

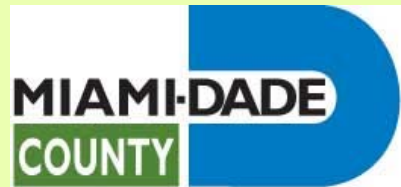
Seeing the Forest: **Aligning Measures with** **Long-Term Strategic Goals**

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Management Consultant Supervisor

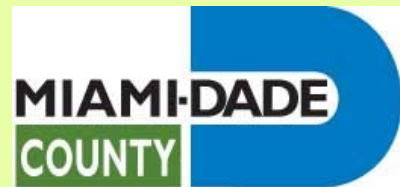
Miami-Dade County, FL

ICMA CPM Forum, Austin, TX, April 26, 2005



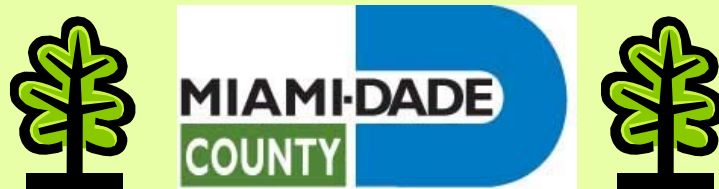
Performance Measurement Hazards

- Measure-Mania!
- Cast a Wide Net, See What We Get!
- The Number Game, Anyone?



Why Bother? Well...

- Information is already used to determine priorities
 - Exceptions
 - Anecdotes
 - Crises
- Well developed PM systems help prioritize information 'noise' toward making strategic improvement decisions



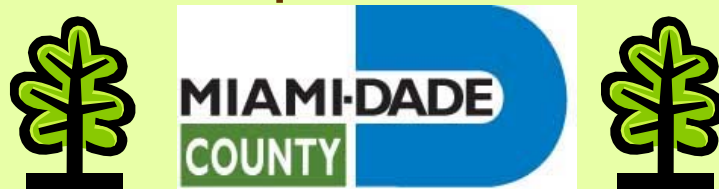
What We Mean By “Measures that Matter”

- Identify End State (Goals)/Measures that Monitor those Goals
- Identify Activities that (hopefully) Impact End State/Measures that Monitor those Activities
- Allow for Different Levels of Control over Performance Measure Performance

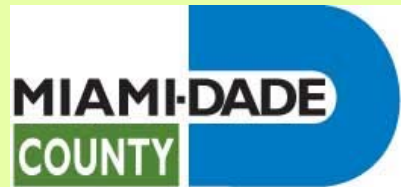
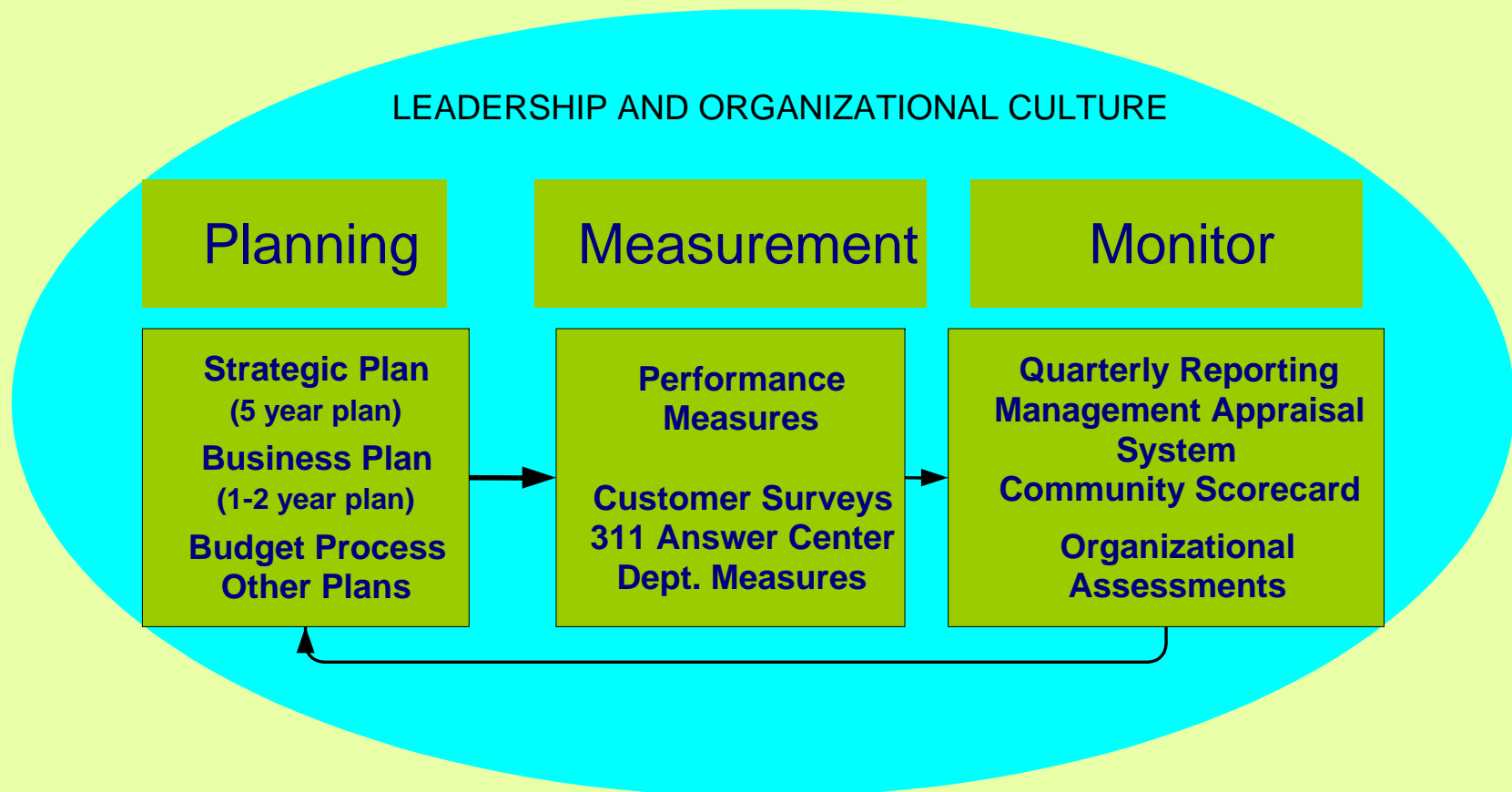


What We Mean By “Measures that Matter”

- Culture Issues: Managing the Human/Information Relationship
 - Convey worth of system to all levels of the organization
 - Mindful of risks and resource requirements
 - Use Goals to Focus Efforts
 - Make Measurement have a Bottom-line Impact
 - Provide Support/Coaching regarding New Measurement Requirements



Results-Oriented Government Framework



Miami-Dade County Strategic Plan

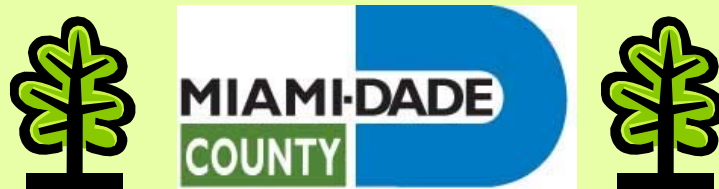
Prioritizes our community's service
delivery needs and designs a
blueprint for action



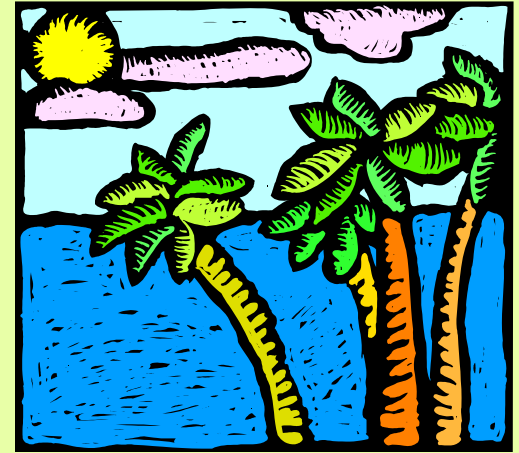


Strategic Planning Milestones

- Countywide planning initiated in August 2001
- Countywide Assessment of Community Trends completed in December 2001
- Mission, Value Statements, and broad priority strategic themes approved by the Board of County Commissioners in May 2002
- Service Delivery Plans adopted by the Board of County Commissioners in June 2003



Miami-Dade County

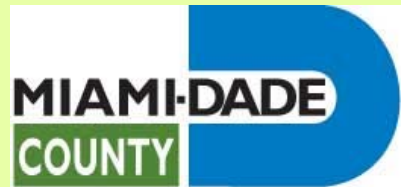


Vision Statement

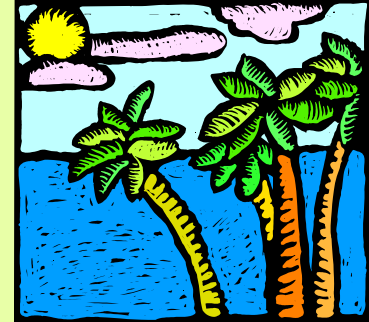
Delivering Excellence Every Day

Mission Statement

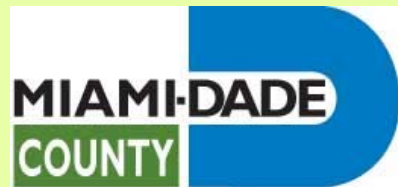
Delivering excellent public services that address our community's needs and enhance our quality of life



Miami-Dade County Value Statements



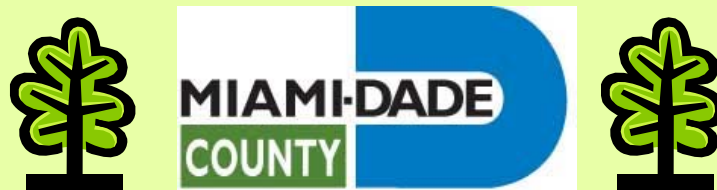
- Customer-focused and customer-driven
- Accountable and Responsive to the Public
- Diverse and Sensitive
- Efficient and Effective
- Committed to Development of Leadership in Public Service
- Innovative
- Valuing and Respectful of Each Other
- Honest, Ethical and Fair to All
- Action-Oriented



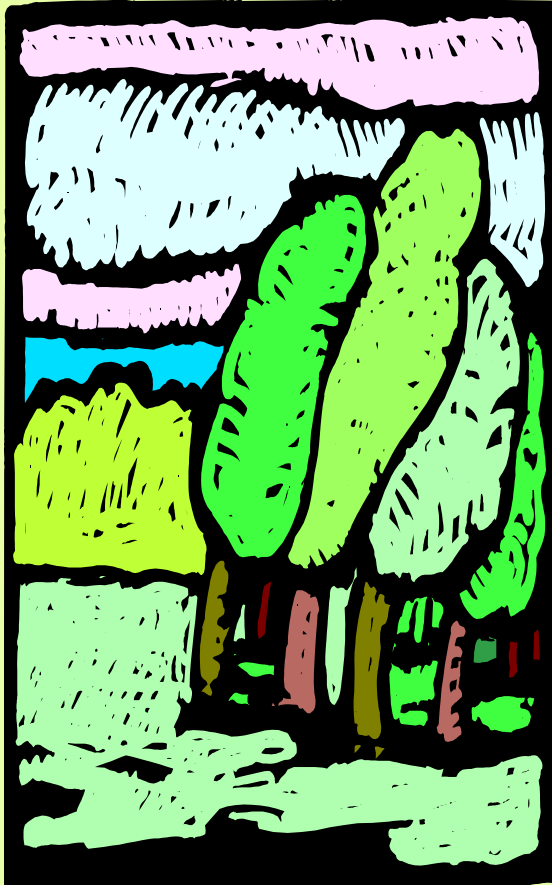
Service Delivery Plans

- Prioritizes efforts for major service areas:
Economic Development, Health and Human Services, Neighborhood Services, Public Safety, Recreation and Culture, Transportation, General Government
-

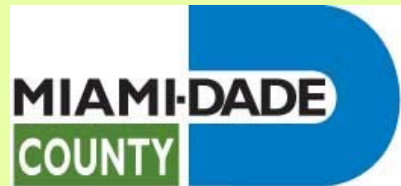
- Mission statement
- Goals
- Outcomes
- Strategies
- Measures



The Plan – at a Glance

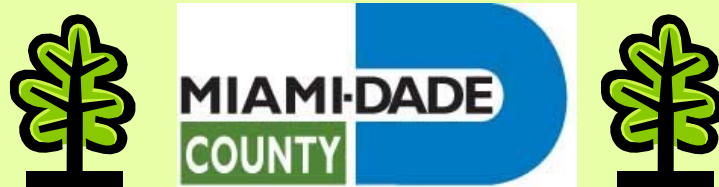


- Global Plan
 - Mission, Values, Themes
- Service Delivery Plans
 - Mission, Goals, Outcomes, Strategies, Measures
- *Linkages to Operations?*

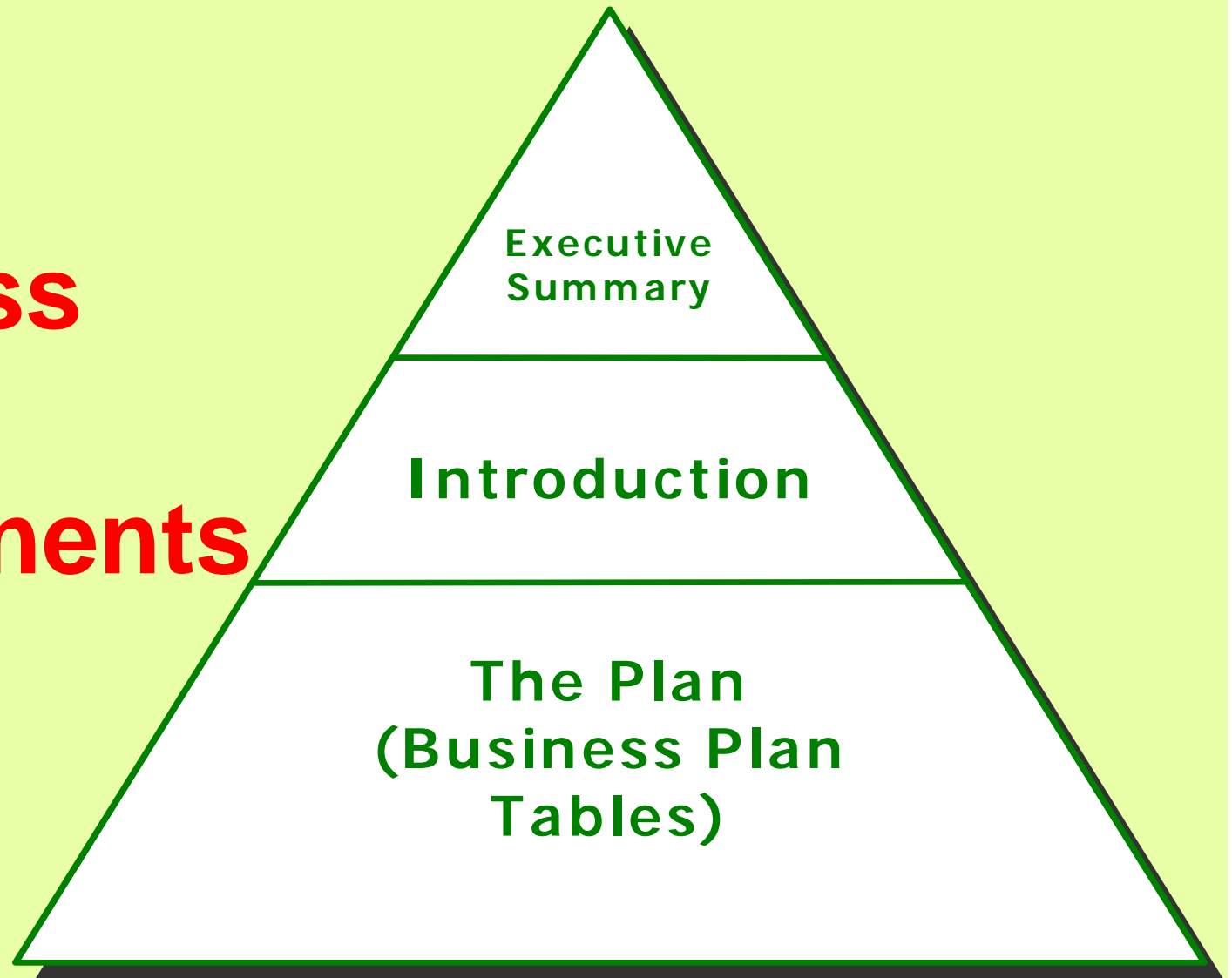


Department Business Plans

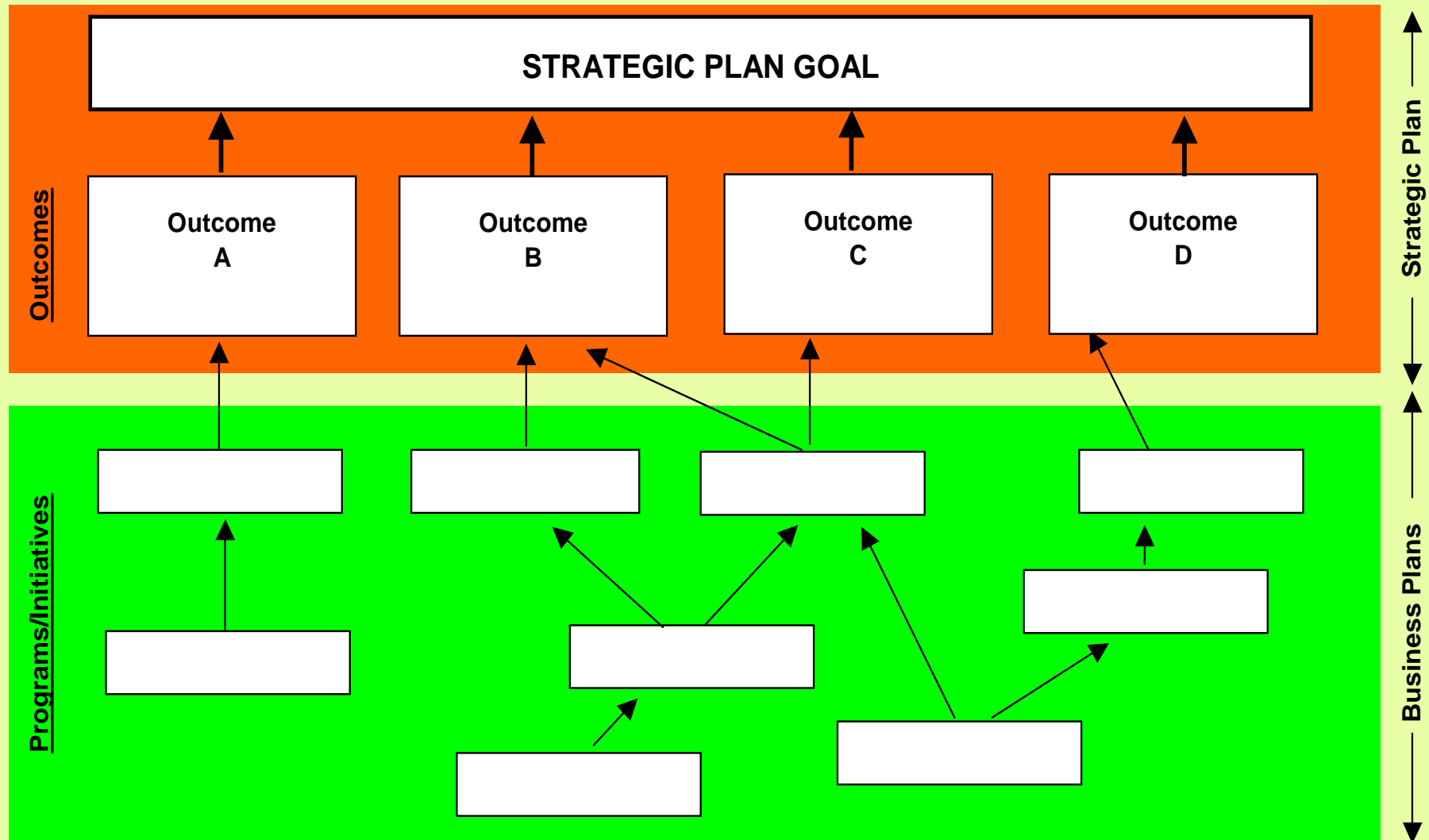
- The Business Plan provides current 'lay of the land' and the path to achieve strategic plan goals and outcomes
- Breaks long term output into short term targets
- Success is determined based on measurable performance indicators



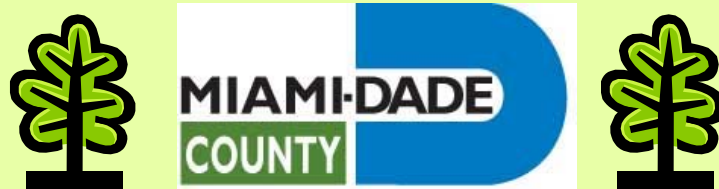
Business Plan Components



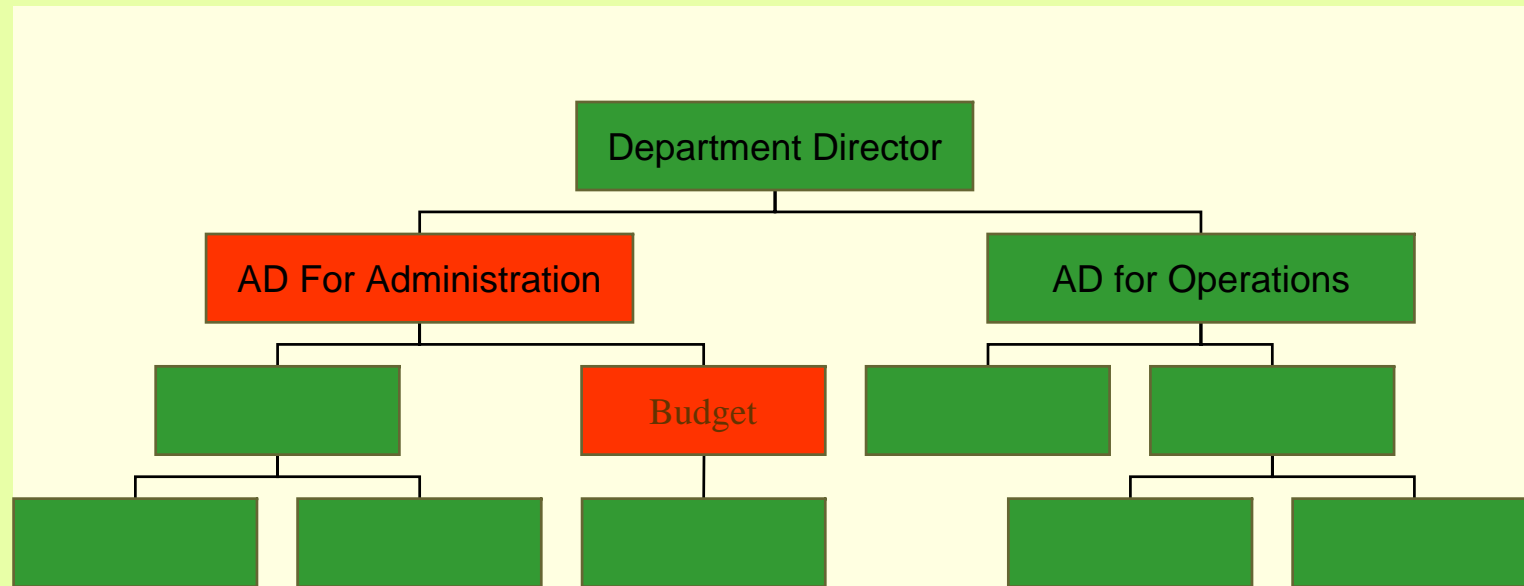
Linking the Business Plans to the Strategic Plan



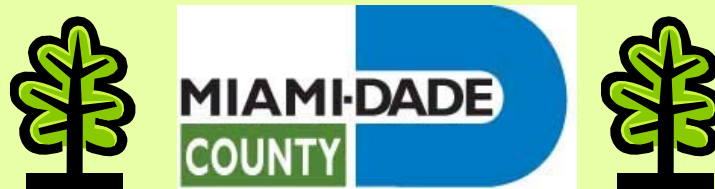
- *Alignment Exercise* -



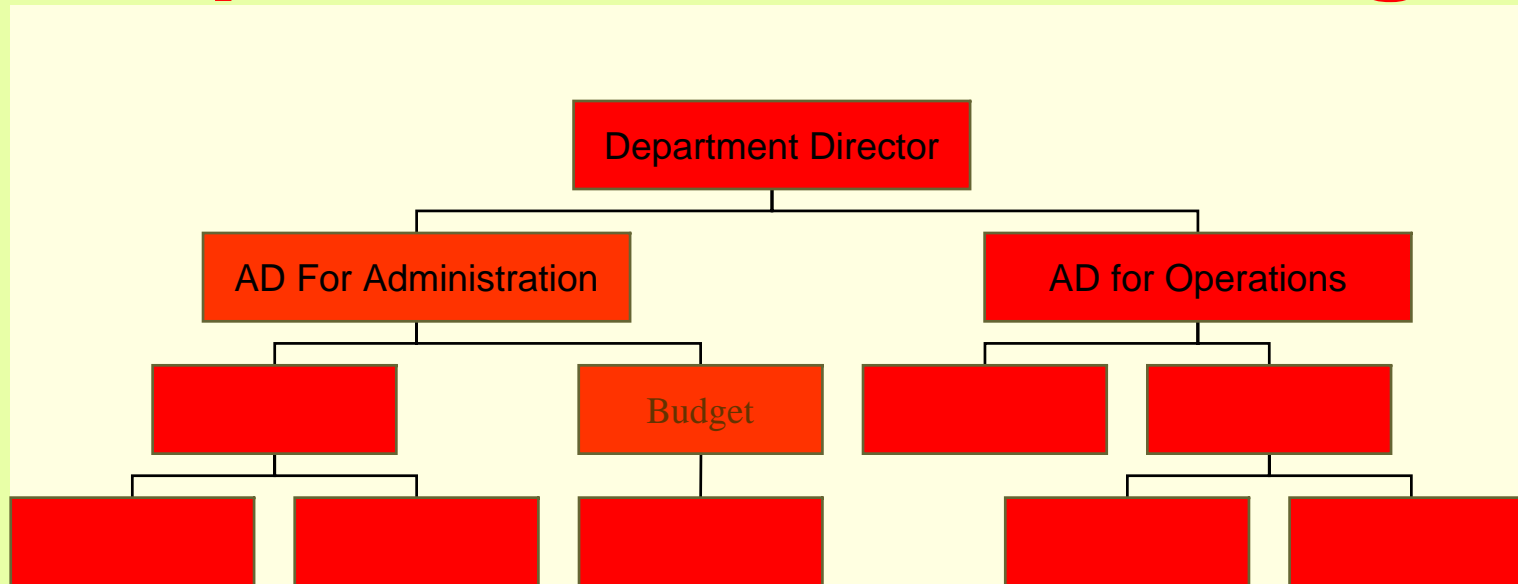
Business Plan Challenge



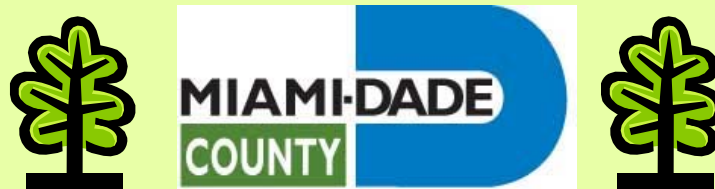
Business Plan as
Administrative Exercise



Options for Addressing



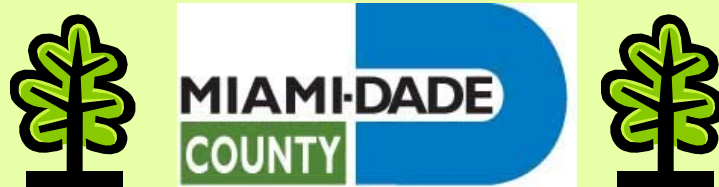
- Resource allocation decisions based on business plan objectives
- Performance Appraisal System
- Coaching/Resources for Departments



The Budget Perspective

In Prior Years ...

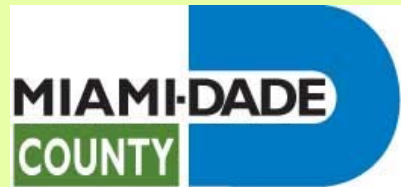
- Based on current service levels and available funding
- Identified what to cut to have no/minimal direct service impact
- Identified what would be done with more funding
- Emphasis/Focus/Mindset:
 - Resource-driven
 - Little/No focus on aligning resources to priorities

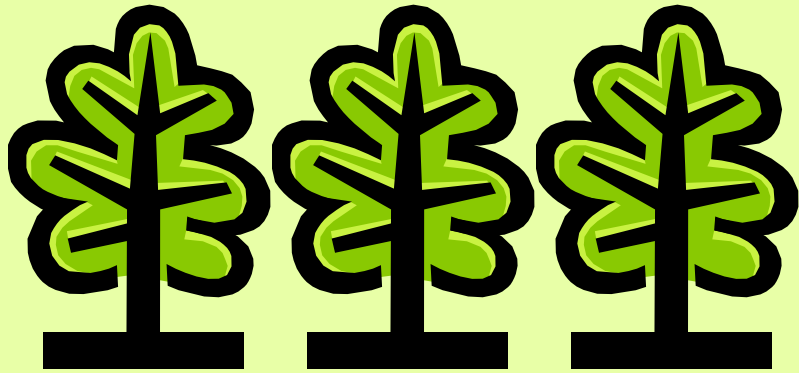


The Budget Perspective

Current Transition ...

- Have Business Plans drive the budget -- based on the Strategic Plan and desired results
- Looks at results that need to be achieved first
- Then allocate resources based on priorities
- Emphasis/Focus/Mindset:
 - Results-driven
 - Focus on how we achieve results – realigning existing resources, identifying how new resources could be used



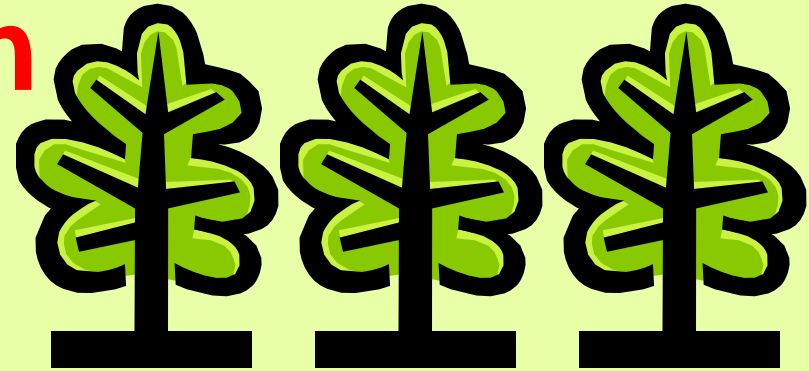


Accountability Performance Appraisals

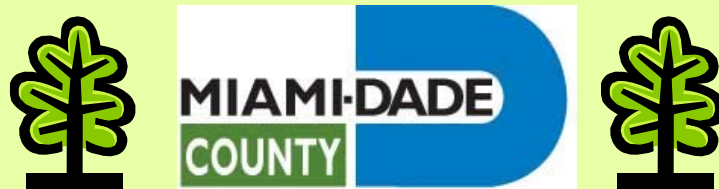
- New performance appraisal system for upper management
- Linked to Department Business Plan Objectives
- Tailored to Reflect Individual Performance Objectives



A Final Word on Performance Measures...



- Different types of measures (e.g. input/resource, output/workload, process, outcome/effectiveness)
- Knowing what they say, what they don't say, and working with that knowledge is critical



Example: GDP

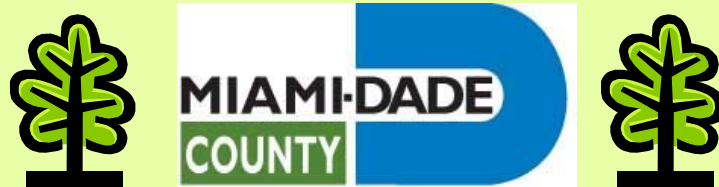
- Getting sued?
- Visiting the doctor for the flu?
- Installing a home security system instead of take a vacation?

The GDP says.....thank you!



Final Word on Performance Management

- Management/staff/customers are increasingly savvy about the risks, resource requirements, and limitations of performance measures
- Technology can address these issues to some extent
- Focusing on end results and managing information-related culture issues are the key elements for successful performance measurement systems.



Q & A

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