission and/or to the Key Issues addressed above.
- b. Initiatives listed here should be in ASE (however, not all initiatives in ASE need to be listed in this portion of the business plan.)

Sample initiatives include:

- Replace C-Pass System with SunPass
- Develop and Implement Parks & Recreation Community Needs Assessment Action Plan
- Tax Collector to Occupy West Lot Building by February 2013
- Lean Six Sigma Green Belt Certification Training Program (Waves 1-4)

4. Future Outlook

- a. Similar to "Key Issues" above, describe significant factors that may impact your operations sometime in the future (generally within 3-5 years).

5. Business Plan Report

- a. Departments will run this report in ASE and attach it to the Business Plan Narrative. If you have any technical difficulties running this report, please call OMB.

HOW DO I PREPARE THE BUSINESS PLAN REPORT?

The Business Plan Report is completed by using the County’s performance management software, ASE. This report consists of the departmental scorecard followed by more detailed information on the departmental performance measures and initiatives. Below are detailed steps for preparing and submitting this report.

Scorecard Objectives and the Strategic Plan

- Please review the departmental objectives on your scorecard. Check to see if they are linked to the correct strategic plan goal or objective. Please contact OMB if the objectives on your departmental scorecard need to change (added or removed) or if you believe the linkages to the Miami-Dade County Strategic Plan are incorrect.
- Organize your objectives using common balanced scorecard perspectives:
 - a. Customer: objectives related to residents and your customers
 - b. Financial: objectives related to your budget and key revenue and cost drivers
 - c. Internal: objectives related to processes that impact (a) and (b) above
 - d. Learning and Growth: objectives related to your employees, their professional development and skill levels
- The Miami-Dade County Strategic Plan is available online. Please review the plan at <http://www.miamidade.gov/performance/strategic-plan.asp> to see which goals and objectives your department supports.
- Refer to the Balanced Scorecard Checklist in Attachment A-5 for tips on developing improved content for department scorecards.

Scorecard Measures and Initiatives



- **Please make sure your scorecard objectives display the correct measures. The measures should have targets set through FY 2017-18.**
- **Attachment A-6 provides guidance for developing scorecard measures.**
- **Make sure to include on your scorecard the measures identified as “Key Performance Indicators” in the County Strategic Plan. Call OMB for direction.**
- **The Business Plan Report also displays the measures not directly shown on your scorecard, but *linked as children* to your scorecard measures. Reevaluate these child measures to determine if they are still needed.**

- Reassess all your current scorecard initiatives. Link to your scorecard only the most important of these initiatives, including the Priority Initiatives you listed in the Business Plan narrative. You can remove from your scorecard initiatives that are complete. Contact OMB for guidelines on archiving these completed initiatives.
- Please make sure the names of the initiative and measure owners display.

Finalizing the Business Plan Report

- When all the above changes have been completed on your scorecard, run the Business Plan Report in ASE. Save the document as a PDF and email it along with the signed business plan narrative to OMB. Please call OMB if you have any difficulty finalizing this report.
- Please see Attachment A-7 for step by step instructions for running the Business Plan Report in ASE.



- **From the Business Plan Report, please confirm that:**
 - Objectives are linked to the correct “Parent Objective” in the Strategic Plan
 - Graphs show a department scorecard measure’s target through September 2018
 - Initiatives, including your Priority Initiatives listed in the narrative, are displayed and up-to-date

The business plan report can be unexpectedly large. If you run into problems saving a PDF version of your report, please reevaluate the content linked to your scorecard, including measures linked as children to the measures on your scorecard.

Please call OMB for assistance.