

☒ DIRECTOR'S BUSINESS PLAN CHECKLIST ☒

- ☐ I am using the **revised** business plan template for FY 2019-20 and FY 2020-21 located on the OMB Business Planning [Website](#). The time frame for this business plan represents the two-year period of October 1, 2019 through September 30, 2021.
- ☐ I have reviewed how my department supports the updated goals and objectives in the County strategic plan. (Refer to Attachment A-8 of these instructions for a crosswalk to the updated goals and objectives adopted as part of the FY 2019-20 budget.)
- ☐ I have included in the Business Plan the most important issues and initiatives my department needs to address in FY 2019-20 and FY 2020-21. I have also identified issues I anticipate for years beyond FY 2020-21.
- ☐ I have reviewed my department's scorecard. I have confirmed its content is relevant and up to date. I have also reviewed and set the targets for the scorecard's measures through the end of FY 2020-21. Comparative data from the Florida Benchmarking Consortium and the International City/County Management Association that is available on the County [Intranet](#) was considered.
- ☐ I have reviewed the [Greater Miami & the Beaches Resilient305 Strategy](#) in preparing my business plan. For **a few key measures** on my scorecard, I have associated them with one of the 12 Resilience Drivers described in the FY 2019-20 Proposed Budget. (Attachment A-9 provides an overview of these 12 drivers. The Business Plan template includes a new section to show how some of your measures can be aligned to a Resilience Driver. Upon request, OMB staff will provide a customized Excel spreadsheet to help you.)
- ☐ 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 10, 2020.



**New  
This  
Year!!**

**BUSINESS PLAN DUE DATE**

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

**February 10, 2020**

*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 OMB 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 on the OMB Business Planning [Website](#). 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 updated goals and objectives of the Miami-Dade County Strategic Plan (Attachment A-8) 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. Budget and performance staff should collaborate to ensure objectives and performance measures match in the respective Business Plan and Budget submittals systems.

Finally, 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 on the OMB Business Planning [website](#).

### **HOW DO I SET TARGETS?**

The Miami-Dade County Strategic Plan contains specific [goals and objectives](#) along with Key Performance Indicators (KPIs) to assess if the County is meeting its priorities. 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 scorecard.

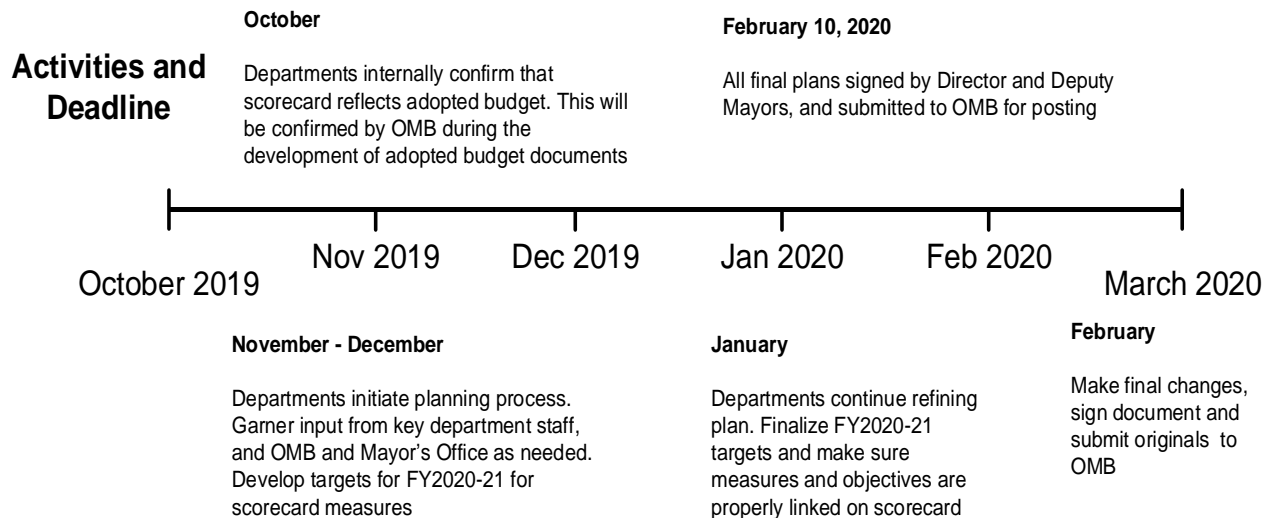
Likewise, departments should set targets for performance measures closely related to the Strategic Plan's goals and objectives at levels that would support achievement of the Strategic Plan KPI targets. For measures that do not have a direct relationship with a strategic plan KPI, departments should 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 on the County [Intranet](#).
- 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 IS THE DEADLINE FOR SUBMITTING THE BUSINESS PLAN?

<i>Deadline</i>	<i>Due Date</i>
<b><i>Final Approval</i></b> <ul style="list-style-type: none"> <li>Director and Deputy Mayor/Senior Advisor sign plan and submit final signed versions to OMB, <b><u>including PDF of Scorecard Business Plan Report</u></b></li> </ul>	<b>February 10, 2020</b>



## 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 on the OMB Business Planning [Website](#). **It is important to note that this template has been revised since last year.**

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 include a brief description of the major duties, services, and programs currently provided by the department.
- b. 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.
- c. Table of Organization: Include the latest functional table of organization from the most recent adopted budget. Please contact your OMB Analyst for a copy of your T.O. from the adopted budget.
- d. 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 on the Miami-Dade Strategic Planning [Website](#).



NEW

- e. Alignment of Selected Scorecard Measures to Resilience: Identify measures from your scorecard that can be associated to one of the twelve resilience dimensions described in Attachment A-9. **Not all of the measures on main departmental scorecard need to be included.** Additional guidance can be found at: <https://www.100resilientcities.org/resources/#section-2>

## 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 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:

- Completion of Ocean Rescue Facility at Crandon Park
- Implement Greenway Prioritization Plan
- Implement a DERM Mobile Inspection System

#### 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
- Please review the updated goals and objectives of the Miami-Dade County Strategic Plan (Attachment A-8) 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 2020-21.
  - 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.



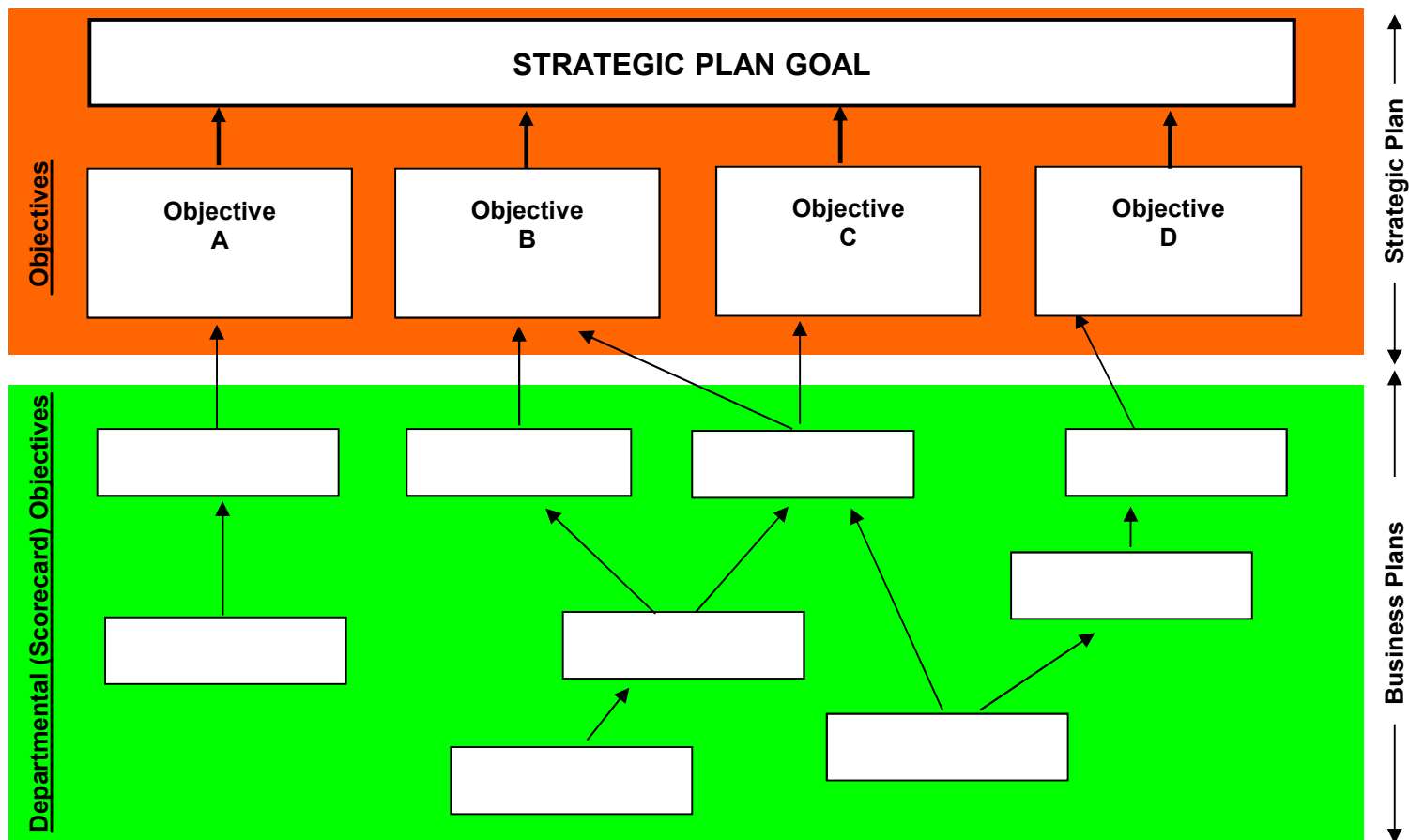
- From the Business Plan Report, please confirm that:
  - Objectives are linked to the correct “Parent Objective” in the Strategic Plan
  - Graphs show a department scorecard measure’s target through September 2021
  - Initiatives, including your Priority Initiatives listed in the narrative, are displayed 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.*



Attachment A-2  
Strategy Map Diagram



### Attachment A-3 - Target Setting Worksheet

Measure: _____	Description: _____ _____	Owner: _____			
Dept/Div.: _____		_____			
Factors for Setting Targets	Pertinent Information	How important is the Pertinent Information?			
		Critical	Important	Nice to Know	Not Useful
		4	3	2	1
<b>1 Customer Valid Requirements</b>					
A. Who are the Stakeholders?					
B. What level of performance do they need?					
<b>2 Benchmark (Internal/External)</b>					
A. What has been our best performance level?					
B. What performance levels have other similar agency organizations achieved?					
C. What performance levels have other similar outside organizations achieved?					
D. What are the industry targets?					
<b>3 Historical Trends</b>					
A. What performance improvement trends have we achieved in the past?					
B. What has been our best performing recent year/period?					
<b>4 Management Viewpoint</b>					
A. What levels of performance are needed to achieve organizational goals/objectives (including from the strategic plan)?					
B. What other factors (new technology, budget, etc.) need to be considered before setting a target?					
<b>Describe Target and Methodology Selected</b>					
Recommended Target: _____					
Date: _____					
Approved by: _____					

Attachment A-4				
Scorecard Development Worksheet				
<div>Strategic Plan Goal or Objective</div> <div>Strategic Plan Goal or Objective</div> <div>Strategic Plan Goal or Objective</div> <div>Strategic Plan Goal or Objective</div>				
	Dept. Objectives		Measures	Initiatives
Customer	<div>Dept. Objective 1</div> <div>Dept. Objective 2</div>	Dept. Objective 1		
		Dept. Objective 2		
Financial	<div>Dept. Objective 3</div> <div>Dept. Objective 4</div>	Dept. Objective 3		
		Dept. Objective 4		
Internal	<div>Dept.</div> <div>Dept. Objective 6</div> <div>Dept.</div>	Dept. Objective 5		
		Dept. Objective 6		
Learning/Growth	<div>Dept. Objective 8</div> <div>Dept. Objective 9</div>	Dept. Objective 7		
		Dept. Objective 8		
		Dept. Objective 9		

Attachment A-5  
Balanced Scorecard Checklist

CATEGORY	YES	NO	PRIORITY	DESCRIPTION
<b>Scorecard &amp; Perspectives</b>			High	The Scorecard uses the four Balanced Scorecard Perspectives (i.e. Customer, Financial, Internal, and Learning & Growth)
			High	Every Perspective has Objectives supported by Measures and/or Initiatives
			Medium	Critical Initiatives are linked to both the Scorecard and the appropriate Objective/Measure/Initiative
			Medium	Scorecard Owner is the individual ultimately responsible for performance
			Medium	A total of 10-12 Objectives and no more than 30 measures populate the Scorecard
			Low	Appropriate Parent-Child linkages to other Scorecards exist
<b>Objectives</b>			High	At least one Customer Objective addresses customer satisfaction or other important customer or stakeholder outcomes
			High	At least one Financial Objective addresses "Meet Budget Targets" with appropriate Measures
			High	Objectives are correctly linked to Strategic Plan Goals or Objectives (work with OMB/MPPA division)
			High	Objectives are supported by appropriately linked Measures and/or Initiatives
			Medium	Objectives preferably have only 1 Owner, but no more than 3
			Medium	Objective titles address the department's specific responsibility supporting the broader Strategic Plan Goal and/or Priority Outcome
			Medium	Objectives are linked to the appropriate Perspective (i.e. Customer, Financial, Internal, Learning & Growth)
			Low	Objective descriptions are clear, informative, and well developed

<b>Measures</b>			High	Measures are linked to the appropriate Objective
			High	Measure goals/targets are consistent with budgeted service levels and adjusted for seasonality
			High	Actual Data is loaded and up-to-date
			Medium	Benchmark goals/targets and stretch goals are used where appropriate
			Medium	Consistently under performing Measures are addressed by an improvement Initiative
			Medium	Good direction is correct
			Medium	Measure titles are simple and clear
			Medium	Measure descriptions are well developed, explaining what is being measured, how it is calculated, the source of the data, and its time frame
			Low	Measures have no more than one Owner accountable for the measure's performance
<b>Initiatives</b>			High	Priority Initiatives listed in your Business Plan and other important projects should be added to your scorecard as Initiatives
			High	Initiative Status Reports are up-to-date
			Medium	Appropriate Tasks are created, assigned to Participants, and updated
			Medium	Projects of importance at the department level are linked directly to the Scorecard and to the respective Objective

**Attachment A-6**  
**Miami-Dade County**  
**Scorecard Measure Assessment Form**

Measure Component	Criteria	Criteria Met (Y/N)	Notes
<b>Name</b>	<ul style="list-style-type: none"> <li>Measure names should be concise and understandable to a layperson</li> <li>Avoid industry terminology and uncommon acronyms</li> <li>Include units of measure if necessary</li> </ul>		
<b>Description</b>	<ul style="list-style-type: none"> <li>Expand on measure name</li> <li>Fully explain in plain terms what is being measured.</li> <li>Include formula being used, the source of the data, measure assumptions, and if relevant, what is NOT included in the measure.</li> <li>Include the methodology of setting the target</li> </ul>		
<b>Ownership</b>	<ul style="list-style-type: none"> <li>Owner is person responsible and accountable for the measure's performance</li> <li>Add a second owner to if necessary for data entry</li> <li>Department's ASE power user administrator should not be listed as the owner unless he/she is the person accountable to the measure</li> </ul>		
<b>Good Direction and Accumulation</b>	<ul style="list-style-type: none"> <li>Outcome and efficiency should include a good direction (up or down)</li> <li>Measures that are designed to perform within a range (neither too high nor too low) should be accordingly defined in ASE as "To Center"</li> <li>Fiscal Year to Date accumulators should be set logically</li> </ul>		
<b>Performance History and Frequency</b>	<ul style="list-style-type: none"> <li>Enter sufficient performance history to discern data trends</li> <li>Data should be collected frequently enough to allow for analysis and timely corrective action</li> </ul>		
<b>Data Validity</b>	<ul style="list-style-type: none"> <li>Data should come from systems that have a consistent and reliable method for collecting information</li> <li>When data comes from manually-entered logs or Excel tracking sheets, data collection procedures must be established and an ongoing review process should be in place</li> </ul>		

Measure Component	Criteria	Criteria Met (Y/N)	Notes
<b>Target</b>	<ul style="list-style-type: none"> <li>Key outcome and efficiency measures must have performance targets consistent with the department's business plan</li> <li>Targets should be set at least one fiscal year into the future</li> <li>Best practice or comparative performance levels should be considered in setting the target. Sources include ICMA and the Florida Benchmarking Consortium</li> </ul>		
<b>Child Measures</b>	<ul style="list-style-type: none"> <li>Not all child measures need to have a <i>mathematical</i> relationship to the parent; they can also just add additional information about the parent</li> <li>Child measures should facilitate root cause analysis of the parent measure's performance</li> </ul>		
<b>Variance Reports and Corrective Action</b>	<ul style="list-style-type: none"> <li>Create procedures to explain whenever data underperforms its targeted level</li> <li>Variance reports must include a reason for underperformance and a summary of planned corrective action</li> </ul>		
<b>Data Charts and Graphs</b>	<ul style="list-style-type: none"> <li>Display at least data points on graphs (if data is available)</li> <li>Clearly mark all data series, including values for actual and for target</li> <li>Graph titles should be brief and clearly state the information being shown. Child measure information can be displayed on secondary graph</li> </ul>		
<b>Associated Objective or Goal</b>	<ul style="list-style-type: none"> <li>Measures must have a clear correlation to the objective or the strategic goal they support</li> </ul>		



## Attachment A-7

### Instructions for Running the Business Plan Report in ASE

#### Step #1

From your department scorecard, select “Business Plan” from the top ribbon menu.

The screenshot displays the ASE (Assessment System Environment) interface. At the top, there is a ribbon menu with several tabs: 'Menu', 'Home', and a group of icons. The 'Menu' tab is active, showing a list of actions: 'Child', 'Clone', 'Action Item', 'Comment', 'Attachment', 'External Link', 'Add', 'Edit & Link', 'Preferences', 'Subscribe', 'Set as Homepage', 'Add to Favorites', 'Action Items', 'Update', 'Change', 'Save', 'Restore Default', 'Layout', 'Email', 'Print / PDF', 'Exception', and 'Business Plan'. The 'Business Plan' option is highlighted with a red circle. Below the ribbon menu, the main content area shows a 'Scorecard - Sample Scorecard for Business Plan Report'. The 'Details' tab is selected, and the 'As Of' date is set to '15'. The 'Initiatives', 'Objectives', and 'Measures' checkboxes are all checked. The table below shows the following data:

	As Of	Actual	Business Plan Goal	FYTD Actual	FYTD Goal
Customer					
Sample Objective					
Sample Measure #1	Sep '18	523	500	6,234	6,000
Financial					
Internal					
Learning and Growth					

## Step #2

After report runs, please review that everything displays correctly. If so, press the print icon shown below.

**Business Plan Report - Sample Scorecard for Business Plan Report**

Scorecard Description Owners  
Sample Scorecard for Business Plan Report Maxwell, Carlos M. (OMB)

Initiatives Linked to Scorecard	Est. Start	Est. End	Type	As Of	%	Status	Owners
Sample Priority Initiative	10/1/2017	9/30/2018		9/19/2018	75%	In Progress	Maxwell, Carlos M. (OMB)

**Customer**

Objective	Description	Owners
Sample Objective		Miami-Dade County
Grandparent Objectives	Description	Owners
Sample Grandparent Objective		Miami-Dade County
Parent Objectives	Description	Owners
Sample Parent Objective		Miami-Dade County

Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Sample Measure #1	Sep '18	523	500	23	Miami-Dade County

**Sample Measure #1**

Financial

### Step #3

When print preview opens, adjust the page size if necessary. Gray page break lines (not shown) can be moved upwards to correct irregular page breaks. After the document is ready, press the PDF icon and save and email the document to OMB along with your scorecard and Business Plan Narrative.

**Print Preview - Business Plan Report - Sample Scorecard for Business Plan Report**

100 % Print Resolution: Medium

Scorecard	Description	Owners
Sample Scorecard for Business Plan Report		Maxwell, Carlos M. (OMB)
<b>Initiatives Linked to Scorecard</b>	<b>Est. Start</b> <b>Est. End</b> <b>Type</b> <b>As Of</b> <b>%</b> <b>Status</b>	<b>Owners</b>
Sample Priority Initiative	10/1/2017 9/30/2018 75% In Progress	Maxwell, Carlos M. (OMB)

**Customer**

Objective	Description	Owners
Sample Objective		Miami-Dade County
<b>Grandparent Objectives</b>	<b>Description</b>	<b>Owners</b>
Sample Grandparent Objective		Miami-Dade County
<b>Parent Objectives</b>	<b>Description</b>	<b>Owners</b>
Sample Parent Objective		Miami-Dade County

Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Sample Measure #1	Sep '18	523	500	23	Miami-Dade County

**Sample Measure #1**

Actual Target Trend

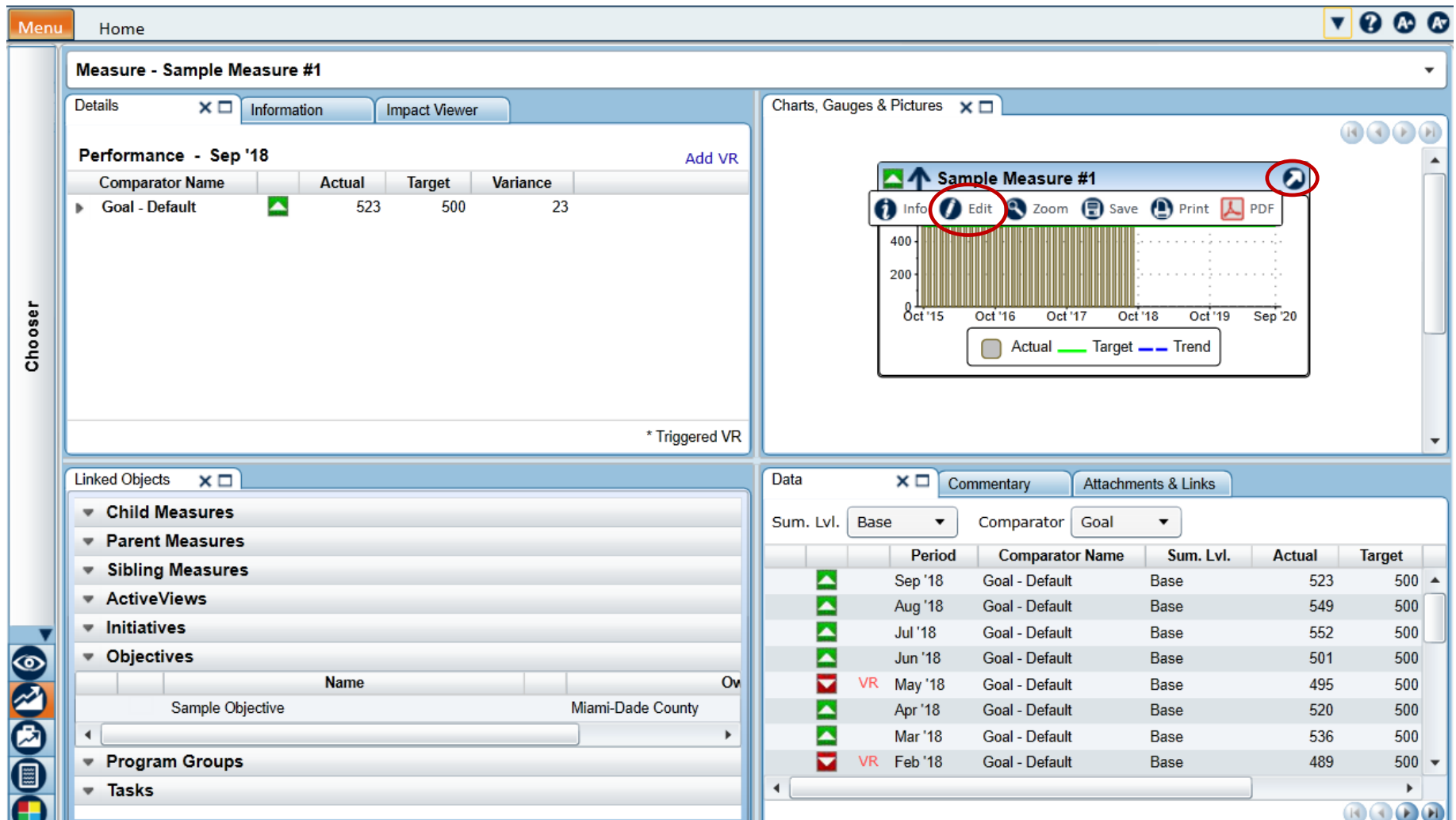
Oct '15 Oct '16 Oct '17 Oct '18 Oct '19 Sep '20

To make sure your graph displays targets through FY21 (9/30/2021), please review Steps A and B below

**Financial**

## Measure Graph: Step A

Hover over the small arrow at the top right of the graph from the measure detail page, then select the edit option. (You can access the measure detail page from your scorecard by clicking on the measure name which is “Sample Measure #1” in this example)



## Measure Graph: Step B

Select the Display tab at the top-left hand corner of the Chart Builder. Change the Chart Period option to “Date Range”, and then make sure the end date goes through the end of fiscal year 2020. The start date used is at your discretion.

The screenshot shows the Chart Builder window with the 'Display' tab selected. The left sidebar lists 'Display Options' including Information, Appearance, Annotations, Measures, Legend, X Axis, and Y Axis. The main area displays a bar chart titled 'Sample Measure #1' with a Y-axis from 0 to 600 and an X-axis from Oct '15 to Sep '20. The chart shows 'Actual' data as bars, a 'Target' as a green line, and a 'Trend' as a blue line. Below the chart, the configuration section includes fields for Name, Description, and a checked 'Use on Reports' box. The 'Chart Period' is set to 'Date Range'. The 'Chart Range' section shows the start date as 10/1/2015 and the end date as 9/30/2020. A red box highlights the end date field with a note: 'You may need to scroll down to access the End Date Field. Choose an end date of 9/30/2021.' The bottom of the window has buttons for Delete, Apply, Save, and Cancel, and a legend indicating '\*' = Required.

Chart Builder

Details **Display**

Display Options

- Information
- Appearance
- Annotations
- Measures
- Legend
- X Axis
- Y Axis

Sample Measure #1

600  
550  
500  
450  
400  
350  
300  
250  
200  
150  
100  
50  
0

Oct '15 Oct '16 Oct '17 Oct '18 Oct '19 Sep '20

Actual Target Trend

\*Name: Sample Measure #1

Description:

Use on Reports: ☒

Chart Type: Trend

Horizontal: ☐

Stacking: None

Chart Period: Date Range

Chart Range

\*Start Date: 10/1/2015 15

\*End Date: 9/30/2020 15

You may need to scroll down to access the End Date Field. Choose an end date of **9/30/2021**.

\* = Required

Delete Apply Save Cancel

Attachment A-8  
Miami-Dade County  
Adopted Strategic Plan Goals and Objectives

Original Strategic Plan Goals and Objectives			Adopted Language	Strategic Plan Goals and Objectives Linkages to Key County Departments
Economic Development		Disposition	Economic Development	
ED1	A stable and diversified economic base that maximizes inclusion of higher paying jobs in sustainable growth industries	Improved wording of goal	ED1: An environment that promotes a growing, resilient and diversified economy	Aviation; Community Action and Human Services; Economic Advocacy Trust; Regulatory and Economic Resources; Seaport; Transportation and Public Works
ED1-1	Reduce income disparity by increasing per capita income	Improved wording of objective	ED1-1: Promote and support a diverse mix of industries vital to a growing economy	Economic Advocacy Trust; Regulatory and Economic Resources
ED1-2	Attract industries that have high wage jobs and high growth potential	Combined former ED1-2 with new ED1-1	ED1-2: Create and maintain an environment friendly to businesses, large and small	Regulatory and Economic Resources
ED1-3	Enhance and expand job training opportunities and education programs to ensure they are aligned with the needs of emerging and growth industries	Improved wording of objective	ED1-3: Expand job training opportunities aligned with the needs of the local economy	Community Action and Human Services; Economic Advocacy Trust; Regulatory and Economic Resources
			ED1-4: Continue to leverage Miami-Dade County's strengths in tourism and international commerce	Aviation; Seaport; Transportation and Public Works
			ED1-5: Provide world-class airport and seaport facilities	Aviation; Seaport
ED2	Expanded domestic and international travel and tourism	Converted goal and objectives into a new objective as ED1-4		
ED2-1	Attract more visitors, meetings and conventions	Combined into new ED1-4		
ED2-2	Improve customer service at airports, hotels and other service providers that support travel and tourism	Eliminated original ED2-2		
ED3	Expanded international trade and commerce	Converted goal and objectives into new ED1-4		
ED3-1	Attract and increase foreign direct investments and international trade from targeted countries	Combined former ED3-1 into new ED1-4		
ED3-2	Support international banking and other financial services	Combined former ED3-2 into new ED1-4		
ED4	Entrepreneurial development opportunities within Miami-Dade County	Moved to goal ED2	ED2: Entrepreneurial development opportunities within Miami-Dade County	Internal Services; Management and Budget; Regulatory and Economic Resources
ED4-1	Encourage creation of new small businesses	Moved to objective ED2-1	ED2-1: Encourage creation of new small businesses	Internal Services, Management and Budget; Regulatory and Economic Resources
ED4-2	Create a business friendly environment	Eliminated. Objective is covered under ED1-3		
ED4-3	Expand opportunities for small businesses to compete for County contracts	Moved to objective ED2-2	ED2-2 : Expand opportunities for small businesses to compete for Miami-Dade County contracts	Internal Services; Regulatory and Economic Resources
ED5	Revitalized communities	Moved to goal ED3	ED3: Revitalized communities	Community Action and Human Services; Economic Advocacy Trust; Management and Budget; Public Housing and Community Development
ED5-1	Provide adequate public infrastructure that is supportive of new and existing businesses	Eliminated. Objective is covered under ED3-2	ED3-1: Foster stable homeownership throughout Miami-Dade County	Community Action and Human Services; Economic Advocacy Trust; Public Housing and Community Development
ED5-2	Develop urban corridors (TUAs, CRAs & Enterprise Zones, NRSAs) as destination centers	Eliminated. Objective is covered under ED3-2	ED3-2: Promote development in distressed communities to ensure long-term vitality	Management and Budget; Public Housing and Community Development

Attachment A-8  
Miami-Dade County  
Adopted Strategic Plan Goals and Objectives

General Government		Disposition	General Government	
GG1	Friendly Government	Improved wording of goal	GG1: Accessible, fair and responsible government	Communications; Elections; Internal Services; all departments
GG1-1	Provide easy access to information and services	No change	GG1-1: Provide easy access to information and services	Communications; all departments
GG1-2	Develop a customer-oriented organization	Improved wording of objective	GG1-2: Support a customer-focused organization	Communications; Internal Services; all departments
GG1-3	Foster a positive image of County government	Combined former GG1-3 with GG1-2	GG1-3: Ensure fair, convenient and accurate Election services	Elections
GG1-4	Improve relations between communities and governments	Eliminated		
GG2	Excellent, engaged workforce	Improved wording of goal	GG2: Excellent, engaged and resilient workforce	Human Resources; all departments
GG2-1	Attract and hire new talent	No change	GG2-1: Attract and hire new talent	Human Resources; all departments
GG2-2	Develop and retain excellent employees and leaders	Improved wording of objective	GG2-2: Promote employee development and leadership	Human Resources; all departments
GG2-3	Ensure an inclusive workforce that reflects diversity	Improved wording of objective	GG2-3: Ensure an inclusive and diverse workforce	Human Resources; all departments
GG2-4	Provide customer-friendly human resources services	Eliminated. Objective covered in GG2-1 and GG2-2		
GG3	Efficient and effective service delivery through technology	Improved wording of goal	GG3: Optimal internal Miami-Dade County operations and service delivery	Information Technology; Internal Services
GG3-1	Ensure available and reliable systems	Combined GG3-1 and GG3-2	GG3-1: Deploy effective and reliable technology solutions that support Miami-Dade County services	Information Technology
GG3-2	Effectively deploy technology solutions		GG3-2: Ensure security of systems and data	Information Technology
GG3-3	Improve information security	Improved wording of objective	GG3-3: Acquire “best value” goods and services in a timely manner	Internal Services
			GG3-4: Effectively utilize and maintain facilities and assets	Internal Services
GG4	Effective management practices	Improved wording of goal	GG4: Effective Leadership and Management Practices	Audit and Management; Finance; Internal Services; Management and Budget; Regulatory and Economic Resources; all departments
GG4-1	Provide sound financial and risk management	No change	GG4-1: Provide sound financial and risk management	Audit and Management; Finance; Internal Services; Management and Budget
GG4-2	Effectively allocate and utilize resources to meet current and future operating and capital needs	No change	GG4-2: Effectively allocate and utilize resources to meet current and future operating and capital needs	Management and Budget; all departments
			GG4-3: Reduce County government’s greenhouse gas emissions and resource consumption	Regulatory and Economic Resources; all departments
			GG4-4: Lead community sustainability efforts	Regulatory and Economic Resources
GG5	Goods, services and assets that support County operations	Eliminated. Objectives included under GG3		
GG5-1	Acquire “best value” goods and services in a timely manner	Moved to GG3-3		
GG5-2	Provide well maintained, accessible facilities and assets	Combined and moved to GG3-4		
GG5-3	Utilize assets efficiently			
GG6	Green Government	Eliminated. Objectives included under GG4		
GG6-1	Reduce County government’s greenhouse gas emissions and resource consumption	Moved GG6-1 to the new GG4-3		
GG6-2	Lead community sustainability efforts	Moved GG6-2 to the new GG4-4		
GG7	Free, fair and accessible elections	Eliminated. Objectives included under GG1		
GG7-1	Provide eligible voters with convenient opportunities to vote	Moved and combined GG7-1, GG7-2, and GG7-3 to the new GG1-3		
GG7-2	Maintain the integrity and availability of election results and other public records			
GG7-3	Qualify candidates and petitions in accordance with the law			



Attachment A-8  
Miami-Dade County  
Adopted Strategic Plan Goals and Objectives

Health and Human Services		Disposition	Health and Society	
HH1	Healthy Communities	Eliminated. Objectives included in HH2		
HH1-1	Improve individuals’ health status	Eliminated. Objectives covered in HH2-4		
HH1-2	Increase access to health services and ensure that MDC residents have a primary care medical home			
HH2	Basic Needs of vulnerable Miami-Dade County residents are met	No change	HS1: Basic needs of vulnerable Miami-Dade County residents are met	Community Action and Human Services; Corrections and Rehabilitation; Juvenile Services; Homeless Trust; Parks, Recreation and Open Spaces
HH2-1	End homelessness	Improved wording of objective	HS1-1: Reduce homelessness throughout Miami-Dade County	Community Action and Human Services; Homeless Trust
HH2-2	Stabilize home occupancy	Eliminated and combined in new ED3-1		
HH2-3	Minimize hunger for Miami-Dade County residents	Improved wording of objective	HS1-2: Assist residents at risk of being hungry	Community Action and Human Services
HH2-4	Reduce the need for institutionalization for the elderly	Improved wording of objective	HS1-3: Promote the independence and wellbeing of the elderly	Community Action and Human Services; Parks, Recreation and Open Spaces
HH2-5	Improve access to abuse prevention, intervention and support services	No change	HS1-4: Improve access to abuse prevention, intervention and support services	Community Action and Human Services; Corrections and Rehabilitation; Juvenile Services
HH3	Self-sufficient population	Improved wording of goal	HS2: Self-sufficient and healthy population	Community Action and Human Services; Homeless Trust; Juvenile Services; Management and Budget; Public Housing and Community Development; Parks, Recreation and Open Spaces
HH3-1	Ensure that all individuals18 years & older (including foster care and juvenile justice youths) are work ready	Incorporated into ED1-3		
HH3-2	Ensure that all children are school ready	No change	HS2-2: Ensure that all children are school ready	Community Action and Human Services
HH3-3	Create, maintain and preserve affordable housing	No change	HS2-3: Create, maintain and preserve affordable housing	Public Housing and Community Development
HH3-4	Increase the self sufficiency of vulnerable residents/special populations	Improved wording of objective	HS2-1: Provide the necessary support services for vulnerable residents and special populations	Community Action and Human Services; Homeless Trust, Juvenile Services, Management and Budget; Public Housing and Community Development
			HS2-4: Foster healthy living and access to vital health services	Community Action and Human Services; Management and Budget; Parks, Recreation and Open Spaces

Attachment A-8  
Miami-Dade County  
Adopted Strategic Plan Goals and Objectives

Neighborhood and Infrastructure		Disposition	Neighborhood and Infrastructure	
NI1	Responsible growth and a sustainable built environment	Included in new NI1	NI1: Safe, healthy and attractive neighborhoods and communities	Animal Services; Regulatory and Economic Resources; Solid Waste Management; Transportation and Public Works
NI1-1	Promote mixed-use, multi-modal, well designed, and sustainable communities	Eliminated and replaced with new NI1-1 and NI1-3	NI1-1: Promote livable and beautiful neighborhoods	Regulatory and Economic Resources; Solid Waste Management; Transportation and Public Works
NI1-2	Promote sustainable green buildings	Improved wording of objective	NI1-2: Ensure buildings are sustainable, safe, and resilient	Regulatory and Economic Resources
NI1-3	Enhance the viability of agriculture	Eliminated and addressed in ED1		
			NI1-3: Promote the efficient and best use of land	Regulatory and Economic Resources
			NI1-4: Protect the community from public nuisances and incidents that threaten public health.	Regulatory and Economic Resources; Solid Waste Management; Animal Services
			NI1-5 Ensure animal health and welfare	Animal Services
NI2	Effective infrastructure services	Improved wording of goal	NI2: Continuity of Clean Water and Community Sanitation Services	Regulatory and Economic Resources; Solid Waste Management; Transportation and Public Works; Water and Sewer
NI2-1	Provide adequate potable water supply and wastewater disposal	Improved wording of objective	NI2-1: Provide adequate drinking water supply and wastewater disposal services	Water and Sewer
NI2-2	Provide functional and well maintained drainage to minimize flooding	Improved wording of objective	NI2-2: Provide well maintained drainage to minimize flooding	Regulatory and Economic Resources; Transportation and Public Works
NI2-3	Provide adequate solid waste disposal capacity that meets adopted level-of-service standard	Improved wording of objective	NI2-3: Provide adequate and sustainable solid waste collection and disposal capacity	Solid Waste Management
NI2-4	Provide adequate local roadway capacity	Eliminated and addressed in TP3-1		
NI3	Protected and restored environmental resources	No change	NI3: Protected and restored environmental resources	Regulatory and Economic Resources; Parks, Recreation and Open Spaces
NI3-1	Maintain air quality	No change	NI3-1: Maintain air quality	Regulatory and Economic Resources
NI3-2	Maintain surface water quality	Combined NI3-2 and NI3-3 and moved to new NI3-2	NI3-2: Protect and maintain surface and drinking water sources	Regulatory and Economic Resources
NI3-3	Protect groundwater and drinking water wellfield areas			
NI3-4	Achieve healthy tree canopy	Eliminated and addressed in NI1-1		
NI3-5	Maintain and restore waterways and beaches	Improved wording of objective	NI3-3: Protect, maintain, and restore waterways, coastline, and beaches	Parks, Recreation and Open Spaces; Regulatory and Economic Resources
NI3-6	Preserve and enhance natural areas	Improved wording of objective	NI3-4: Preserve and enhance natural areas and green spaces	Parks, Recreation and Open Spaces; Regulatory and Economic Resources
NI4	Safe, healthy and attractive neighborhoods and communities	Renamed as goal NI1		
NI4-1	Ensure buildings are safer	Eliminated and addressed in NI1-2		
NI4-2	Promote livable and beautiful neighborhoods	Moved to the new NI1-1		
NI4-3	Preserve and enhance well maintained public streets and rights of way	Eliminated and addressed in TP3-3 and NI1-1		

Attachment A-8  
Miami-Dade County  
Adopted Strategic Plan Goals and Objectives

Public Safety			Public Safety	
PS1	Reduced Crime	Improved wording of goal	PS1: Safe Community for All	Corrections and Rehabilitation; Economic Advocacy Trust; Juvenile Services; Medical Examiner; Police
PS1-1	Reduce crimes of public concern	Improved wording of objective	PS1-1: Reduce crimes throughout Miami-Dade County	Juvenile Services; Police
PS1-2	Solve crimes quickly and accurately	Improved wording of objective	PS1-2: Solve crimes quickly, accurately, and in a fair manner	Medical Examiner; Police
PS1-3	Support successful re-entry into the community	No change	PS1-3: Support successful reentry into the community	Corrections and Rehabilitation; Economic Advocacy Trust; Juvenile Services
PS1-4	Provide safe and secure detention	No change	PS1-4: Provide safe and secure detention	Corrections and Rehabilitation; Juvenile Services
PS2	Reductions in Preventable Death, Injury and Property Loss	No change	PS2: Reductions in Preventable Death, Injury and Property Loss	Fire Rescue; Juvenile Services; Medical Examiner; Police; Transportation and Public Works
PS2-1	Reduce response time	No change	PS2-1: Reduce response time	Fire Rescue; Medical Examiner; Police; Transportation and Public Works
PS2-2	Improve effectiveness of outreach and response	No change	PS2-2: Improve effectiveness of outreach and response	Fire Rescue; Police
PS3	Effective Emergency and Disaster Management	No change	PS3: Effective Emergency and Disaster Management	Animal Services; Fire Rescue; Police; Solid Waste; Transportation and Public Works
PS3-1	Facilitate short and long-term recovery	Switched order of PS3-1 and PS3-2.	PS3-1: Increase countywide preparedness	Animal Services; Fire Rescue; Police; Solid Waste; Transportation and Public Works
PS3-2	Increase countywide preparedness	Improved wording of objective	PS3-2: Ensure recovery after community and countywide shocks and stresses	Fire Rescue, Solid Waste; Transportation and Public Works
			PS3-3: Protect key infrastructure and enhance security in large gathering places	Fire Rescue; Police

Attachment A-8  
Miami-Dade County  
Adopted Strategic Plan Goals and Objectives

Recreation and Culture		Disposition	Recreation and Culture	
RC1	Recreation and cultural locations and facilities that are sufficiently distributed throughout Miami-Dade County	Improved wording of goal	RC1: Inviting recreational and cultural venues that provide world-class enrichment opportunities throughout Miami-Dade County	Cultural Affairs; Libraries; Parks, Recreation and Open Spaces
RC1-1	Ensure parks, libraries, and cultural facilities are accessible to residents and visitors	No change	RC1-1: Ensure parks, libraries, cultural facilities, programs and services are accessible to growing numbers of residents and visitors	Cultural Affairs; Libraries; Parks, Recreation and Open Spaces
RC1-2	Acquire new and conserve existing open lands and natural areas	Eliminated and is addressed in new NI3-6		
			RC1-2: Ensure parks, libraries, and cultural venues are compelling destinations that are expertly programmed and operated, attractively designed, and safe	Cultural Affairs; Libraries; Parks, Recreation and Open Spaces
RC2	Attractive and inviting venues that provide world-class recreational and cultural enrichment opportunities	Eliminated and combined with RC1		
RC2-1	Increase attendance at recreational and cultural venues	Eliminated and addressed in RC2-1		
RC2-2	Ensure facilities are safe, clean and well-run	Combined RC2-2 and RC2-3 and moved to new RC1-2		
RC2-3	Keep parks and green spaces beautiful			
RC3	Wide array of outstanding programs and services for residents and visitors	Improved wording of goal and now becomes the new RC2	RC2: Wide array of outstanding, affordable programs and services for residents and visitors	Cultural Affairs; Libraries; Parks, Recreation and Open Spaces
RC3-1	Provide vibrant and diverse programming opportunities and services that reflect the community's interests	Improved wording of objective and moved to new RC2-1	RC2-1: Provide inspiring, diverse and affordable programs and services that create a vibrant space to live and visit	Cultural Affairs; Libraries; Parks, Recreation and Open Spaces
RC3-2	Strengthen and conserve local historic and cultural resources and collections	Improved wording of objective and moved to new RC2-2	RC2-2: Strengthen, conserve and grow cultural, park, natural, and library resources and collections	Cultural Affairs; Libraries; Parks, Recreation and Open Spaces

Attachment A-8  
Miami-Dade County  
Adopted Strategic Plan Goals and Objectives

Transportation		Disposition	Transportation and Mobility	
TP1	Efficient transportation network	Improved wording of goal	TM1: Transportation system that facilitates mobility	Aviation, Citizen's Independent Transportation Trust; Parks, Recreation and Open Spaces; Seaport; Transportation and Public Works
TP1-1	Minimize traffic congestion	Improved wording of objective	TM1-1: Promote efficient traffic flow on Miami-Dade County roadways	Citizen's Independent Transportation Trust; Transportation and Public Works
TP1-2	Expand & improve bikeway, greenway and sidewalk system	No change	TM1-2: Expand and improve bikeway, greenway and sidewalk system	Parks, Recreation and Open Spaces; Transportation and Public Works
TP1-3	Provide reliable transit service	Improved wording of objective	TM1-3: Provide reliable, accessible and affordable transit service	Transportation and Public Works
TP1-4	Expand public transportation	No change	TM1-4: Expand public transportation	Citizen's Independent Transportation Trust; Transportation and Public Works
TP1-5	Improve mobility of low income individuals, the elderly and disabled	Eliminated and combined with TP1-3		
TP1-6	Facilitate connections between transportation modes	Improved wording and becomes the new TP1-5	TM1-5: Facilitate connectivity between transportation systems and providers	Aviation; Seaport; Transportation and Public Works
TP2	Safe and customer-friendly transportation system	Improved wording of goal	TM2: Safe transportation system	Parks, Recreation and Open Spaces; Transportation and Public Works; Police
TP2-1	Reduce traffic accidents	Improved wording of objective	TM2-1: Promote traffic and roadway safety	Transportation and Public Works; Police
TP2-2	Improve safety for bicycles and pedestrians	No change	TM2-2: Improve safety for pedestrians and bicyclists	Transportation and Public Works; Police
TP2-3	Ensure the safe operation of public transit	No change	TM2-3: Ensure the safe operation of public transit	Transportation and Public Works
TP2-4	Ensure security at airports, seaport and on public transit	Eliminated and added as new objective under PS3-3		
TP2-5	Provide easy access to transportation information	Eliminated. Already covered in GG1-1		
TP2-6	Ensure excellent customer service for passengers	Eliminated. Already covered in GG1-2		
TP3	Well-maintained transportation system and infrastructure	Improved wording of goal	TM3: Well-maintained, modern transportation infrastructure and assets	Aviation; Parks, Recreation and Open Spaces; Seaport; Transportation and Public Works
TP3-1	Maintain roadway infrastructure	Improved wording of objective	TM 3-1:Harden and maintain roadway infrastructure	Parks, Recreation and Open Spaces; Transportation and Public Works
TP3-2	Provide attractive, well-maintained facilities and vehicles	Improved wording of objective	TM 3-2: Provide well maintained, attractive and modern transportation facilities and vehicles	Aviation; Seaport; Transportation and Public Works
TP3-3	Continually modernize Port of Miami and airports	Eliminated and combined with ED1-5		
TP3-4	Enhance aesthetics of transportation infrastructure	Improved wording of objective	TM 3-3: Promote clean, attractive roads and rights-of-way	Parks, Recreation and Open Spaces; Transportation and Public Works

**Attachment A-9**  
**Miami-Dade County**  
**Aligning Select Scorecard Measures to County Resilience**

In recent years, Miami-Dade County began to participate in the Rockefeller Foundation's 100 Resilient Cities Program, now under the auspices of the Adrienne Arsht-Rockefeller Foundation Resilience Center. This program provides jurisdictions around the world a framework that can be used to build a community that can respond to external shocks from natural disasters, economic challenges, and failing infrastructure.

This resilience program is not just about environmental sustainability and challenges posed by climate change. It requires participating jurisdictions to take a holistic look at their organization and how it supports the community being served across four broad dimensions:

- Leadership and Strategy
- Economy and Society
- Health and Wellbeing
- Infrastructure and Environment

Each of these four dimensions is supported by three "drivers," which reflect the actions cities can take to improve their resilience. A table describing each dimension and driver is shown below. Additional information can be obtained here: <https://www.100resilientcities.org/resources/#section-2>

Departments are required to consider resilience as well as their strategic objectives when identifying their key business plan activities and creating necessary performance measures. Scorecard measures that can be directly associated with one of the resilience drivers below should be listed in Department Overview Section of the Business Plan template. Please call your OMB Analyst for assistance.

<b>Dimension &amp; Driver</b>	<b>Description</b>
<b>Leadership &amp; Strategy</b>	Promote effective leadership, inclusive decision-making, empowered stakeholders, and integrated planning
LS1: Promote Leadership and Effective Management	Encourage capable leadership and effective urban management within government and civil society, particularly during an emergency. This involves strong leadership, cross-sector communication, and evidenced-based decision-making.
LS2: Empower a Broad Range of Stakeholders	Ensure everybody is well informed, capable, and involved in their city. This includes access to information and education, communication between the government and public, knowledge transfer, and timely and appropriate monitoring.
LS3: Foster Long-Term and Integrated Planning	Align sectoral plans and individual projects with the city's vision to be coordinated and appropriate to address the city's needs. This includes city strategies and plans.
<b>Health &amp; Wellbeing</b>	Everyone living and working in the city has access to what they need to survive and thrive.
HW1: Meets Basic Needs	Particularly in times of crisis, ensure that people have access the basic resources necessary to survive – food, water and sanitation, energy, and shelter.
HW2: Supports Livelihoods and Employment	Assist individuals to access diverse livelihood and employment opportunities, including access to business investment and social welfare. This includes skills and training, fair labor policy, and development and innovation.

HW3: Ensures Public Health Services	Provide access to effective public healthcare and emergency services to safeguard physical and mental health. This includes medical practitioners and plans, as well as clinics and ambulances.
<b>Economy &amp; Society</b>	The social & financial systems that enable urban populations to live peacefully, and act collectively.
ES1: Promote Cohesive and Engaged Communities	Create a sense of collective identity and mutual support. This includes building a sense of local identity, social networks, and safe space; promoting features of an inclusive local cultural heritage; and encouraging cultural diversity while promoting tolerance and a willingness to accept other cultures.
ES2: Ensure Social Stability, Security, and Justice	Ensure a comprehensive and inclusive approach to law enforcement and justice that fosters a stable, secure, and just society. This includes fair and transparent policing and deterrents to crime – specifically in times of crisis, as well as enforcement of laws such as codes and regulations.
ES3: Foster Economic Prosperity	Ensure the availability of funding and a vibrant economy as a result of diverse revenue streams, the ability to attract business investment, and contingency plans. This involves good governance, integration with the regional and global economy and measures to attract investment.
<b>Infrastructure &amp; Environment</b>	The man-made and natural systems that provide critical services, protect, and connect urban assets enabling the flow of goods, services, and knowledge.
IE1: Provide and Enhances Protective Natural and Man-Made Assets	Maintain protective natural and man-made assets that reduce the physical vulnerability of city systems. This includes natural systems like wetlands, mangroves and sand dunes or built infrastructure like sea walls or levees.
IE2: Ensure Continuity of Critical Services	Actively manage and enhance natural and man-made resources. This includes designing physical infrastructure such as roads and bridges to withstand floods so that people can evacuate, as well as ecosystem management for flood risk management. It also includes emergency response plans and contingency plans that may coordinate airports to function so that relief can be lifted in and out during a crisis.
IE3: Provide Reliable Communication and Mobility	Provide a free flow of people, information, and goods. This includes information and communication networks as well as physical movement through a multimodal transport system.





# <Insert Department Name> Business Plan

**Fiscal Years: 2020 and 2021**  
(10/1/2019 through 9/30/2021)

Approved by:

\_\_\_\_\_  
<Name>, Department Director

\_\_\_\_\_  
<Name>, < Mayor's Office Title>

\_\_\_\_\_  
Date

\_\_\_\_\_  
Date

Plan Date: <Insert date the plan is completed>

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## DEPARTMENT OVERVIEW

### Department Mission

*Insert departmental mission or purpose statement which is generally found in the proposed and adopted budget books. Also include a brief description of the major duties, services/and programs currently provided by the department.*

### Our Customer

*Please identify departmental customers and their most important needs. Include how customer feedback is collected and how satisfaction is measured. If applicable, include major customer trends that can impact operations.*

*Be sure to include **internal** County customers as necessary*

### Table of Organization

*Include a functional table of organization from the most recent adopted budget which can be obtained from OMB.*

### Strategic Alignment Summary

*Identify the Strategic Plan goals and objectives that are supported by the department's **most important** activities. It is not necessary to list goals and objectives that the department tangentially supports.*

*The full list of goals and objectives can be found [online](#).*

### Alignment of Selected Scorecard Measures to Resilience

*Please identify measures from your scorecard that can be associated to one of the twelve resilience dimensions described in Attachment A9. Not all of the measures on main departmental scorecard need to be included. Use the table below to provide your input. The associations you identify here will be entered in the County's new performance management system currently being developed. Additional guidance can be found at: <https://www.100resilientcities.org/resources/#section-2>*

Scorecard Measures	Resilience Driver (Choose one from the list below)
Measure 1	
Measure 2	
Add rows as needed.	
<div>Resilience Drivers:</div> <div>LS1: Promote Leadership and Effective Management LS2: Empower a Broad Range of Stakeholders LS3: Foster Long-Term and Integrated Planning HW1: Meets Basic Needs HW2: Supports Livelihoods and Employment HW3: Ensures Public Health Services</div> <div>ES1: Promote Cohesive and Engaged Communities ES2: Ensure Social Stability, Security, and Justice ES3: Foster Economic Prosperity IE1: Provide and Enhances Protective Natural and Man-Made Assets IE2: Ensure Continuity of Critical Services IE3: Provide Reliable Communication and Mobility</div>	



## KEY ISSUES

*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.*

*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.*

*If applicable, also include issues that address your department's competitive environment and industry trends.*

*If known at the time this plan is being written, high level issues to be raised in budget hearings that may affect the implementation of your business plan should be addressed here (technical or more granular issues do not need to be included).*

## PRIORITY INITIATIVES

*Describe the most important initiatives that are ongoing or planned in the next fiscal year. These initiatives should be limited in number (4-8, 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.*

*Include as a Priority Initiative the plan to engage the workforce in business plan implementation.*

*Initiatives listed here should be in ASE (however not all initiatives in ASE need to be listed in this portion of the business plan.)*

## FUTURE OUTLOOK

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

