☑ DIRECTOR'S BUSINESS PLAN CHECKLIST ☑

☐ I am using the updated business plan template for FY 2018-19 and FY 2019-20 located on the OMB Business Planning Website. The time frame for this business plan represents the two-year period of October 1, 2018 through September 30, 2020.

☐ I have reviewed how my department supports the goals and objectives in the County strategic plan. (Refer to Appendix X of the FY 2018-19 Proposed Budget)

☐ I have included in the Business Plan the most important issues and initiatives my department needs to address in FY 2018-19 and FY 2019-20.   I have also identified issues I anticipate for years beyond FY 2019-20.

☐ I have reviewed my department's scorecard. I have confirmed its content is relevant and up to date, and variance reports on the most important measures are completed. Measures identified as Key Performance Indicators (KPIs) in the County Strategic Plan related to my department are included on my scorecard. (See attachments A2-A7 of these instructions and the list of KPIs.)

☐ I have reviewed and set the targets for the scorecard's measures through the end of FY 2019-20. 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 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 11, 2019.

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 11, 2019**
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 [Miami-Dade County Strategic Plan] and accordingly lay out the Department's performance objectives, measures, and initiatives for the current and next fiscal year. Department leadership should review this with managers and key operational staff to learn what factors may influence their ability to achieve their objectives and to specifically define required actions to achieve the performance goals. 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
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 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 ASE scorecard.
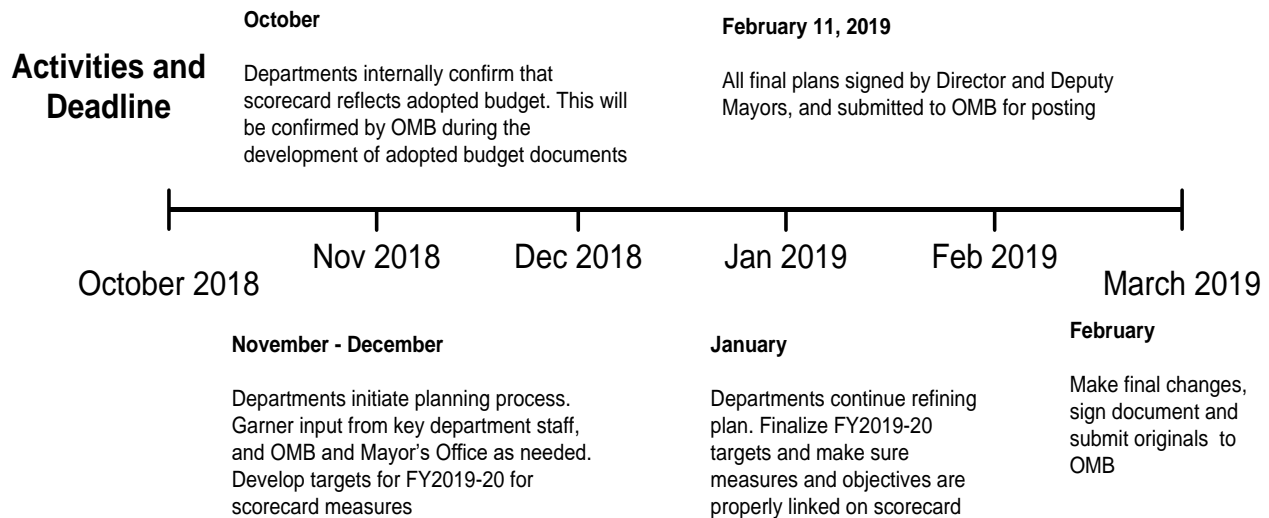
Likewise, departments should set targets for performance measures closely related to the Strategic Plan's goals and objectives at levels that would support achievement of the Strategic Plan KPI targets. For measures that do not have a direct relationship with a strategic plan KPI, departments should 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?

Deadline	Due Date
Final Approval • Director and Deputy Mayor/Senior Advisor sign plan and submit final signed versions to OMB, **including PDF of Scorecard Business Plan Report**	**February 11, 2019**

Activities and Deadline

October

Departments internally confirm that scorecard reflects adopted budget. This will be confirmed by OMB during the development of adopted budget documents

February 11, 2019

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

October 2018 — Nov 2018 — Dec 2018 — Jan 2019 — Feb 2019 — March 2019

November - December

Departments initiate planning process. Garner input from key department staff, and OMB and Mayor's Office as needed. Develop targets for FY2019-20 for scorecard measures

January

Departments continue refining plan. Finalize FY2019-20 targets and make sure measures and objectives are properly linked on scorecard

February

Make final changes, sign document and submit originals to OMB

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

The Business Plan Narrative outlines a department's operations and identifies its priority initiatives and key issues for the current and next fiscal year. It should be written in plain language so that it can be shared with employees and stakeholders outside the County. The narrative must be prepared with the latest Microsoft Word template located on the OMB Business Planning Website.

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

5

   a. <u>Departmental Mission</u>: 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. <u>Table of Organization</u>: 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.

   c. <u>Strategic Alignment Summary</u>: 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](#).

   d. <u>Our Customers</u>: Please identify departmental customers and their most important needs. If applicable, include major customer trends that can impact operations. Be sure to include **internal** County customers as necessary.

2. <u>Key Issues</u>

   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. <u>Priority Initiatives</u>

   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

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4. <u>Future Outlook</u>
   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 Miami-Dade County Strategic Plan 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 2019-20.**
- **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:**
  o **Objectives are linked to the correct "Parent Objective" in the Strategic Plan**
  o **Graphs show a department scorecard measure's target through September 2020**
  o **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

STRATEGIC PLAN GOAL

Objectives

| Objective A | Objective B | Objective C | Objective D |

Departmental (Scorecard) Objectives

Strategic Plan

Business Plans
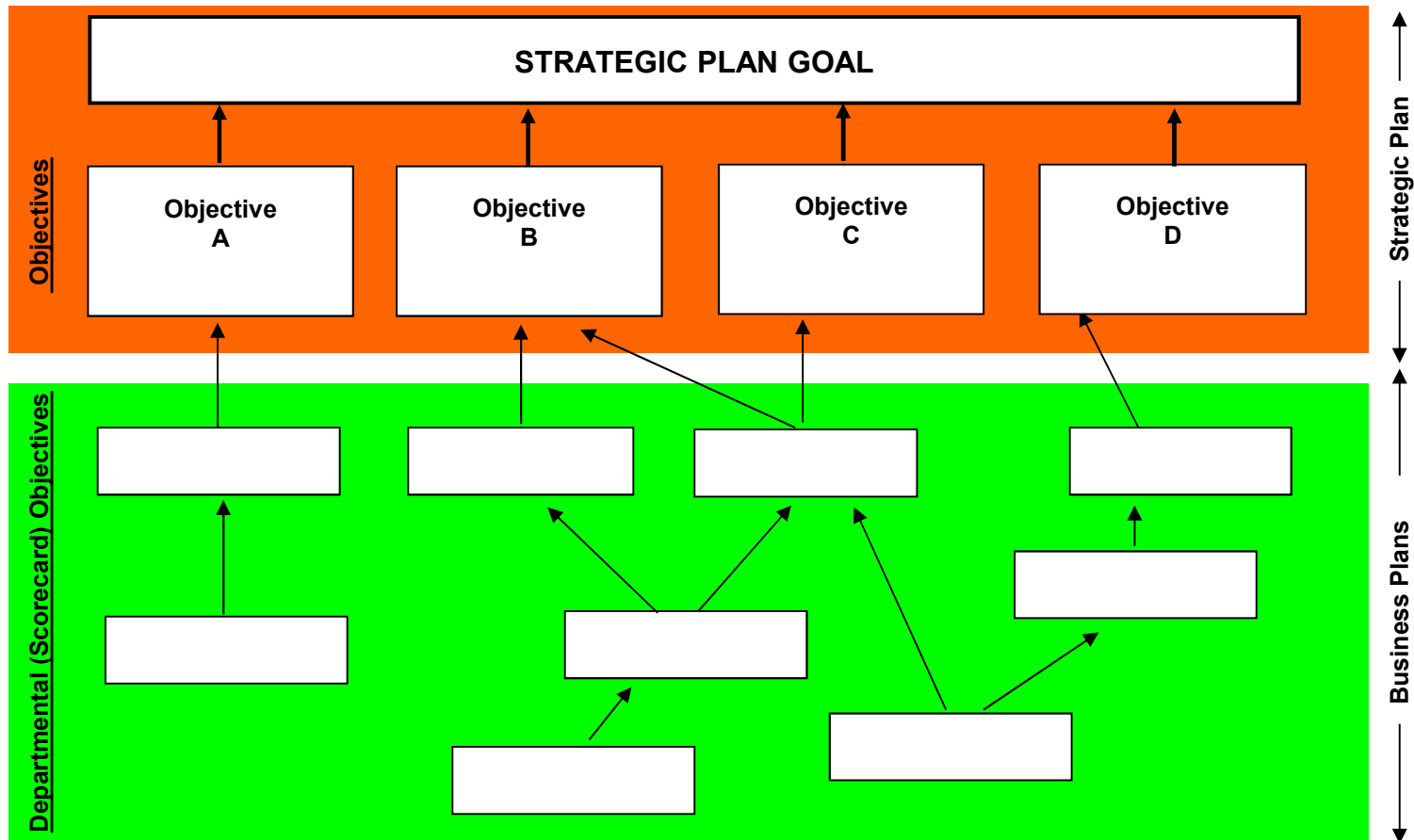
Attachment A-3 - Target Setting Worksheet

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 Stakeholders?					
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

Strategic Plan Goal or Objective

Strategic Plan Goal or Objective

Strategic Plan Goal or Objective

Strategic Plan Goal or Objective

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

Dept. Objective 1
Dept. Objective 2
Dept. Objective 3
Dept. Objective 4
Dept.
Dept. Objective 6
Dept.
Dept. Objective 8
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	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
Objectives			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

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	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
Initiatives			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

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 ASE power user 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 in ASE 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. Sources include ICMA and the Florida Benchmarking Consortium		
Child Measures	• Not all child measures need to have a *mathematical* relationship to the parent; they can also just add additional information about the parent • Child measures should facilitate root cause analysis of the parent measure's performance		
Variance Reports and Corrective Action	• 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		
Data Charts and Graphs	• Display at least data points on graphs (if data is available) • Clearly mark all data series, including values for actual and for target • Graph titles should be brief and clearly state the information being shown. Child measure information can be displayed on secondary graph		
Associated Objective or Goal	• Measures must have a clear correlation to the objective or the strategic goal they support		

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.

Step #2
After report runs, please review that everything displays correctly. If so, press the print icon shown below.

Initiatives inclusive of "Priority Initiatives"

Department Scorecard Objectives

Parent and Grandparent Objectives in Strategic Plan

Measures and Related Graphs showing Targets

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.

To make sure your graph displays targets through the end of FY20, please review Steps A and B below

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)
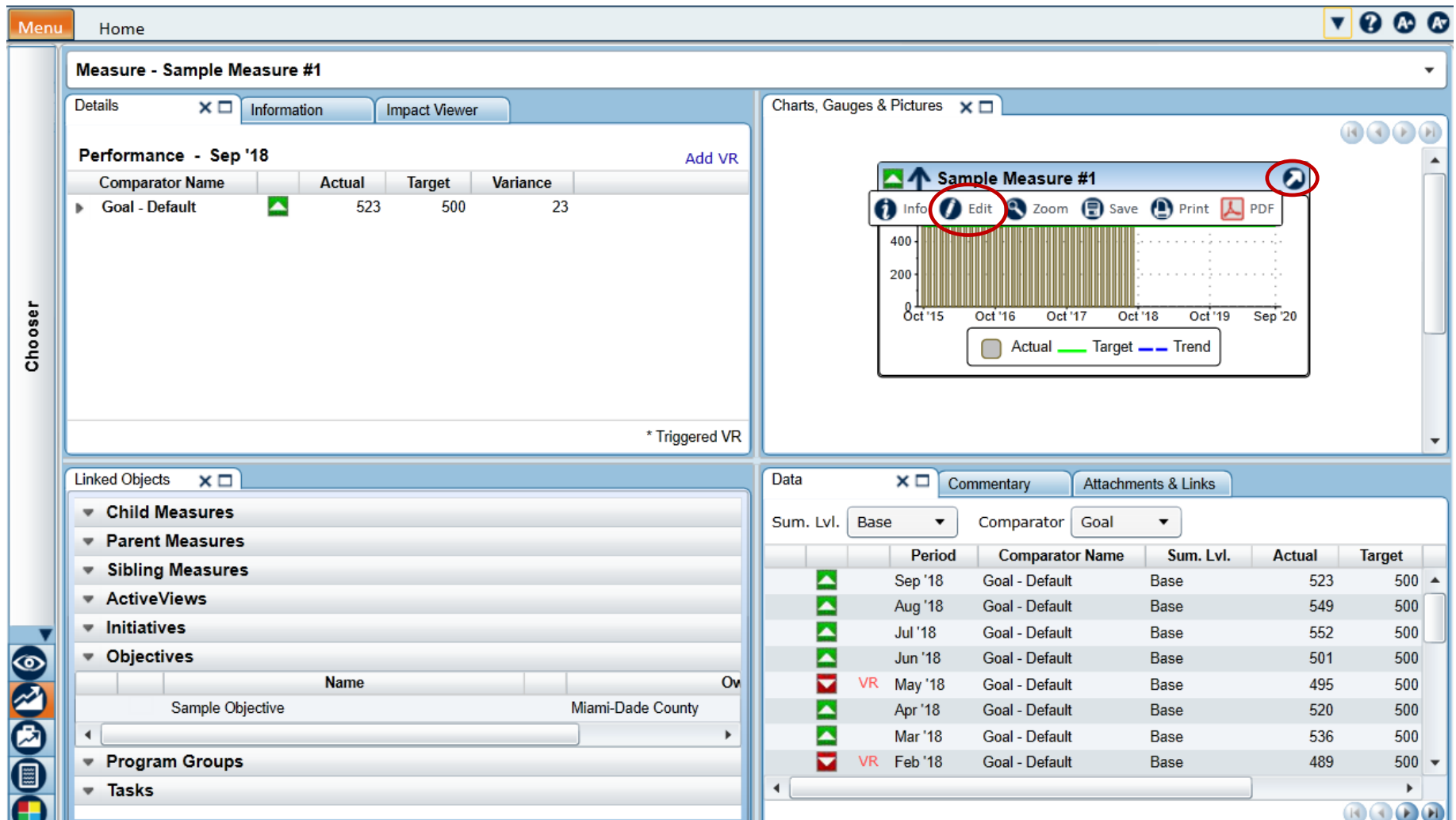
Measure Graph: Step B

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.

\<Insert Department Name\>
Business Plan

Fiscal Years: 2019 and 2020
(10/1/2018 through 9/30/2020)

Approved by:

_____
\<Name\>, Department Director

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

_____
Date

_____
Date

Plan Date: \<Insert date the plan is completed\>

TABLE OF CONTENTS

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.

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 at the Strategic Plan website:

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*

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).