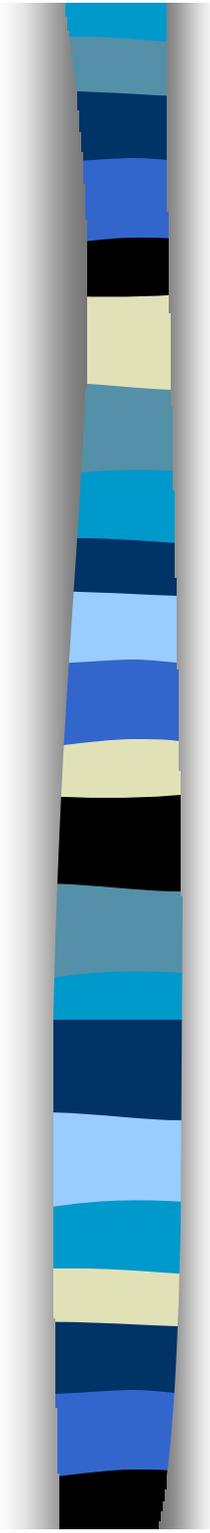




# Miami-Dade County

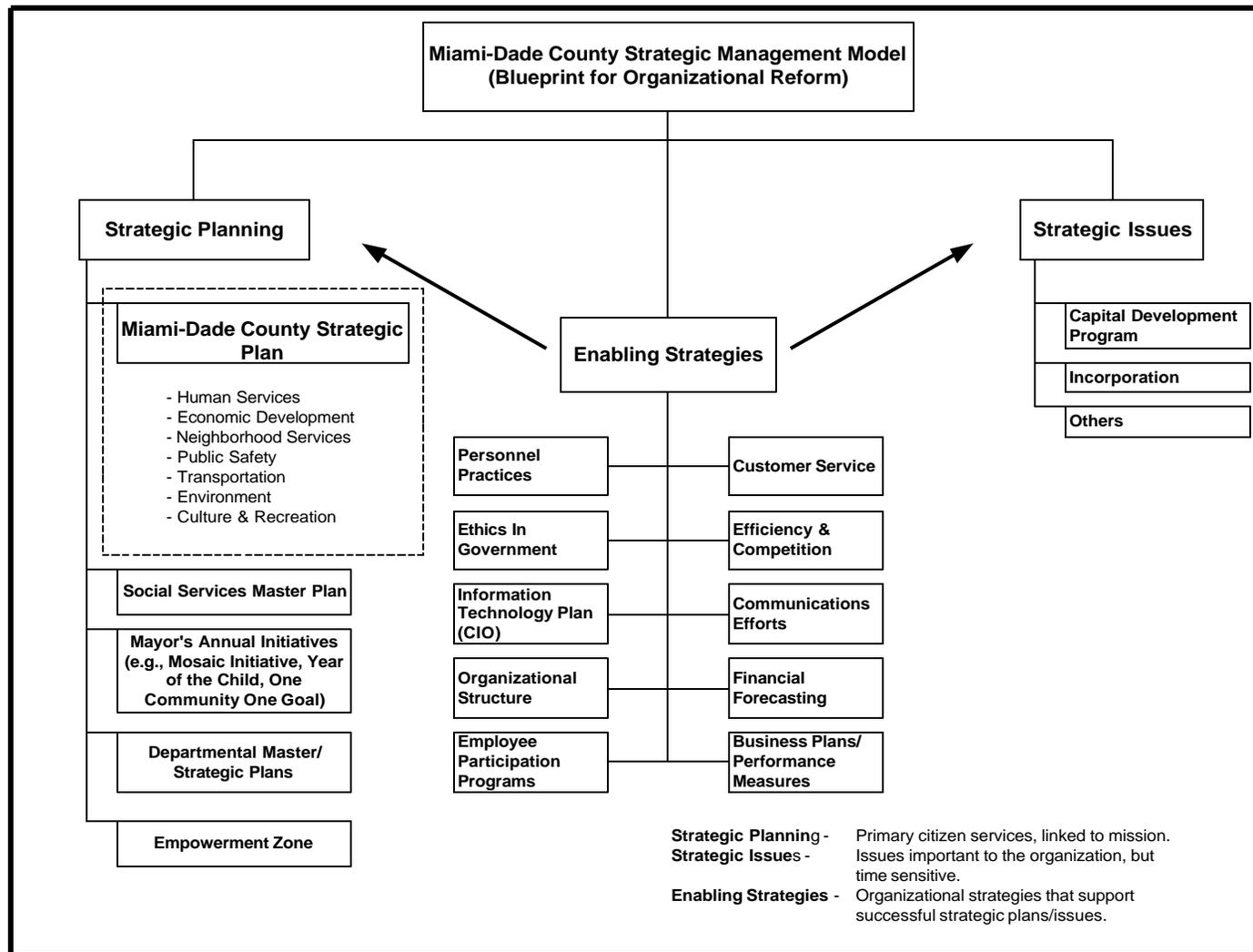
## Strategic Planning Process



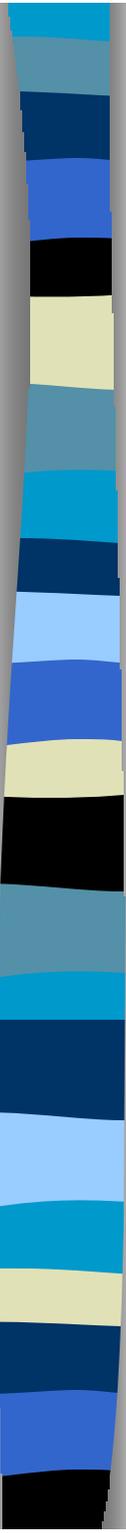
# Background

- ✍ The Board Authorized Commencement of Strategic Planning During January 23, 2001 Meeting
- ✍ The Mayor Made Strategic Planning a Priority for the New Manager
- ✍ Timeline: 18–24 Months Until Plan is Fully in Operation and Aligned with County Departmental Business Plans

# A Model for Miami-Dade County

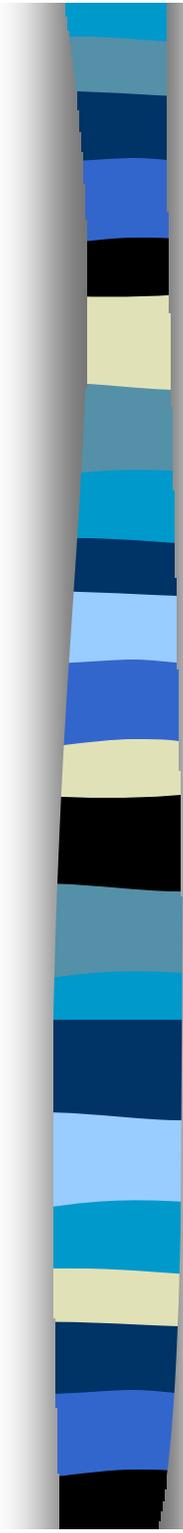


Strategic Planning is An Invaluable Part of Strategic Management



# Why Strategic Planning?

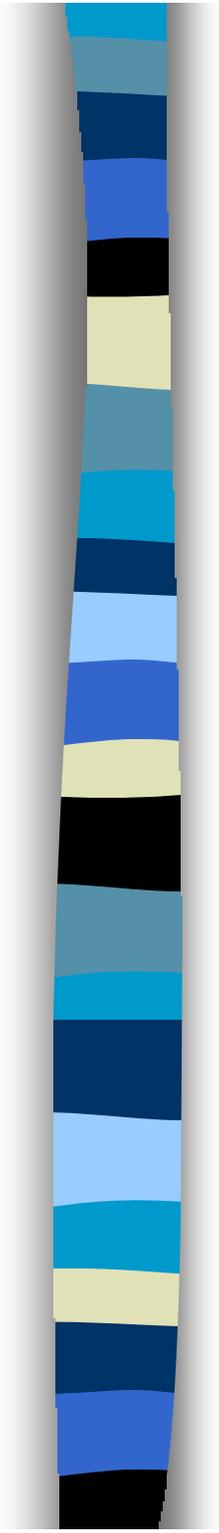
Strategic planning helps elected officials and local leaders throughout Miami-Dade County tackle the challenges of a growing community by focusing on shared priorities and goals



# What is Strategic Planning?

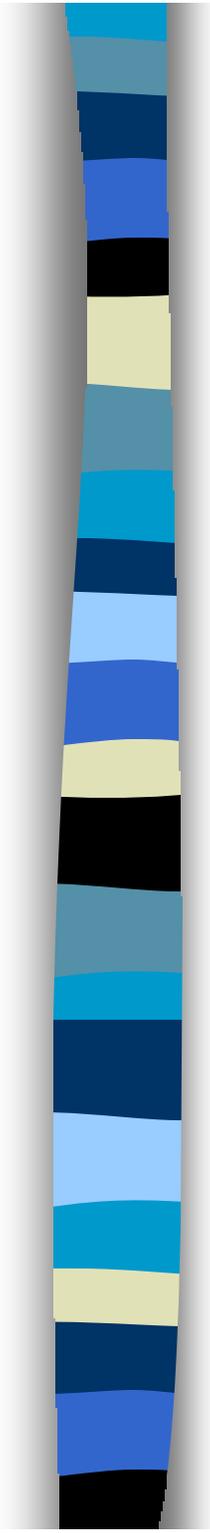
- Step-by-Step Process Used to:
  - Establish Priorities
  - Solve Local Problems
  - Deal with Rapid Change
  - Increase Teamwork and Cooperation

**Strategic Planning Focuses Decision Making on a Community's Strengths and Core Values**



# Benefits of Strategic Planning

- **Eliminates Crisis Decision-Making** by Giving Leaders a Blueprint for the Future
- **Creates a “Community Vision”** Consistent With Views and Needs of Diverse Citizens and Business Community
- **Builds Consensus** on Community Priorities and Guides Activities Beyond Day-to-Day Operations
- Institutes **Accountability and Constant Feedback**



## Communities With Strategic Plans

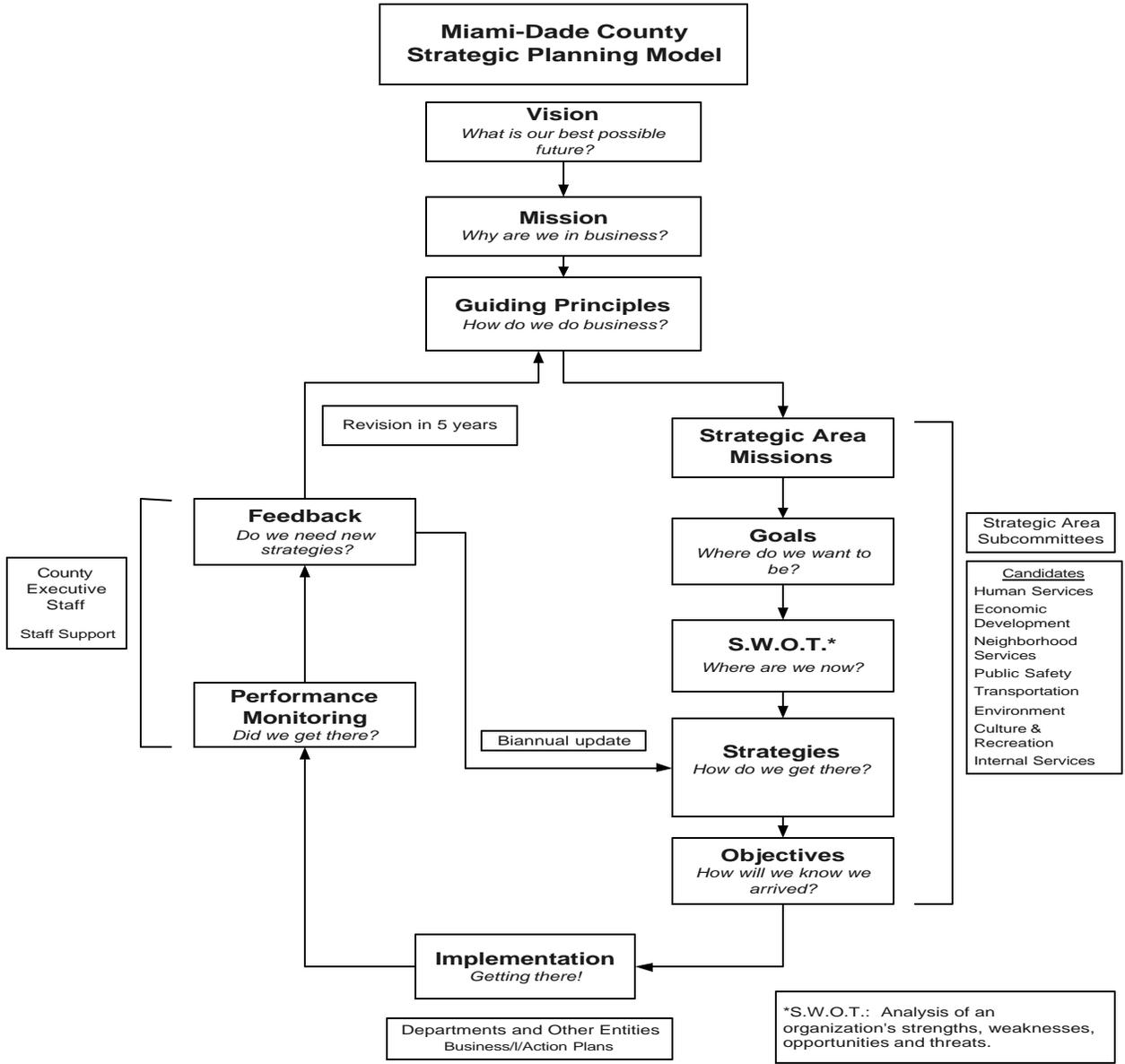
- Broward County, FL
- Orange County, FL
- Milwaukee, WI
- Portland, OR
- Maricopa County, AZ
- Sunnyvale, CA
- Riverside County, CA
- Harris County, TX
- Coral Springs, FL
- Seattle, WA
- King County, WA
- Kansas City, MO
- Minneapolis, MN
- Dallas, TX
- State of Arizona
- State of Oregon

# Strategic Planning Participants

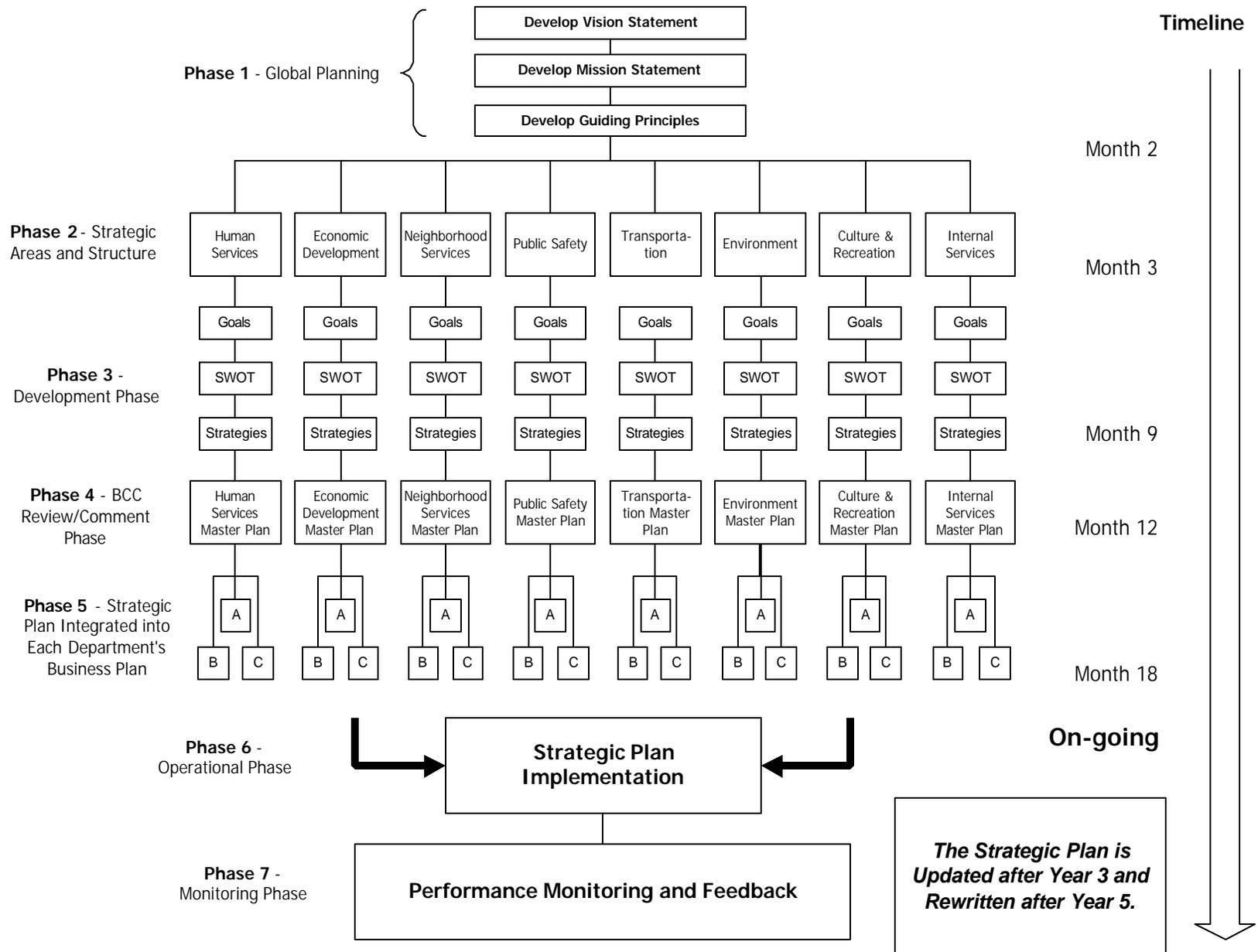


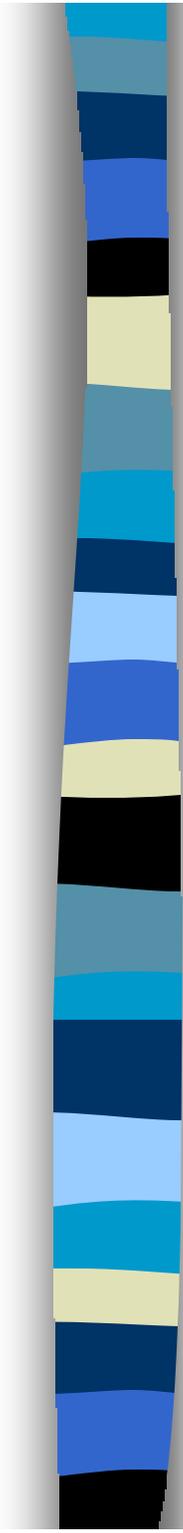
- Mayor and Board of County Commissioners
- County Manager, Department Directors and Professional Staff
- Municipal Representatives, Citizens and Community and Business Leaders

# Strategic Planning Process



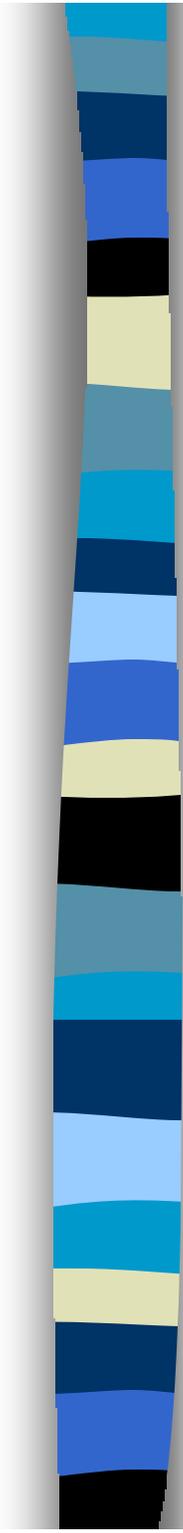
# Strategic Planning Summary Timeline





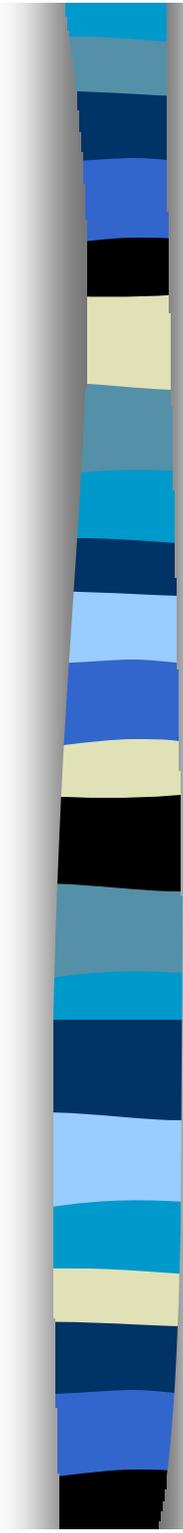
# Phase 1 – Global Planning

- ✍ Key Participants Develop Countywide Vision and Mission Statements, as well as Organizational Guiding Principles
- ✍ Some Sample Statements Include:
  - ***Vision Statement:*** To Be the Most Desirable Place to Live and Work in the Southern United States
  - ***Mission Statement:*** To Support a High Standard of Living and to Develop an Environment That Attracts Dynamic Businesses to the Community
  - ***Guiding Principles:*** Recognizing Our Cultural Diversity, We Conduct Business With the Utmost Respect for Others, Offer Equal Opportunity, Foster Cooperation, and Hold Ourselves to the Highest Ethical Standards



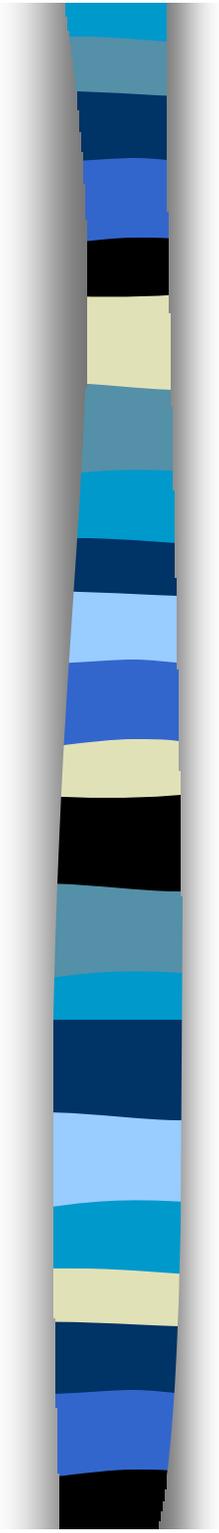
## Phase 2 – Strategic Areas and Structure

- ✍ Hold Community Forum to Obtain Public Input
- ✍ Key County Staff Are Divided into Strategic Areas to Put the Vision and Mission Statements and Guiding Principles into Action
- ✍ Team Leaders Oversee Each of the Strategic Areas, Which May Include:
  1. Human Services
  2. Economic Development
  3. Neighborhood Services
  4. Public Safety
  5. Transportation
  6. Environment
  7. Culture and Recreation
  8. Internal Services



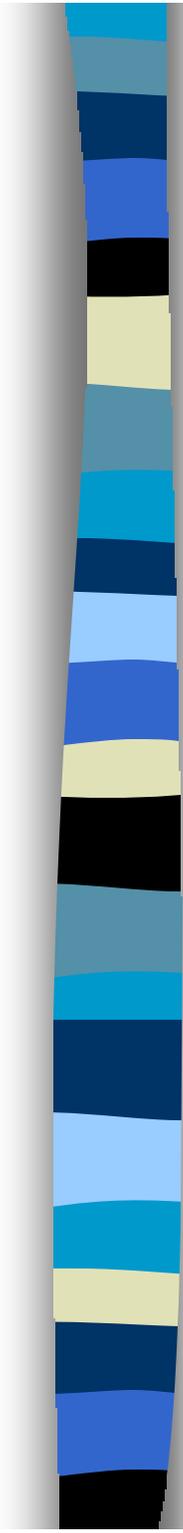
# Phase 3 – Development Phase

- ✍ Each Strategic Area Planning Group Develops its Own Strategic Goals
- ✍ After Conducting SWOT Analysis, the Working Group Develops Strategies for Achieving its Goals. Some Samples Include:
  - **Goal:** Improve Early Childhood Development
  - **Strategy:** Continue Expanding Access to Head Start and Early Head Start
- ✍ Process Results in a Master Plan for Each Strategic Area



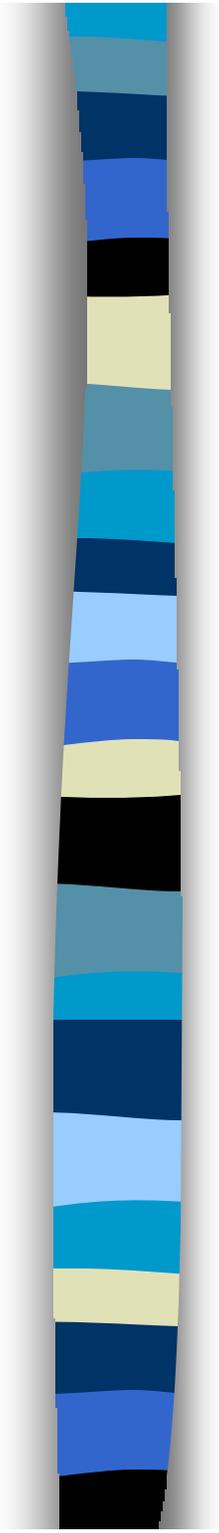
## Phase 4 – BCC Review and Comment

- ✍ Board Reviews Master Plans Prepared by Each Strategic Area
- ✍ The Board Provides Additional Input, and Plans Are Accordingly Revised
- ✍ Board Workshops Used



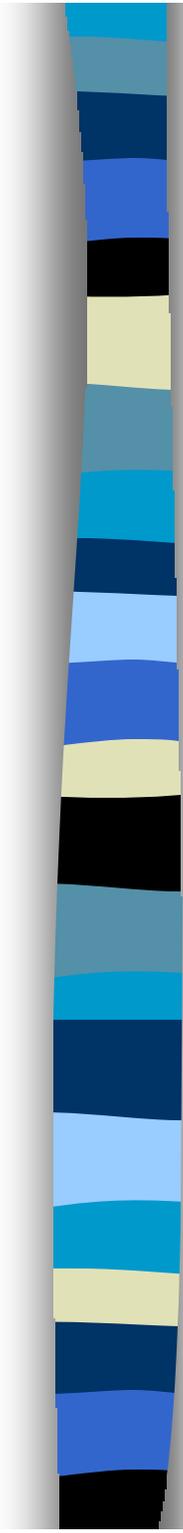
# Phase 5 – Integration into Department Business Plans

- ✍ After Plans Approved by Board, Departments and Other Participants of Planning Groups Will Prepare Strategic Objectives. Sample objectives Include:
  - Open new regional facilities to enroll another 400-500 eligible children
  - Make Needed Repairs to at Least 18 County-operated Head Start Facilities
- ✍ Departments in Each Strategic Area Use Objectives to Prepare Individual Business Plans



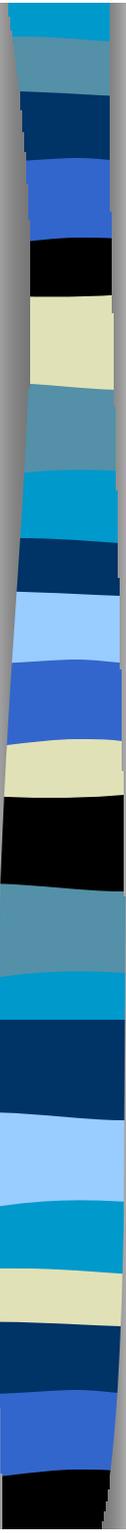
# Phase 6 - Operational Phase

- ✍ Departments Implement Business Plans
- ✍ Budgeting Process Incorporates Elements of Strategic Planning



# Phase 7 – Monitoring Phase

- ✍ Departments Use Performance Measures to Evaluate Progress
- ✍ This Provides Information for Updating the Strategic Plan and for Preparing New Versions
- ✍ Strategic Plan Updated After Year 3 and Rewritten After Year 5



# The Strategic Planning Calendar

- ✍ Strategic Planning – Fully Implemented 18-24 Months After Commencement
  - November 2001 – Issue Vision, Mission, and Guiding Principles. Publish Them in Final FY 01-02 Business Plan and Adopted Budget, and Use Them to Begin Planning for FY 02-03 Budget and Business Plans
  - June 2002 – Finalize FY 02-03 Budget with Vision, Mission, and Guiding Principles
  - November 2002 – Incorporate Strategic Plan in Business Plan and Adopted Budget for FY 02-03
  - December 2002 – Begin FY 03-04 Budget and Business Planning Cycle Operating Under Strategic Plan