INSTRUCTIONS FOR DEPARTMENT BUSINESS PLANS - FALL 2020

☑ DIRECTOR'S BUSINESS PLAN CHECKLIST ☑

☐ I am using the **revised** business plan template for FY 2020-21 and FY 2021-22 located on the OMB Business Planning Website. The time frame for this business plan represents the two-year period of October 1, 2020 through September 30, 2022.

☐ I have reviewed how my department supports the goals and objectives in the County strategic plan. (Refer to Attachment A-8 of these instructions for a list goals and objectives)

☐ I have included in the Business Plan the most important issues and initiatives my department needs to address in FY 2020-21 and FY 2021-22. I have also identified issues I anticipate for years beyond FY 2021-22.

☐ I have reviewed my department's Scorecard and Business Plan Report. 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 2021-22. 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. I have associated all the measures on my scorecard with one of the 12 Resilience Drivers described in the FY 2020-21 Adopted Budget. (Attachment A-9 provides an overview of these 12 drivers. The Business Plan template includes a section to show how your measures can be aligned to a Resilience Driver.)

☐ I have signed the cover page and have obtained the signature from my corresponding Chief in the Mayor's Office. I have kept a copy and forwarded the signed originals to OMB by the due date of March 8, 2021.

BUSINESS PLAN DUE DATE	
Director and corresponding Chief in the Mayor's Office sign plan and submit final version to OMB, **including PDF of Scorecard Business Plan Report**	**March 8, 2021**

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 the County's performance management system.

Scorecards 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 listed in 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 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 if necessary.

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
2. Operating Environment
3. Customers and Stakeholders
4. Employees
5. Revenue and Costs
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 the 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 Attachment A-2 and Attachment A-4 as a guide. Electronic versions are available on the OMB Business Planning website.

HOW DO I SET TARGETS FOR MY PERFORMANCE MEASURES?

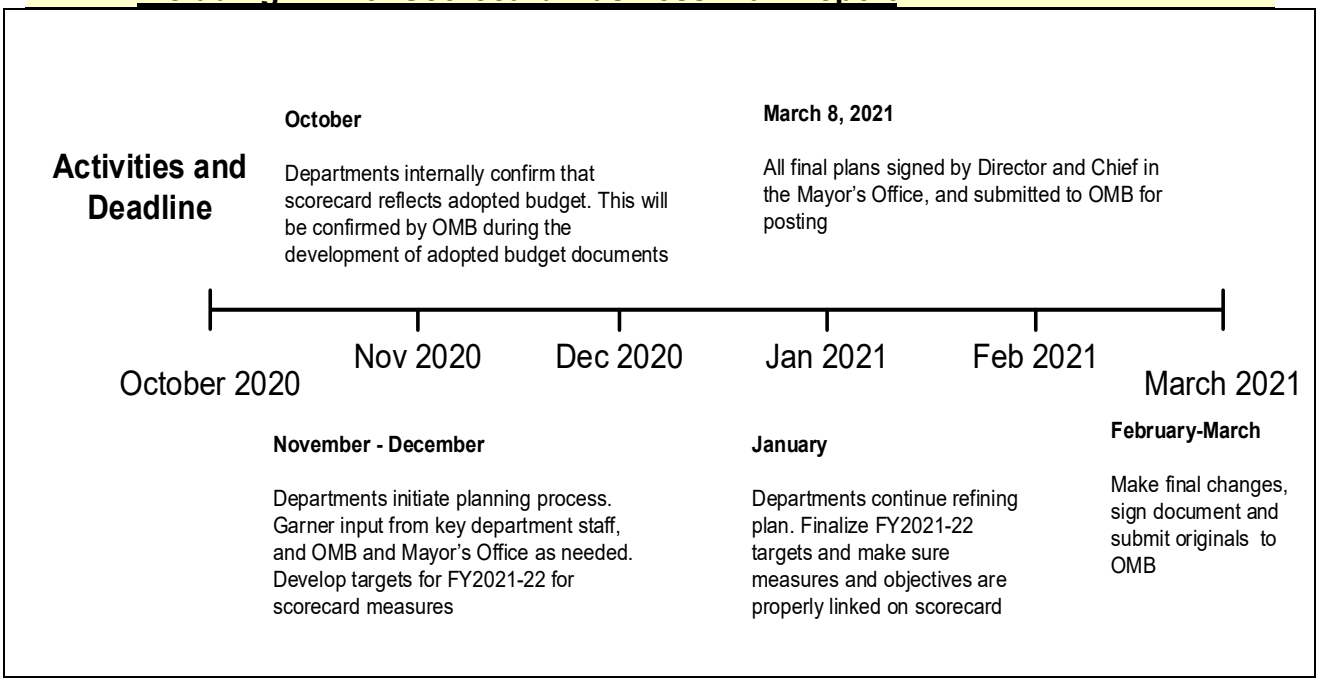
The Miami-Dade County Strategic Plan contains specific goals and objectives that focus the County on meeting its priorities. To help assess performance, departments should set targets for performance measures that are closely related to the Strategic Plan's goals and objectives at levels that would support achievement of the Strategic Plan. When setting targets, departments should consider the following questions:

- 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 can be considered a stretch goal 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?

Deadline	Due Date
Final Approval • Director and corresponding Chief in the Mayor's Office sign plan and submit final signed versions to OMB, **including PDF of Scorecard Business Plan Report**	**March 8, 2021**



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 Attachment A-8.

e. Alignment of Selected Scorecard Measures to Resilience: Scorecard measures must be aligned to one of the twelve resilience dimensions described in Attachment A-9.

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, 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 included in the County's performance management system. However, not all initiatives tracked in the system 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 from the County's performance management system 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 system. 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, or new linkages need to be made.

- 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 and locked in the performance management system through FY 2021-22.**
- **Attachment A-6 provides guidance for developing scorecard measures.**

- Reassess all your current scorecard initiatives. Link to your objectives and measures only the most important of these initiatives, including the Priority Initiatives you listed in the Business Plan narrative. You can remove 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 the County's performance management system. 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 from the performance management system.

- **From the Business Plan Report, please confirm that:**
  - **Departmental Objectives are linked to the correct "Parent Objective" in the Strategic Plan**
  - **Annualized targets for the current and next fiscal year are correct**

Attachment A-1
Business Plan Development Questions

The following questions are intended to help guide your business planning process and identify your key issues and corresponding priority initiatives. When developing your business plan, you may want to incorporate answers to these questions in the document and your scorecard where appropriate.

Your Mission

1. What are your most important services and programs? How do these programs support County goals and objectives in the Strategic Plan? How do they support resilience? What do you want to accomplish in the short-term and the long-term?
2. Do you have the right initiatives in place to succeed? What will you need to measure to stay on track?

Your Operating Environment

1. What are your department's strengths and weaknesses? Opportunities and threats? (SWOT Analysis)
2. Are there some societal or industry trends impacting your operations? How have changes in the economy or technology impacted your core mission?
3. How are you adjusting to the impact of new or potential regulations and legislation?

Your Customers and Stakeholders

1. Who are your customers and stakeholders? What are their needs? Have you considered internal customers and stakeholders?
2. How do you solicit feedback from customers and stakeholders? What have you learned?
3. How do you measure customer satisfaction?

Your Employees

1. Are employees involved in your business planning? Do they understand their role in business plan implementation?
2. Do your employees have the right skills to support your busines plan?
3. Are you preparing for key retirements? Do you have any succession planning in place?

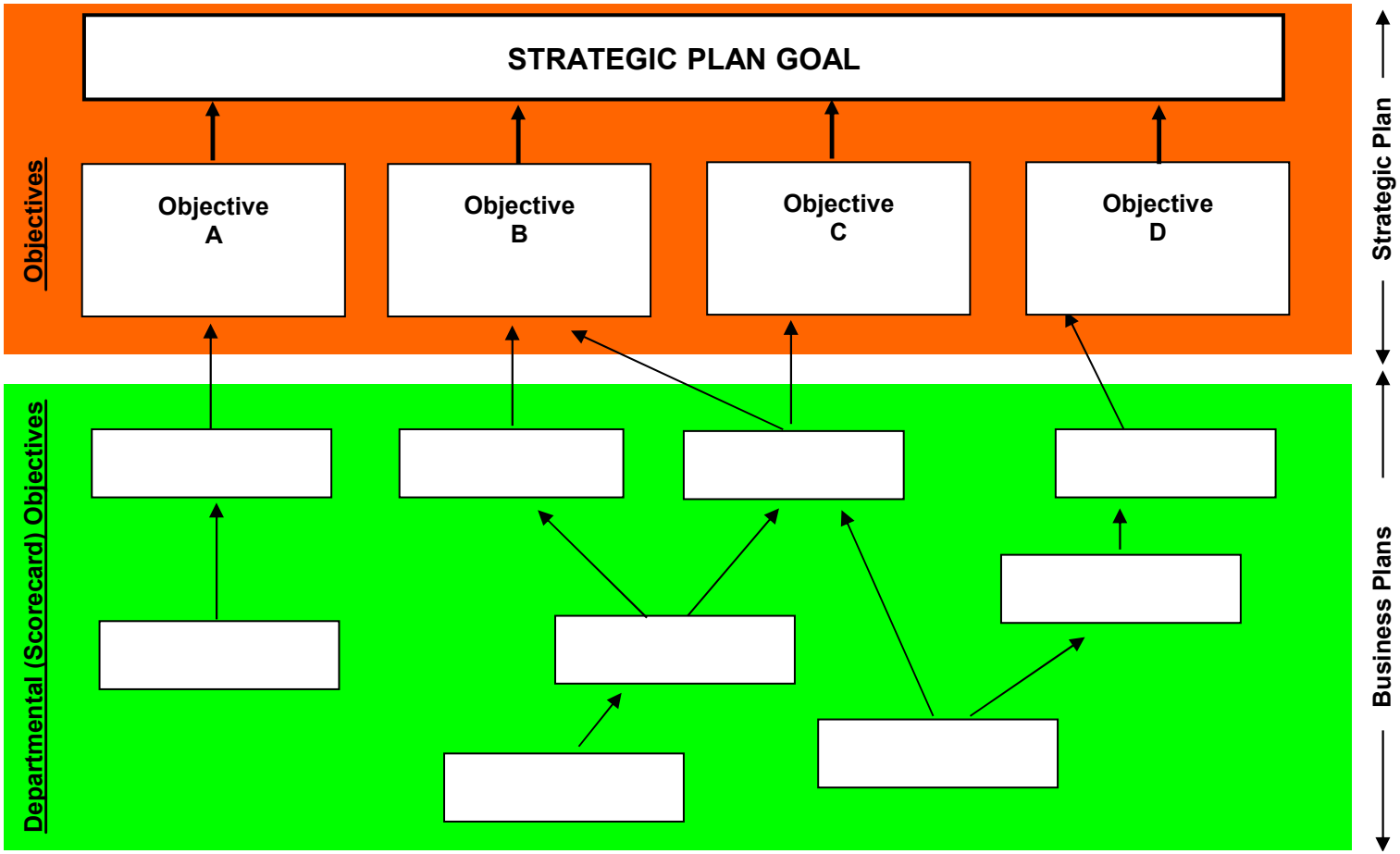
Your Revenues and Costs

1. What are your major cost drivers? How do you manage them?
2. What are your near- and long-term revenue projections? Are there opportunities to obtain additional proprietary and grant revenues?

Your Processes

1. What are your important processes? Are they efficient or prone to error? How would you improve them?
2. What County internal support do you need? How will engage those key departments?

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
1 Customer Valid Requirements					
A. Who are the customers?					
B. What level of performance do they need?					
2 Benchmark (Internal/External)					
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?					
3 Historical Trends					
A. What performance improvement trends have we achieved in the past?					
B. What has been our best performing recent year/period?					
4 Management Viewpoint					
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?					

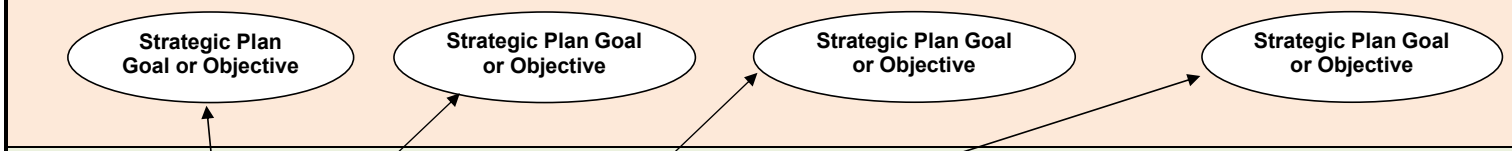
Describe Target and Methodology Selected

Recommended Target:_____

Date: _____

Approved by: _____

Attachment A-4
Scorecard Development Worksheet



		Dept. Objectives	Measures	Initiatives
Customer	Dept. Objective 1	Dept. Objective 1		
	Dept. Objective 2	Dept. Objective 2		
Financial	Dept. Objective 3	Dept. Objective 3		
	Dept. Objective 4	Dept. Objective 4		
Internal	Dept. Objective 5	Dept. Objective 5		
	Dept. Objective 6	Dept. Objective 6		
	Dept.	Dept. Objective 7		
Learning/Growth	Dept. Objective 8	Dept. Objective 8		
	Dept. Objective 9	Dept. Objective 9		

Attachment A-5
Balanced Scorecard Checklist

CATEGORY	YES	NO	PRIORITY	DESCRIPTION
Scorecard & Perspectives			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	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
Objectives			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

Measures			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	Measures with consistent underperformance are addressed by an improvement Initiative
			Medium	Good direction and year-to-date summarization are correct
			Medium	Measure titles are simple and clear
			Medium	Measure descriptions are well developed, explaining what is being measured, how it is calculated, and source of the data.
			Low	Measures have no more than one Owner accountable for the measure's performance
Initiatives			High	Priority Initiatives listed in your Business Plan and other important projects are linked to appropriate objectives and measures on your scorecard
			High	Initiative Status Reports are up-to-date
			Medium	Appropriate Tasks are created, assigned to Participants, and updated

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

Measure Component	Criteria	Criteria Met (Y/N)	Notes
Name	• Measure names should be concise and understandable to a layperson • Avoid industry terminology and uncommon acronyms • Include units of measure if necessary		
Description	• Expand on measure name • Fully explain in plain terms what is being measured. • Include formula being used, the source of the data, measure assumptions, and if relevant, what is NOT included in the measure. • Include the methodology of setting the target		
Ownership	• Owner is person responsible and accountable for the measure's performance • Add a second owner to if necessary for data entry • Department's scorecard administrator should not be listed as the owner unless he/she is the person accountable to the measure		
Good Direction and Accumulation	• Outcome and efficiency should include a good direction (up or down) • Measures that are designed to perform within a range (neither too high nor too low) should be accordingly defined as "To Center" • Fiscal Year to Date accumulators should be set logically		
Performance History and Frequency	• Enter sufficient performance history to discern data trends • Data should be collected frequently enough to allow for analysis and timely corrective action		
Data Validity	• Data should come from systems that have a consistent and reliable method for collecting information • 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		

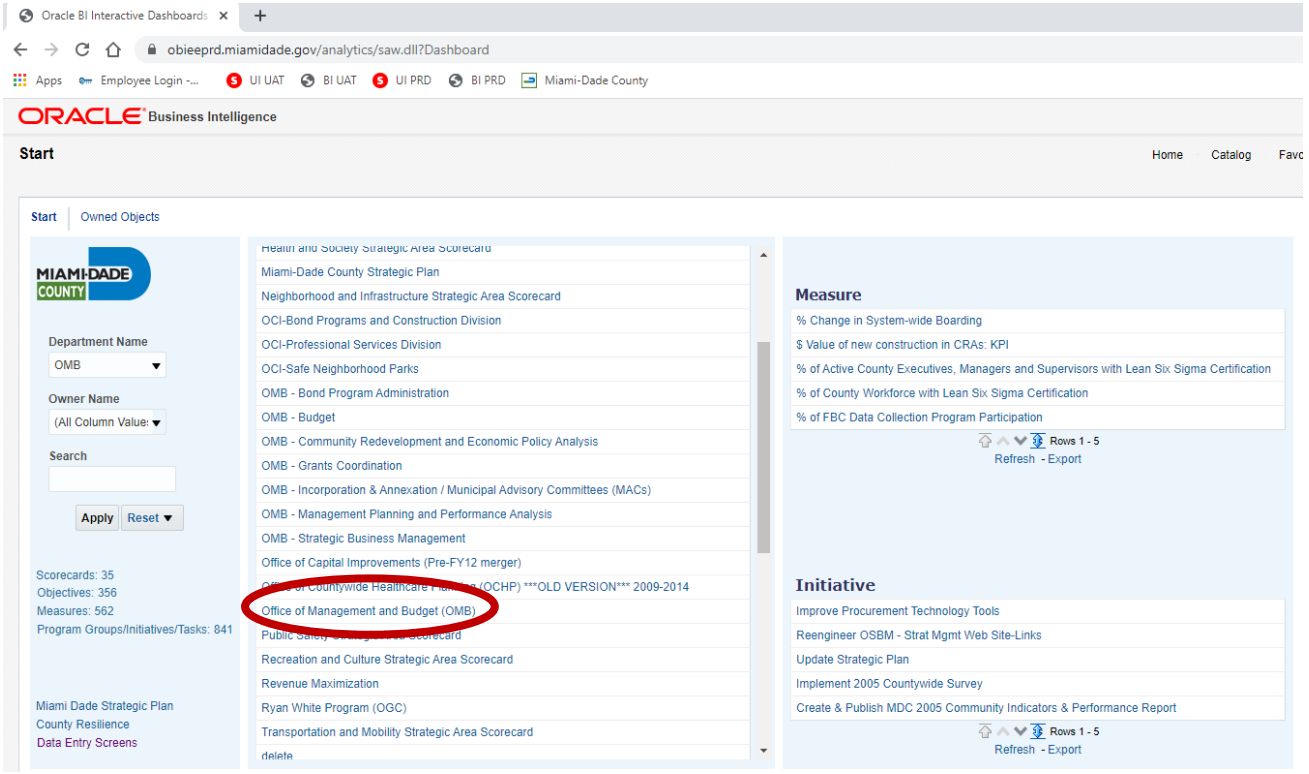
Measure Component	Criteria	Criteria Met (Y/N)	Notes
Target	• Key outcome and efficiency measures must have performance targets consistent with the department's business plan • Targets should be set at least one fiscal year into the future • Best practice or comparative performance levels should be considered in setting the target.		
Child Measures	• Use child measure when necessary to facilitate root cause analysis of the parent measure's performance • Not all child measures need to have a *mathematical* relationship to the parent; they can also just add additional information about the parent		
Variance Reports	• Create procedures to explain whenever data underperforms its targeted level • Variance reports must include a reason for underperformance and a summary of planned corrective action		
Associated Strategic Plan Objective	• Measures must have a clear correlation to the objective or the strategic goal they support. The goals and objectives can be found in Appendix A8 of the business plan instructions.		
Resilience Driver	• Measures must have a clear correlation to one of the 12 Resilience Drivers identified the 100 Resilient Cities Program. These drivers can be found in Appendix A9 of the business plan instructions.		

Attachment A-7

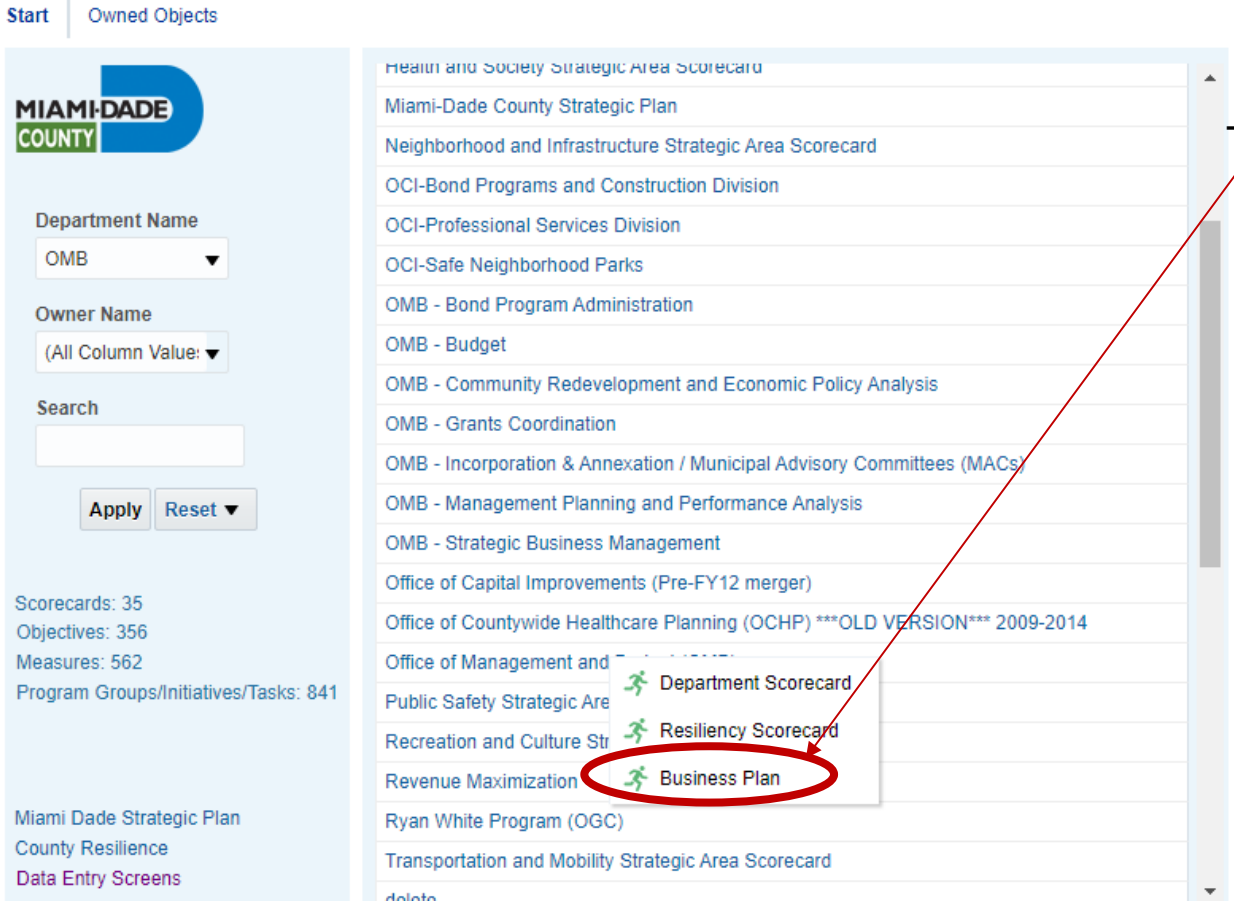
Business Plan Report
Print Instructions for the Strategic Performance Management System

Step 1: Select your Scorecard in BI

- From the **Oracle Business Intelligence (BI) start page** (https://obieeprd.miamidade.gov/analytics), click on your department's main scorecard.

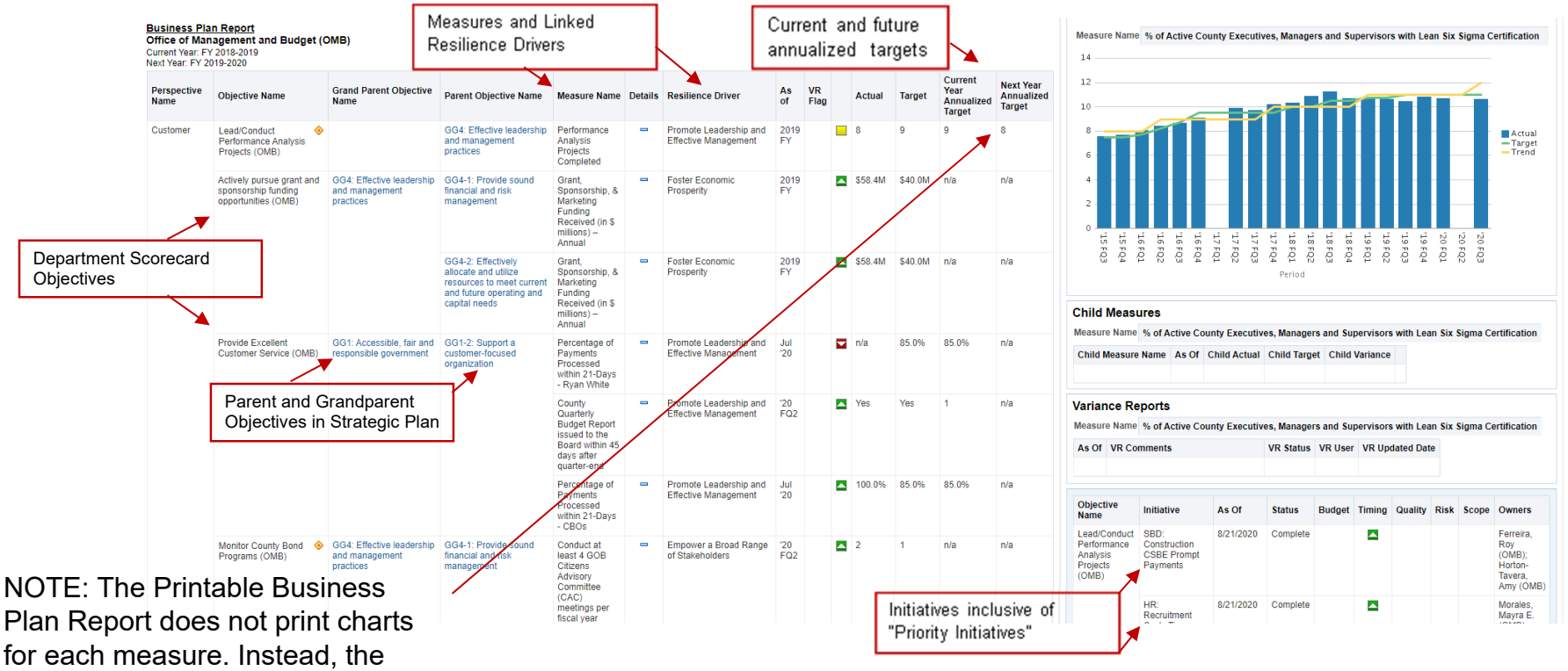


Step 2: Select Business Plan



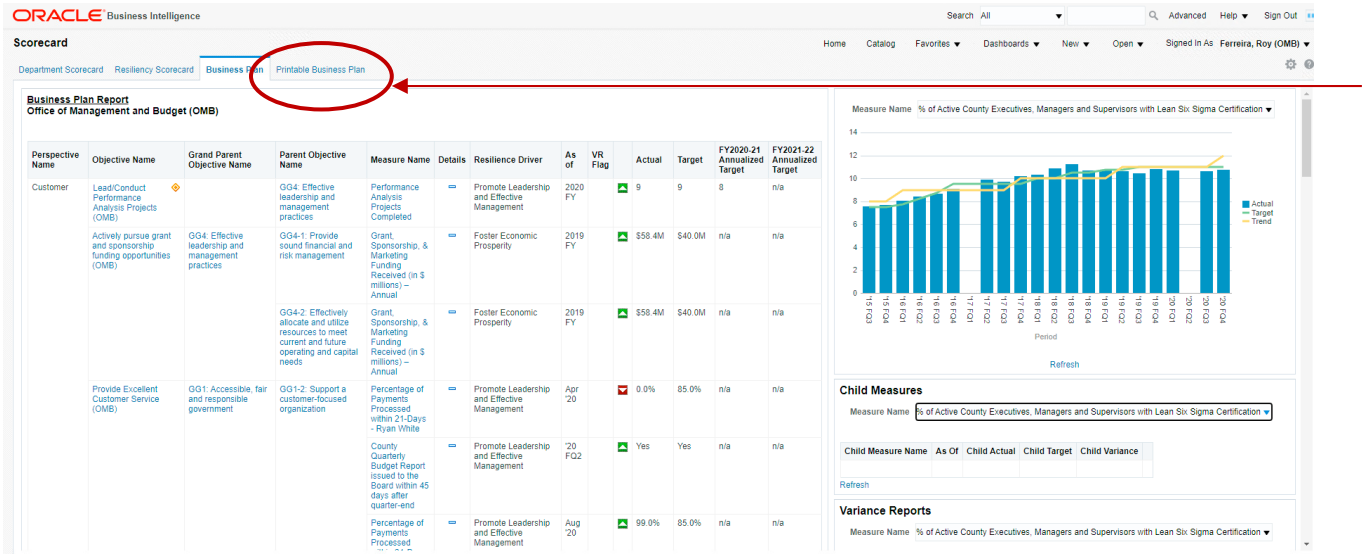
- Select **"Business Plan"** from the dropdown menu

Step 3: Verify Business Plan Report Contents



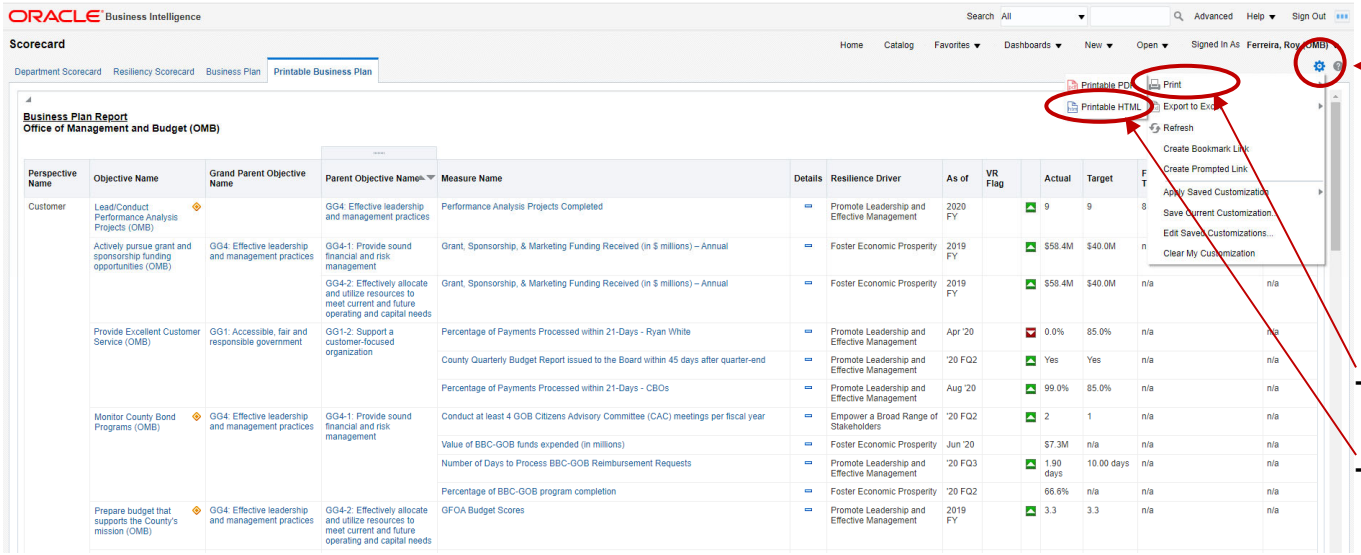
NOTE: The Printable Business Plan Report does not print charts for each measure. Instead, the two-year targets for each measure are displayed above.

Step 4: View your Printable Business Plan Report



- To **print** your **Business Plan Report**, go to the top-left side of the page and click on the **“Printable Business Plan”** tab to open the printable view.

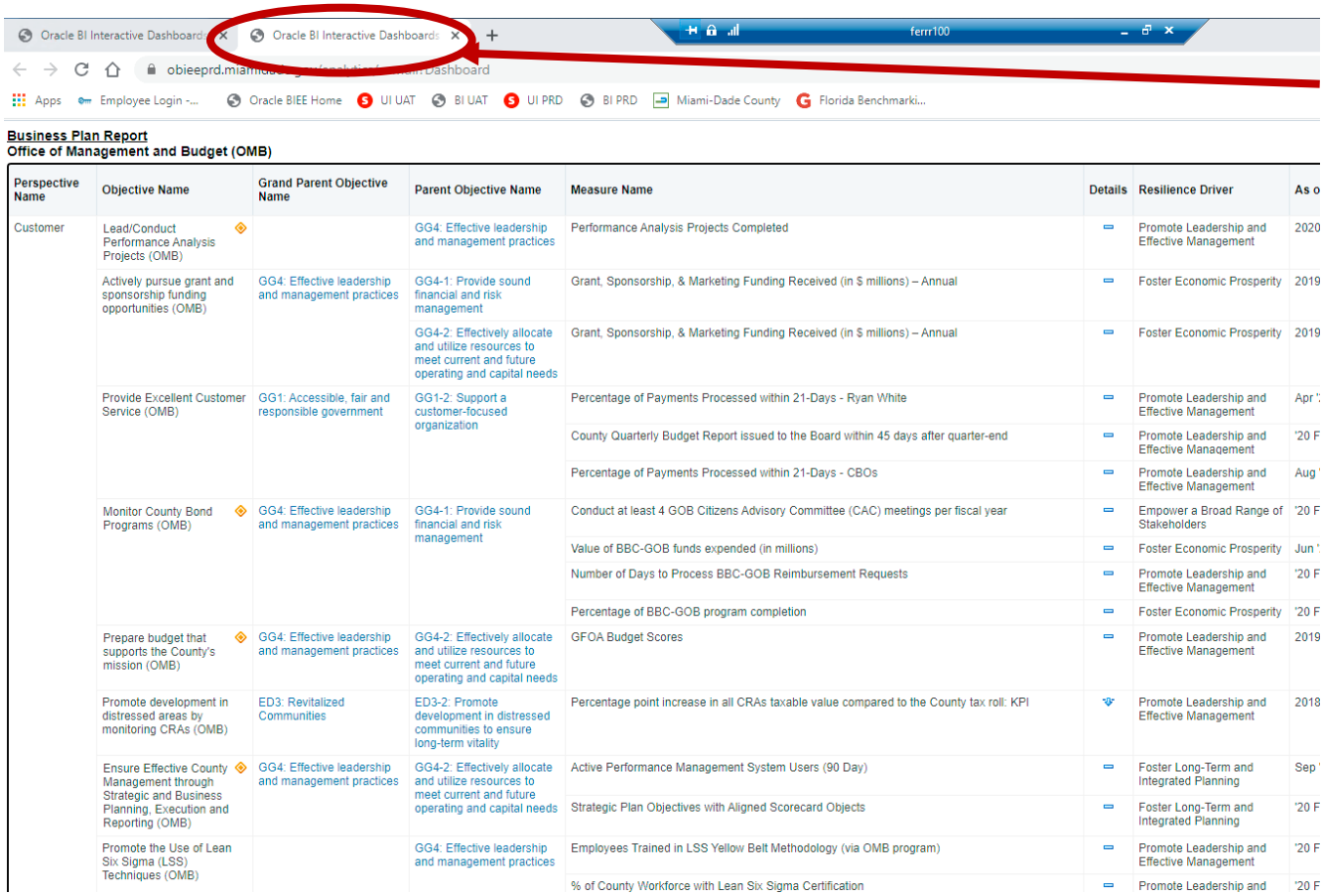
Step 5a: Print your Business Plan Report



- To **print** your **Business Plan Report**, go to the top of the page on the right side and click on the gear icon

- Select **"Print"** from the dropdown choices
- Then select **"Printable HTML"**
  - *Note: Do not select "Printable PDF as the application will not print your Business Plan correctly.*

Step 5b: Print your Business Plan Report

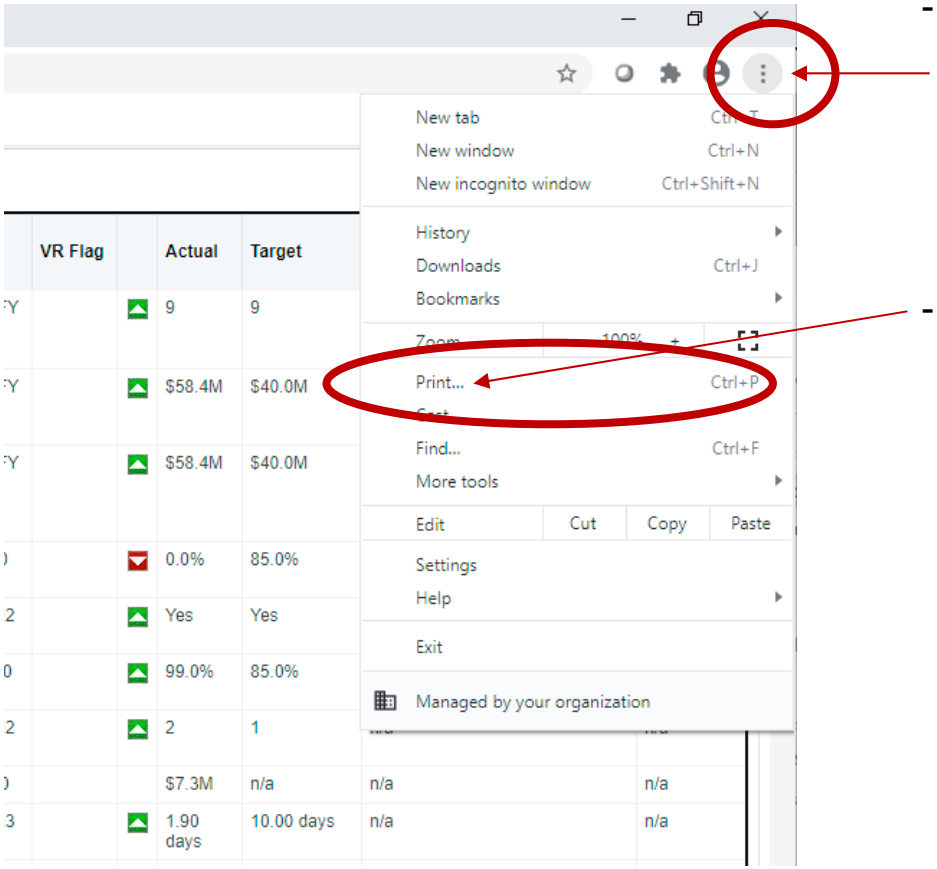


Business Plan Report
Office of Management and Budget (OMB)

Perspective Name	Objective Name	Grand Parent Objective Name	Parent Objective Name	Measure Name	Details	Resilience Driver	As o
Customer	Lead/Conduct Performance Analysis Projects (OMB)		GG4: Effective leadership and management practices	Performance Analysis Projects Completed		Promote Leadership and Effective Management	2020
	Actively pursue grant and sponsorship funding opportunities (OMB)	GG4: Effective leadership and management practices	GG4-1: Provide sound financial and risk management	Grant, Sponsorship, & Marketing Funding Received (in $ millions) – Annual		Foster Economic Prosperity	2019
			GG4-2: Effectively allocate and utilize resources to meet current and future operating and capital needs	Grant, Sponsorship, & Marketing Funding Received (in $ millions) – Annual		Foster Economic Prosperity	2019
	Provide Excellent Customer Service (OMB)	GG1: Accessible, fair and responsible government	GG1-2: Support a customer-focused organization	Percentage of Payments Processed within 21-Days - Ryan White		Promote Leadership and Effective Management	Apr '
				County Quarterly Budget Report issued to the Board within 45 days after quarter-end		Promote Leadership and Effective Management	'20 F
				Percentage of Payments Processed within 21-Days - CBOs		Promote Leadership and Effective Management	Aug '
	Monitor County Bond Programs (OMB)	GG4: Effective leadership and management practices	GG4-1: Provide sound financial and risk management	Conduct at least 4 GOB Citizens Advisory Committee (CAC) meetings per fiscal year		Empower a Broad Range of Stakeholders	'20 F
				Value of BBC-GOB funds expended (in millions)		Foster Economic Prosperity	Jun '
				Number of Days to Process BBC-GOB Reimbursement Requests		Promote Leadership and Effective Management	'20 F
				Percentage of BBC-GOB program completion		Foster Economic Prosperity	'20 F
	Prepare budget that supports the County's mission (OMB)	GG4: Effective leadership and management practices	GG4-2: Effectively allocate and utilize resources to meet current and future operating and capital needs	GFOA Budget Scores		Promote Leadership and Effective Management	2019
	Promote development in distressed areas by monitoring CRAs (OMB)	ED3: Revitalized Communities	ED3-2: Promote development in distressed communities to ensure long-term vitality	Percentage point increase in all CRAs taxable value compared to the County tax roll: KPI		Promote Leadership and Effective Management	2018
	Ensure Effective County Management through Strategic and Business Planning, Execution and Reporting (OMB)	GG4: Effective leadership and management practices	GG4-2: Effectively allocate and utilize resources to meet current and future operating and capital needs	Active Performance Management System Users (90 Day)		Foster Long-Term and Integrated Planning	Sep '
				Strategic Plan Objectives with Aligned Scorecard Objects		Foster Long-Term and Integrated Planning	'20 F
	Promote the Use of Lean Six Sigma (LSS) Techniques (OMB)		GG4: Effective leadership and management practices	Employees Trained in LSS Yellow Belt Methodology (via OMB program)		Promote Leadership and Effective Management	'20 F
				% of County Workforce with Lean Six Sigma Certification		Promote Leadership and	'20 F

- Next, a new browser tab will open to display your formatted Business Plan report.

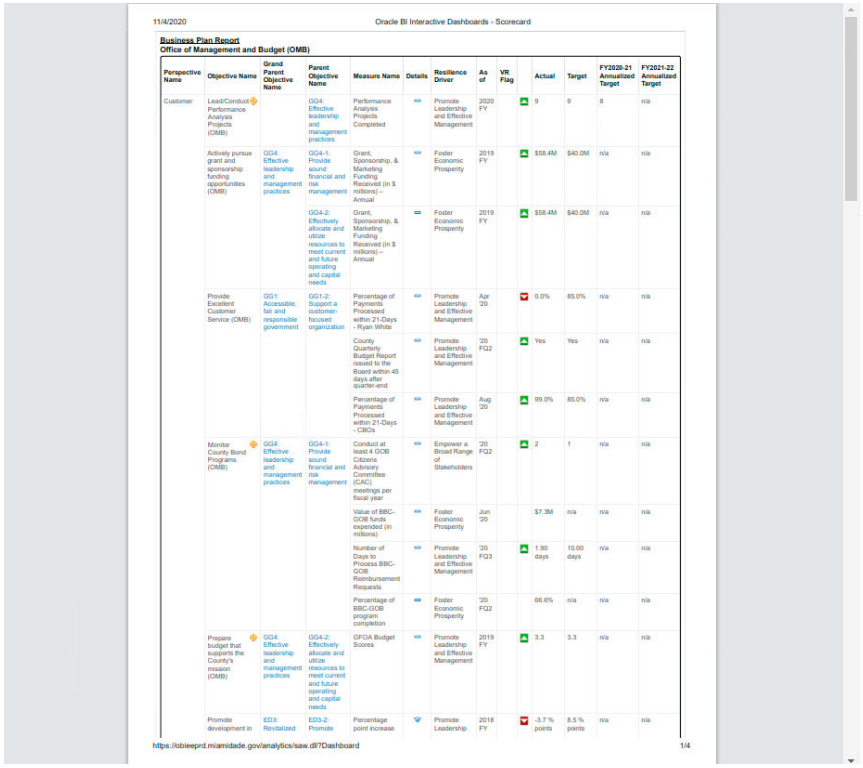
Step 6: Use Browser to Print your Business Plan Report

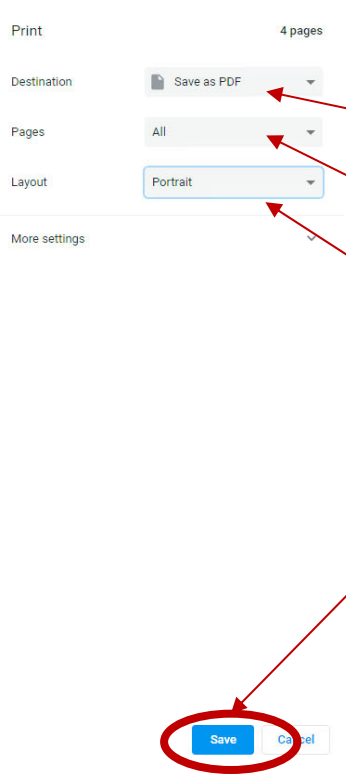


- To print your Business Plan, go to your browser's print feature (in Chrome this is located at the top-right area of the page. Click on the 3 dots icon).

- Select **"Print"** from the dropdown choices

Step 7: Print your Business Plan Report to PDF





- Ensure the printing settings are as follows:
  - Destination: **Save as PDF**
  - Pages: **All**
  - Layout: **Portrait**
  - Click **“Save”**

Questions

- Please contact us with any questions or if you run into any issues printing or accessing your department's business plan report.

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Attchment A8
Miami-Dade County
Strategic Plan Goals and Objectives by Supporting Departments

Strategic Plan Goals and Objectives	Supporting Departments
Public Safety	
PS1: Safe community for all	
PS1-1: Reduce crimes throughout Miami-Dade County	Juvenile Services; Police
PS1-2: Solve crimes quickly, accurately, and in a fair manner	Medical Examiner; Police
PS1-3: Support successful reentry into the community	Corrections and Rehabilitation; Economic Advocacy Trust; Juvenile Services
PS1-4: Provide safe and secure detention	Corrections and Rehabilitation; Juvenile Services
PS2: Reductions in preventable death, injury and property loss	
PS2-1: Reduce response time	Fire Rescue; Medical Examiner; Police; Transportation and Public Works
PS2-2: Improve effectiveness of outreach and response	Fire Rescue; Police
PS3: Effective emergency and disaster management	
PS3-1: Increase countywide preparedness	Animal Services; Fire Rescue; Police; Solid Waste Management; Transportation and Public Works
PS3-2: Ensure recovery after community and countywide shocks and stresses	Fire Rescue, Solid Waste Management; Transportation and Public Works
PS3-3: Protect key infrastructure and enhance security in large gathering places	Fire Rescue; Police
Recreation and Culture	
RC1: Inviting recreational and cultural venues that provide world-class enrichment opportunities throughout Miami-Dade County	
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: 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: Wide array of outstanding, affordable programs and services for residents and visitors	
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
RC2-2: Strengthen, conserve and grow cultural, park, natural, and library resources and collections	Cultural Affairs; Libraries; Parks, Recreation and Open Spaces

Attchment A8
Miami-Dade County
Strategic Plan Goals and Objectives by Supporting Departments

Strategic Plan Goals and Objectives	Supporting Departments
Transportation and Mobility	
TM1: Transportation system that facilitates mobility	
TM1-1: Promote efficient traffic flow on Miami-Dade County roadways	Citizen's Independent Transportation Trust; Transportation and Public Works
TM1-2: Expand and improve bikeway, greenway and sidewalk system	Parks, Recreation and Open Spaces; Transportation and Public Works
TM1-3: Provide reliable, accessible and affordable transit service	Transportation and Public Works
TM1-4: Expand public transportation	Citizen's Independent Transportation Trust; Transportation and Public Works
TM1-5: Facilitate connectivity between transportation systems and providers	Aviation; Seaport; Transportation and Public Works
TM2: Safe transportation system	
TM2-1: Promote traffic and roadway safety	Police; Transportation and Public Works
TM2-2: Improve safety for pedestrians and bicyclists	Police; Transportation and Public Works
TM2-3: Ensure the safe operation of public transit	Transportation and Public Works
TM3: Well-maintained, modern transportation infrastructure and assets	
TM 3-1:Harden and maintain roadway infrastructure	Parks, Recreation and Open Spaces; Transportation and Public Works
TM 3-2: Provide well maintained, attractive and modern transportation facilities and vehicles	Aviation; Seaport; Transportation and Public Works
TM 3-3: Promote clean, attractive roads and rights-of-way	Parks, Recreation and Open Spaces; Transportation and Public Works
Neighborhood and Infrastructure	
NI1: Safe, healthy and attractive neighborhoods and communities	
NI1-1: Promote livable and beautiful neighborhoods	Regulatory and Economic Resources; Solid Waste Management; Transportation and Public Works
NI1-2: Ensure buildings are sustainable, safe, and resilient	Regulatory and Economic Resources
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.	Animal Services; Regulatory and Economic Resources; Solid Waste Management
NI1-5 Ensure animal health and welfare	Animal Services

Attchment A8
Miami-Dade County
Strategic Plan Goals and Objectives by Supporting Departments

Strategic Plan Goals and Objectives	Supporting Departments
NI2: Continuity of clean water and community sanitation services	
NI2-1: Provide adequate drinking water supply and wastewater disposal services	Water and Sewer
NI2-2: Provide well maintained drainage to minimize flooding	Regulatory and Economic Resources; Transportation and Public Works
NI2-3: Provide adequate and sustainable solid waste collection and disposal capacity	Solid Waste Management
NI3: Protected and restored environmental resources	
NI3-1: Maintain air quality	Regulatory and Economic Resources
NI3-2: Protect and maintain surface and drinking water sources	Regulatory and Economic Resources
NI3-3: Protect, maintain, and restore waterways, coastline, and beaches	Parks, Recreation and Open Spaces; Regulatory and Economic Resources
NI3-4: Preserve and enhance natural areas and green spaces	Parks, Recreation and Open Spaces; Regulatory and Economic Resources
Health and Society	
HS1: Basic needs of vulnerable Miami-Dade County residents are met	
HS1-1: Reduce homelessness throughout Miami-Dade County	Community Action and Human Services; Homeless Trust
HS1-2: Assist residents at risk of being hungry	Community Action and Human Services
HS1-3: Promote the independence and wellbeing of the elderly	Community Action and Human Services; Parks, Recreation and Open Spaces
HS1-4: Improve access to abuse prevention, intervention and support services	Community Action and Human Services; Corrections and Rehabilitation; Juvenile Services; Police
HS2: Self-sufficient and healthy population	
HS2-1: Provide the necessary support services for vulnerable residents and special populations	Community Action and Human Services; Homeless Trust, Juvenile Serivices, Management and Budget; Public Housing and Community Development
HS2-2: Ensure that all children are school ready	Community Action and Human Services
HS2-3: Create, maintain and preserve affordable housing	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

Attchment A8
Miami-Dade County
Strategic Plan Goals and Objectives by Supporting Departments

Strategic Plan Goals and Objectives	Supporting Departments
Economic Development	
ED1: An environment that promotes a growing, resilient and diversified economy	
ED1-1: Promote and support a diverse mix of industries vital to a growing economy	Economic Advocacy Trust; Regulatory and Economic Resources
ED1-2: Create and maintain an environment friendly to businesses, large and small	Regulatory and Economic Resources
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; Parks, Recreation and Open Spaces; Seaport; Transportation and Public Works
ED1-5: Provide world-class airport and seaport facilities	Aviation; Seaport
ED2: Entrepreneurial development opportunities within Miami-Dade County	
ED2-1: Encourage creation of new small businesses	Internal Services; Regulatory and Economic Resources
ED2-2 : Expand opportunities for small businesses to compete for Miami-Dade County contracts	Internal Services; Regulatory and Economic Resources
ED3: Revitalized communities	
ED3-1: Foster stable homeownership throughout Miami-Dade County	Community Action and Human Services; Economic Advocacy Trust; Public Housing and Community Development
ED3-2: Promote development in distressed communities to ensure long-term vitality	Management and Budget; Public Housing and Community Development
General Government	
GG1: Accessible, fair and responsible government	
GG1-1: Provide easy access to information and services	Communications and Customer Experience; all departments
GG1-2: Support a customer-focused organization	Communications and Customer Experience; Internal Services; all departments
GG1-3: Ensure fair, convenient and accurate Election services	Elections
GG2: Excellent, engaged and resilient workforce	
GG2-1: Attract and hire new talent	Human Resources; all departments
GG2-2: Promote employee development and leadership	Human Resources; all departments
GG2-3: Ensure an inclusive and diverse workforce	Human Resources; all departments

Attchment A8
Miami-Dade County
Strategic Plan Goals and Objectives by Supporting Departments

Strategic Plan Goals and Objectives	Supporting Departments
GG3: Optimal internal Miami-Dade County operations and service delivery	
GG3-1: Deploy effective and reliable technology solutions that support Miami-Dade County services	Information Technology
GG3-2: Ensure security of systems and data	Information Technology
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 leadership and management practices	
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	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

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

In recent years, Miami-Dade County began to participate in the Rockefeller Foundation's 100 Resilient Cities Program, under the auspices of the Adrienne Arsht-Rockefeller Foundation Resilience Center. This program provides jurisdictions around the world with a framework that can be used to build a community that can respond to external shocks from natural disasters, economic challenges, and failing infrastructure. In the spring of 2019, the Resilient305 Strategy was released.

The focus on resilience 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 jurisdictions can take to improve their resilience. A table describing each dimension and driver is shown below.

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 should be linked to one of the resilience drivers below . These should be listed in Department Overview Section of the Business Plan template and linked in the County's performance management system. Please call your OMB Analyst for assistance.

Dimension & Driver	Description
Leadership & Strategy	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.
Health & Wellbeing	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.

Economy & Society	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.
Infrastructure & Environment	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: 2021 and 2022

(10/1/2020 through 9/30/2022)

Approved by:

_____	_____
<Name>, Department Director	<Name>, < Mayor's Office Title>
_____	_____
Date	Date

Plan Date: <Insert date the plan is completed>

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- Our Customer
- Table of Organization
- Strategic Alignment Summary
- Alignment of Scorecard Measures to Resilience

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ATTACHMENT 1 Page x
BUSINESS PLAN REPORT

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 on Attachment A-8.

Alignment of Scorecard Measures to Resilience

Measures on your department's scorecard should be linked to one of the twelve resilience dimensions described in Attachment A-9. Use the table below to provide your input.

The associations you identify should also be entered in the County's performance management system located at https://scrprd.miamidade.gov .

Scorecard Measures	*Resilience Driver* *(Choose one from the list below)*
Measure 1	
Measure 2	
Add rows for each measure.	

Resilience Drivers:

LS1: Promote Leadership and Effective Management	ES1: Promote Cohesive and Engaged Communities
LS2: Empower a Broad Range of Stakeholders	ES2: Ensure Social Stability, Security, and Justice
LS3: Foster Long-Term and Integrated Planning	ES3: Foster Economic Prosperity
HW1: Meets Basic Needs	IE1: Provide and Enhances Protective Natural and Man-Made Assets
HW2: Supports Livelihoods and Employment	IE2: Ensure Continuity of Critical Services
HW3: Ensures Public Health Services	IE3: Provide Reliable Communication and Mobility

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.

Initiatives listed here should be included in the County's performance management system. However, not all initiatives tracked in the system 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).