

STRATEGIC PLAN: PLANNING PROCESS

In 2003 the County developed, Board of County Commissioners (BCC) adopted, Miami-Dade County's first ever Countywide Strategic Plan. The Governing for Results Ordinance, sponsored by Chairperson Joe A. Martinez and adopted by the Board of County Commissioners in July 2005, codifies the County's general principles of strategic management and requires periodic updates of the Strategic Plan. This update process was kicked off in late 2008.

In developing the refreshed Strategic Plan, the County solicited input from elected officials and the community at large through a variety of forms. In the winter of 2008, as planning efforts got underway, staff from the Office Management and Budget (OMB) and the Community Information and Outreach Department (CIAO), along with County executive staff, met individually with County Commissioners and/or their staff representatives to discuss the Plan. Additionally, the draft goals and objectives for the updated Strategic Plan, along with the goals and objectives from the 2003 Plan, were transmitted to the Board in January 2009.

Community Planning Teams (CPTs) were established for each of our strategic areas to provide guidance and expertise in building our goals, objectives, and key performance indicators. These teams were comprised of subject matter experts from the community, as well as key County staff, including Department Directors and other County executives. Each CPT met at least twice, and in some cases these meetings were attended by representatives from the Office of the Commission Auditor as well as Commission staff.

To elicit input from the greater community, the County held thirteen Strategic Planning focus groups (one in each Commission District), as well as a televised community-wide forum held in the BCC Chambers on December 3, 2008. Residents who were unable to attend the forum in person were encouraged to provide input via e-mail or by calling 311, and many of these comments were read on the air during the event. Staff also relied on feedback from the 2008 Resident Satisfaction Survey in refreshing the Plan. CIAO staff summarized and presented feedback pertaining to each strategic area to the respective CPTs to help guide their efforts.

Once the CPTs had developed the proposed goals, objectives and key performance indicators, staff analyzed the proposed Plan in detail, paying particular attention to the key performance indicators and five-year targets. Extensive follow-up with County departments and other subject matter experts helped to refine the draft and produce the final Plan.