

# Memorandum



**Date:** January 18, 2022

**To:** Department Directors

**From:** Daniella Levine Cava  
Mayor *Daniella Levine Cava*

**Subject:** Miami-Dade County Strategic Management Update

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As we begin a New Year, it's a pivotal moment to take stock of how far we've come and the bold agenda we aim to accomplish together in year two.

Over my first year in office, we focused our work on the emerging priorities of what I call the "4 Es" – the Economy, Environment, Equity, and Engagement. Working together across departments, we passed a historic budget that maintains critical services while investing in programs for our long-term economic recovery – all without raising taxes. We made progress on critical initiatives to protect our environment, including releasing the Climate Action Strategy and drawing down new funding for resilience projects. We embedded equity as a priority across County government, launching our No Wrong Door Initiative to help all residents access vital services. We passed the Peace and Prosperity Plan focused on building safer, more stable neighborhoods Countywide. And we accomplished so much more.

We also made great strides this year to directly engage with and incorporate feedback on County priorities from residents, through the Thrive305 community-wide engagement effort – reaching over 26,000 residents via a survey and series of in-person and virtual conversations – and earlier-than-ever input in the budget process.

As we look ahead to year two, we will build on this foundation by taking steps to further integrate the 4Es including resilience planning efforts into our Strategic Plan. The Strategic Plan provides the basis for how we manage our organization – laying out comprehensive goals and objectives across seven strategic service areas that departments use to focus their attention and budgets on what is important to the community.

One major objective is to provide a unified document that encompasses all of our planning initiatives. Further, while the Strategic Plan is intended to be a comprehensive document spanning the full breadth of County operations, the updated Strategic Plan will also highlight key priorities that reflect these topical civic engagement and resilience initiatives. These changes will help ensure that our nationally recognized strategic management model continues to effectively guide our organization into the future.

## **Strategic Plan Update Process and Timing**

Staff have already been internally reviewing and updating the current Strategic Plan's goals and objectives to make sure that they reflect the 4Es and the specific priorities that emerged from the Thrive305 process. The [Thrive305 Action Plan](#), released in November 2021, is a blueprint for County action that turns the Thrive feedback into 12 concrete priorities broken out into underlying actions. Formally incorporating key aspects of the 4Es into our county's goals and objectives will help ensure these priorities are addressed, making it easier for departments to plan their operations and align their activities to a single plan.

Input from the professional staff for the Strategic Plan is vital. To that end, two important activities will begin shortly:

- An internal survey to obtain your input on the planned Strategic Plan updates will be released soon.
- OMB will be hosting workshops of key departmental staff on the Strategic Plan for input on performance measures that can inform our reporting and accountability.

Please be on the lookout out for this survey to provide your important input and identify staff who should participate in the follow-up workshops.

Furthermore, it is anticipated that these Strategic Plan revisions will be ready to be included in the upcoming budget cycle. This will require some adjustments to departmental scorecards; OMB will provide assistance during that process. Until that time, departments should continue to prepare their FY 2022-23 Business Plans using the current 2020 Strategic Plan, as further described below.

### **Resilience Planning Integration**

To foster tighter alignment between the Strategic Plan and our resilience planning efforts, key elements from our resilience plans such as the Resilient305 Strategy, Climate Action Strategy, and Sea Level Rise Strategy will be formally linked to objectives in the Strategic Plan. Additionally, OMB is working closely with the Office of Resilience to ensure the updated Strategic Plan reflects the County's resilience goals, initiatives, and benchmarks. As mentioned above, the alignment of the Strategic Plan to Thrive305 and the 4Es will further strengthen this integration.

Improvements to the strategic management framework will help facilitate new mechanisms for prioritizing resilience initiatives in the budget process and reporting our progress in this critical area to the community. Additionally, separate alignment of scorecard performance measures to the Rockefeller 100 Resilient Cities Framework will no longer be required. This will have the benefit of improving departmental synergies and synchronizing efforts across the County more efficiently and effectively.

### **FY 2022-23 Business Plans**

By now you should have already received updated instructions to prepare your departmental business plans for FY 2021-22 and FY 2022-23 which are due of February 9, 2022. Business plans are a critical part of our Governing for Results framework; they express how departments' operations support the County's Strategic Plan, thereby helping us produce a budget that properly funds the County's priorities. In addition, departments use business plans to describe their key issues, define their major initiatives for the year, and set their performance measure targets. This detailed information is then used to help determine budgeting decisions.

Key revisions from past business planning practices include identifying and incorporating into your business plans:

- Objectives and performance measures that support the 4Es, as well as specific actions identified in the Thrive305 Action Plan; and
- Specific metrics from the resilience plans such as energy, water and fuel consumption per department.

As mentioned above, separate alignment of the measures on your scorecard and budget narratives to the Rockefeller Resilient Cities Framework is no longer required since the County's resilience plans will be directly incorporated in the Strategic Plan and reflected within the 4Es.

I look forward to your continued engagement in these important updates to our strategic management framework. If you have any questions, please feel free to contact David Clodfelter, Rahel Weldeyesus, or me directly.

c: Office of the Mayor Senior Staff

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