

INSTRUCTIONS FOR DEPARTMENT BUSINESS PLANS - FALL 2023

DIRECTOR'S BUSINESS PLAN CHECKLIST

- I am using the **revised** business plan template for FY 2023-24 and FY 2024-25 located on the OMB Business Planning [Website](#). The time frame for this business plan represents the two-year period of October 1, 2023 through September 30, 2025.
- I have reviewed how my department supports the goals and objectives in the County strategic plan. (Refer to [Attachment 1](#) of these instructions for a list goals and objectives)
- I have reviewed the Mayor's 4Es of fostering greater **Equity** in the provision of services, growing the **Economy**, promoting greater stewardship of the **Environment**, and supporting increased **Engagement** throughout the community. I have considered how my department's activities and my scorecard objectives can support the 4Es. I have also included in [Attachment 10](#) relevant performance measures, including **those identified during the Thrive305 process, to track my department's support of the Featured Objectives, 4Es and the Thrive305 action plan.**
- I have included in the Business Plan the most important issues and initiatives my department needs to address in FY 2023-24 and FY 2024-25, as well as initiatives identified from Thrive305. I have also identified issues I anticipate for years beyond FY 2024-25.
- I have reviewed my department's Scorecard and Business Plan Report generated in the online Strategic Management System (SMS). I have confirmed that my scorecard's objectives and measures are **relevant and up to date**, that they align to the Strategic Plan and, where applicable, the Mayor's 4Es and Thrive305.
- I have signed the cover page and forwarded the signed originals to OMB by the due date of **December 20, 2023**.

BUSINESS PLAN DUE DATE

Directors sign plan and submit final signed versions to OMB, <u>including PDF of Scorecard Business Plan Report</u>	December 20, 2023
Chiefs sign business plan and submit final signed versions to OMB, <u>including PDF of Scorecard Business Plan Report</u>	July 15, 2024

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I. **BUSINESS PLANS AND SCORECARDS IN MIAMI-DADE COUNTY**

Departmental business plans are the foundation for appropriate resource allocation through the annual budget process that funds County activities aligned to 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:

1. **The Business Plan Narrative**: 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](#).
2. **The Business Plan Report**: This report is generated from the department's scorecard in the County's strategic management system. It shows how a department's scorecard objectives are aligned to the strategic plan, the measures it will track, as well as the performance measure targets for the upcoming fiscal year.

In general, scorecards are monitored throughout the year 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.

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II. KEY STEPS TO BUILDING A BUSINESS PLAN

Business plans should be collaboratively prepared with input from departmental staff, OMB, and the Office of the Mayor. All parties should provide input throughout the process prior to final submission. Below is some guidance for developing business plans.

Departmental Roles and Responsibilities

Departmental leadership should review the goals and objectives of the Miami-Dade County Strategic Plan ([Attachment 1](#)) and accordingly lay out the Department's performance objectives, measures, and initiatives for the current and next fiscal year.

Department managers and key operational staff should review how specific activities can align to the County Strategic Plan and share factors that may influence their ability to achieve departmental objectives and to specifically define required actions to achieve their performance goals.

Department staff preparing the plan should seek out OMB involvement and include Business Analysts in the planning process. For FY 2023-24, OMB will review the business plan submitted in December to provide comment and overall guidance.



Departmental budget and performance staff should collaborate on an ongoing basis to ensure objectives and performance measures match in the respective Scorecard and Budget systems.

Department Overview**Department Vision and Mission**

Departments are to consider their overall purpose and the customers they serve when preparing their business plan. In particular, departments need to evaluate on an ongoing basis if there have been changes in the operating environment, emerging societal trends and challenges, and the impact of changing costs and revenues, especially how changes in these impact the department's ability to align to the Strategic Plan. Although a vision statement is optional for your business plan overview, a mission statement is required.

Customer Needs

Departments should identify departmental customers and their priority needs and requirements. Be sure to include internal County customers and stakeholders as necessary. Include major customer trends that can impact operations.

When evaluating your customers' needs and requirements, consider using the five quality elements (accuracy, cost, timeliness, safety, legal/ethical) to determine which elements are most important to achieving your customer's satisfaction.

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Additionally, briefly describe how any of the Mayor’s 4Es of equity, engagement, environment, and economy apply to your mission. Include possible performance impacts when describing how your operations supports one or more of these or Thrive305 priorities.

Guiding questions are available in [Attachment 2](#). These questions will help departments identify the key elements that should go into a comprehensive business plan. The questions included on [Attachment 2](#) are categorized in the following manner:

- | | |
|-------------------------------|----------------------|
| 1. Mission | 4. Employees |
| 2. Operating Environment | 5. Revenue and Costs |
| 3. Customers and Stakeholders | 6. Processes |

Understanding and Incorporating the Mayor’s 4Es

Recent public engagement efforts such as the Mayor’s Thrive305 initiative identified key priorities that are organized under the Mayor’s 4Es. These 4Es highlight the need for County departments to consider how they can:



- (1) foster greater **Equity** in the provision of services,
- (2) promote a stronger and more sustainable **Economy**,
- (3) provide greater stewardship of the **Environment**, and
- (4) ensure increased **Engagement** among members of the community.

As departments review their mission and customers’ needs, it is important to consider how they can support these important values. “Featured Objectives” are strategic objectives that are especially related to mayoral priorities. The “Featured Objectives” are denoted with an asterisk in [Attachment 1](#). Refer to [Attachment 9](#) for measure criteria in aligning to a specific 4E. Below are the 4Es along with a key descriptive statement.

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Mayor's 4Es		
	Equity	<ul style="list-style-type: none"> Our residents and workforce are fully included in all aspects of life in the County regardless of who they are
	Economy	<ul style="list-style-type: none"> A growing and inclusive economy that creates jobs and invests in local talent, while spurring innovation and investment for the jobs and assets of the future
	Environment	<ul style="list-style-type: none"> A well-managed built and natural environment that is resilient to climate stressors
	Engagement	<ul style="list-style-type: none"> A community that trusts government and has timely access to data and information in order to obtain services and influence decision making in the County

Developing Departmental Objectives

Departmental objectives are aspirational and measurable statements that translate how your major activities support the goals and objectives of the Strategic Plan and the Mayor's 4Es. They should be written in a way that can be easily understood and relatable to departmental operational staff.

For example, the Fire Department has several clear, aspirational, and measurable objectives that are aligned to Strategic Plan Objective *PS2-1 Minimize Response Time*:

1. *Reduce Fire Rescue Dispatch Time*
2. *Reduce Fire Rescue Response Time to Medical Incidents*
3. *Reduce Fire Rescue Response Time to Fire Incidents*

Strategy maps can be helpful. Tools such as strategy maps [Attachment 3](#) can be used during the planning process because they visually display the alignment of key operations to the County's Strategic Plan. 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 objectives 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. Create new or update existing objectives that support the strategic plan, and how the department can support the 4Es and Thrive305. Refer to [Attachment 10](#) for alignment of measures to 4Es and Thrive305 Actions.

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4. Use the forms provided in [Attachment 3](#) and [Attachment 4](#) as a guide. Electronic versions are available on the OMB Business Planning [website](#).

Key Issues and Priority Initiatives

Key Issues are the most important external and internal factors that could impact the implementation of a department’s business plan. Examples consist of changes in the business environment, changing 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. Understanding how their operations can be viewed through the 4Es of equity, economy, environment, and engagement would also be helpful for identifying Key Issues. Moreover, consideration should also be given on how the key issues support specific actions identified through Thrive305. A table of the Thrive305 actions can be found in [Attachment 5](#).

Priority Initiatives are specific projects that are of the greatest importance to your department, have start and end dates, and result in actions that have a positive impact. Priority Initiatives can come from several sources including:

1. Initiatives to address the Key Issues identified
2. Key actions identified during Thrive305
3. Major projects and efforts that have a direct impact on your objectives and budgets, especially those strongly aligned with the Strategic Plan and the Mayor’s 4Es



Thrive305 and the Strategic Plan Featured Objectives should be sources for departments to identify their Key Issues and Priority Initiatives. Thrive305 is organized around the 4Es of equity, economy, environment, and engagement. Featured Objectives are shown in [Attachment 1](#).

Performance Measures and Targets

Performance measures must be established to assess how well departments are meeting their objectives as well as the goals and objectives included in the County Strategic Plan. Performance measures must also include *targets* that support achievement of the Strategic Plan.

In addition, departments should include measures and set corresponding targets that support the 4Es of equity, economy, environment, and engagement as identified during Thrive305.

Performance measures should focus on the desired outcome as expressed by the objective or for an activity’s efficiency. Input and output measures are of secondary importance. As a best practice, all performance measures in the Scorecard Management System must contain a clear and brief description of how the measure is calculated, what

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the measure is measuring, and the source of the information used to calculate the performance measure.

When establishing measures and setting targets, departments should consider the following questions based on [Attachment 7](#):

Performance Measures

1. What are the desired outcomes expressed by your departmental objectives?
2. How can the objectives be best quantified?
3. Is data readily available? What are key outputs and resources needed?
4. Does the measure name clearly and briefly describe what is being measured, e.g. "Number of _____", "Percent of _____", "Average number of _____"?
5. Is there data relevant to my objectives that shows support for any of the Mayor's 4Es?
6. Are there any potential metrics identified in the Thrive305 plan that I need to link to one of my objectives and track?
7. Do I have a plan in place to ensure the accuracy and reliability of the data, including procedures for retention of back-up data and for ensuring business continuity when key staff are unavailable or vacate their position?

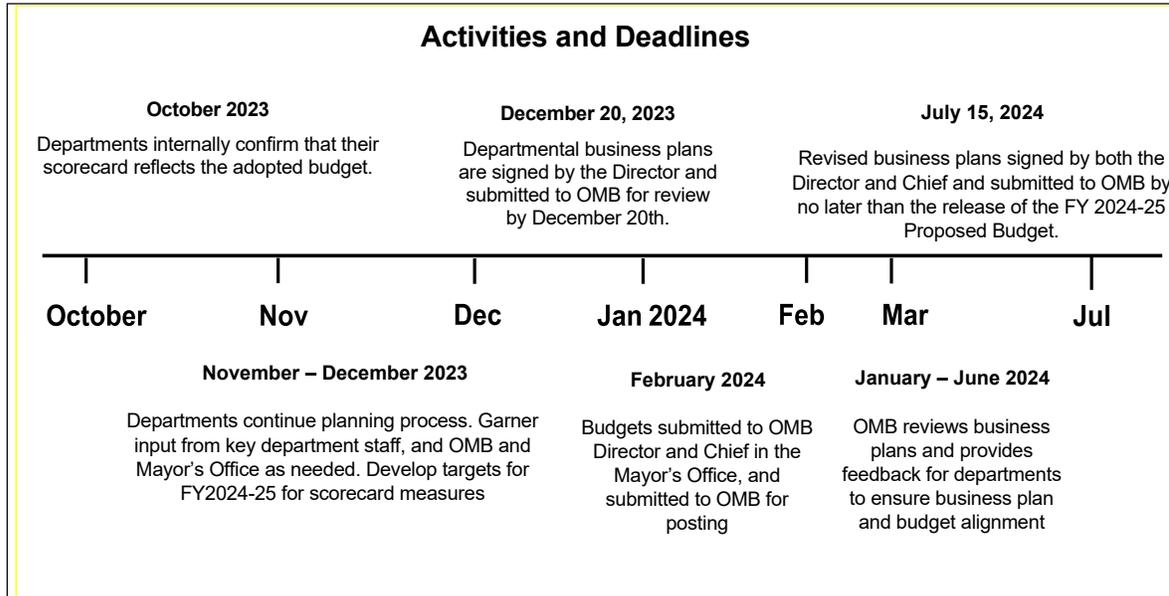
Targets:

1. What levels of performance are necessary to meet the goals and objectives of your business plan, the County Strategic Plan, and the 4Es/Thrive305?
2. What are your customer requirements for the current and next fiscal year?
3. How are other jurisdictions performing? Comparative jurisdictional data collected by the Florida Benchmarking Consortium is available on the County [Intranet](#).
4. How have you performed recently? Is improvement needed or possible? If so, what would be a reasonable increase that can be considered a stretch goal while still being achievable?

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III. KEY TIMELINES AND DEADLINE

Deadline	Due Date
Final Approval	
<ul style="list-style-type: none"> Directors sign plan and submit final signed versions to OMB, <u>including PDF of Scorecard Business Plan Report</u> 	December 20, 2023
<ul style="list-style-type: none"> Chiefs sign business plan and submit final signed versions to OMB, <u>including PDF of Scorecard Business Plan Report</u> 	July 15, 2024



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IV. USING THE BUSINESS PLAN TEMPLATE

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 must 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 align your objectives to the Strategic Plan, assist with the 4Es, identify key issues, performance targets and priority initiatives.

1. Department Overview

- a. **Department Mission**: Describe your departmental vision (optional) and 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. **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.
- c. **Our Customers**: 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. Key customer requirements/needs can be translated into performance measures and included on a department scorecard. These performance measures should be indicative of how well a department is meeting or exceeding customer needs.

When considering your customers' needs and requirements, please briefly explain how the Mayor's 4Es of equity, engagement, environment, and economy may apply to your current business plan. Additionally, include where your operations support one or more of the priorities and actions described in Thrive305.

- d. **Strategic Alignment, 4E, and Thrive305 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 the County Strategic goals and objectives can be found on [Attachment 1](#). The 4Es can be found in [Attachment 9](#). The Thrive305 Priorities and Actions Template is found in [Attachment 5](#) (Thrive305 Work Template).

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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 strongly encouraged to perform and include in the business plan a SWOT analysis to help identify such issues.

Understanding how operations can be viewed through the Mayor's 4Es of equity, economy, environment, and engagement, as well as specific actions from Thrive305 would be helpful.

- 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 (7-10 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.

Priority initiatives can come from several sources including:

- i. Initiatives to address the Key Issues identified
 - ii. Key actions identified during Thrive305
 - iii. Major projects and efforts that have a direct impact on your objectives and budgets, especially those strongly aligned with the Strategic Plan, its Featured Objectives, and the Mayor's 4Es
- b. Initiatives listed here should be created, linked to relevant departmental objectives and periodically updated in the County's strategic 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 an RER 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).

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- a. Departments will run this report from the County's strategic management system and attach it to the Business Plan Narrative. If you have any technical difficulties running this report, please call OMB. See the next section for steps to complete the Business Plan Report.

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V. PREPARING THE BUSINESS PLAN REPORT

The Business Plan Report is completed by using the County's Strategic Management System (SMS). 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.

Departmental Scorecard Objectives

- Review the goals and objectives of the Miami-Dade County Strategic Plan ([Attachment 1](#)) to see which goals and objectives your department supports.
- Validate 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. Please also keep in mind how the Mayor's 4Es impact your objectives.
- 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
- Refer to the Balanced Scorecard Checklist in [Attachment 6](#) 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 strategic management system through FY 2024-25.**
- Consider including performance measures identified in the Thrive305 plan
<https://www.miamidade.gov/initiative/thrive305/home.page>
- [Attachment 7](#) provides standards for developing scorecard measures.
- Reassess all your current initiatives, including your Priority Initiatives identified during your planning process and listed in your business plan. You can remove initiatives from the strategic management system that are complete. Contact OMB for guidelines on archiving these completed initiatives.

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- Make sure measure and initiative owners are up-to-date.

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 strategic 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.
- [Attachment 8](#) contains step-by-step instructions for running the Business Plan Report from the strategic 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**