



MEMORANDUM

Agenda Item No. 10(A)(4)

TO: Honorable Mayor Alex Penelas
Honorable Chairperson & Members
Board of County Commissioners

DATE: January 23, 2001

FROM: M. R. Sticeman
County Manager

SUBJECT: Resolution Approving
Development of a
Strategic Plan

RECOMMENDATION

It is recommended that the Board approve the attached resolution authorizing the commencement of a strategic planning process and development of a strategic management plan for Miami-Dade County government. The strategic plan will help us visualize our future, anticipate and prioritize the service needs of our community, and provide long-term goals, strategies and measurable objectives to guide us to that desired future.

BACKGROUND

Our County government faces extraordinary challenges over the coming decade. By 2010, we will be providing services to approximately one-half million more residents than today in an increasingly complex and diverse community. Meeting this significant challenge requires planning, commitment and new ways of looking at our future. Many communities facing challenges similar to ours have adopted strategic planning as a vital tool for proactively managing their future. I am urging the Board to support a strategic planning effort for our community so that we can better manage and control of our future.

In my last budget message, I outlined my intention to work with you to develop a multi-year strategic plan. If developed properly, a strategic plan creates a shared vision of our future by bringing together elected officials, community leaders, citizens, and professional administrators. To learn more about how other communities have developed and used strategic plans, I created a Task Force on Organizational Structure and Long-term Strategic Planning led by George Burgess. In the course of their work, they gathered dozens of strategic plans and spoke with the leaders of several city and county governments. Some of the communities we contacted that had developed noteworthy strategic plans are Riverside County, San Diego County, the City of Milwaukee, and Maricopa County. I encourage you to review the attached PowerPoint presentation, which provides a list of counties and cities using strategic planning, as well as other findings of the Task Force.

There are many ways to approach this objective, however. An essential ingredient is the very active involvement and leadership of the Mayor and each member of the County Commission. The participation of our city mayors, other elected officials, community, civic, neighborhood, educational and business leaders should be encouraged and welcomed. Finally, grass roots citizen input and

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participation encouraging a sense of ownership should also be part of the process.

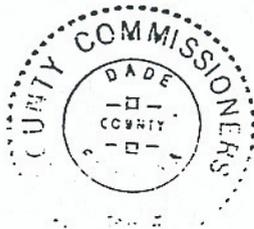
Nearly every strategic planning effort has as its starting point the development of Vision and Mission Statements, as well as an affirmation of an organization's Guiding Principles. These statements are designed to capture a community's collective aspirations, identify the role and priorities of the government that serves it, and establish the principle values that will guide the organization. Based on these core statements, the strategic planning process will work to identify specific policy goals, implementation strategies, and performance measures. Departmental Business Plans (submitted annually during the budget cycle, as opposed to strategic plans which are typically developed for at least five year periods) will link the activities of our workforce with the goals and strategies developed as part of the strategic planning process. In this way, we hope to align our resources and services more directly with the desires of the Board and the community.

I am excited about the prospect of working with you and others to develop a strategic plan for the community we all serve. The potential benefits are enormous. With the approval of the Board, I and/or my successor, with staff support, will begin laying the groundwork for a strategic planning process to be presented for your consideration. Following your approval we estimate that it should take from 18 to 24 months to complete the County's first comprehensive, countywide strategic plan. We will be working with members of my staff, including the Office of Performance Improvement, to develop an inclusive work plan and to identify resources, both internal and external, needed for a quality strategic plan. Your suggestions would be most welcomed. I will seek assistance from experts on a *pro bono* basis as well. With your approval, we should schedule one or more Board retreats in the near future to develop the Vision, Mission, and Guiding Principles that will form the foundation of our plan. If you have any questions about this important initiative, please do not hesitate to contact me or George Burgess.

Attachment

cc: Honorable Joseph P. Farina, Chief Judge, Eleventh Judicial Circuit
Honorable Harvey Ruvlin, Clerk of Courts

The Chairperson thereupon declared the resolution duly passed and adopted this 23rd day of January, 2001. This resolution shall become effective ten (10) days after the date of its adoption unless vetoed by the Mayor, and if vetoed, shall become effective only upon an override by this Board.



MIAMI-DADE COUNTY, FLORIDA
BY ITS BOARD OF COUNTY
COMMISSIONERS

HARVEY RUVIN, CLERK

Approved by County Attorney as
to form and legal sufficiency. *[Signature]*

By: **KAY SULLIVAN**
Deputy Clerk