

**Miami-Dade County
Governmental Structure
Task Force
Summary of Findings
Final Report**

January 2007

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Executive Summary

- The Miami-Dade County Governmental Structure Task Force was created on December 14, 2004 by Resolution 1490-04 sponsored by former Chairman Joe Martinez to address concerns involving the County's government structure and procurement process. The Task Force was established with four Commissioners as voting members: Commissioner Moss, designated as the Chairman, Commissioner Seijas, Commissioner Sosa, and Commissioner Heyman.
- The Task Force conducted research regarding various forms of local government structure. Based on the research findings, the Task Force adopted four broad categories to serve as the criteria for judging the effectiveness and efficiency of local government structures:
 - Human resources and financial management
 - Strategic planning and organizational performance
 - Customer focus
 - Information technology
- The Task Force reviewed the application of the criteria to local governments across the country. An assessment of Miami-Dade County's performance in these areas showed demonstrable improvements in recent years.
 - The Task Force urges continued use of the adopted criteria to evaluate County government and recommends the establishment of a new County performance assessment group to champion these efforts.

Executive Summary *(cont.)*:

Summary of Key Results

Over the past five years, the County's key accomplishments have included...

In the area of *Human Resources and Financial Management*:

- Partnered with the Harvard University Kennedy School of Government to provide a performance leadership course, which is the initial component of a comprehensive training program for executives and middle managers, currently under development.
- Expanded Department Director authority to recognize employees
- General Fund reserves corresponding to over 5% of the General Fund budget; growing Countywide and unincorporated emergency contingency funds
- Recognition Awards from the Government Finance Officers Association (GFOA):
 - Certificate of Achievement for Excellence in Financial Reporting—for the 24th year in a row, and
 - Distinguished Budget Presentation Award, reflective of the County's commitment to adhering to the highest standards of governmental budgeting
- Implementation of Enterprise Resource Planning (ERP) financial software at the Aviation and Water and Sewer Departments and continued plans for future rollout Countywide
- Ongoing transition to a fully automated recruitment system

In the area of *Strategic Planning and Organizational Performance*:

- Roll-out of the first-ever Countywide Strategic Plan
- Approval of the “Governing for Results” ordinance
- Alignment of resource allocation decisions with Strategic Plan goals
 - Systematic measurement and monitoring of Strategic Plan/Business Plan implementation, including the use of an automated performance management system

Executive Summary *(cont.)*:

Summary of Key Results

Over the past five years, the County's key accomplishments have included...

In the area of *Customer Focus*:

- Increasing resident satisfaction as measured by customer surveys
- Resident satisfaction higher than national averages for large jurisdictions
- Secret Shopper program to measure direct customer service quality
- Customer-focused technology initiatives including 311 Call Center and web portal improvements (see below)

In the area of *Information Technology*:

- Implementation of 311 Call Center to provide a single point of access for non-emergency government services
- Enhancements to the County's award winning web portal, including customer-friendly applications such as video on demand and web pages devoted to the land use and permitting process and housing programs
- Establishment of IT governance process and project management office
- Increased training for IT personnel

Executive Summary *(cont.)*

- The Governmental Structure Task Force reviewed close to 4,000 procurement items over the past five years and found that the Board of County Commissioners overturned the County Manager's procurement recommendation following a bid protest on only six occasions. The Task Force also reviewed recent improvements in the County's procurement process.
- The Task Force endorsed two Resolutions to the Board of County Commissioners comprising its findings and recommendations for improving the County's Community Periodicals Program and the Sunset Review of County Boards process.
- The Task Force conducted its work over the course of twelve sunshine meetings in the Commission Chambers.

Task Force Creation and Structure

- The Miami-Dade County Governmental Structure Task Force was created on December 14, 2004 by Resolution 1490-04 sponsored by former Chairman Joe Martinez to address concerns involving the County's government structure and procurement process.
- The Task Force was originally established for a twelve month period; however, the term of the Task Force was extended by ordinance to November 19, 2006 to allow additional time for the Task Force to complete its work. The Task Force has met on twelve occasions to fulfill its charge as outlined in its authorizing legislation.
- The Task Force was established with four Commissioners as voting members: Commissioner Moss, designated as the Chairman, Commissioner Seijas, Commissioner Sosa, and Commissioner Heyman.
- The Mayor was invited to serve as a fifth voting member.
- The County Manager's Office, County Attorney's Office, and the Office of Strategic Business Management were assigned to provided staff support to the Task Force.

Task Force Objectives and Adopted Criteria

- Resolution 1490-04 charged the Task Force with:
 - developing criteria to identify effective and efficient structures of local government in this country,
 - applying the criteria to evaluate the effectiveness and efficiency of Miami-Dade County government, and
 - reviewing the procurement process and procurement matters that have been presented to the Board in recent years.
- At the March 24, 2005 meeting, the Task Force adopted four broad categories to serve as the criteria for judging the effectiveness and efficiency of local government structures:
 - Human resources and financial management
 - Strategic planning and organizational performance
 - Customer focus
 - Information technology

Research Methodology

- In selecting the criteria and determining how to best evaluate the effectiveness and efficiency of local government structures, the Task Force considered a wide variety of sources:
 - A survey of relevant literature
 - A survey of multiple jurisdictions around the country
 - A Review of excellence awards and initiatives including
 - The Florida Sterling Council
 - The Baldrige National Quality Program
 - Governing.com's Grading the Counties 2002 Report
 - The Balanced Scorecard Institute
 - Presentations to the Task Force by former Miami-Dade County Manager and 2006 International City/County Management Association Distinguished Service Award recipient Merrett R. Stierheim and others

Research Findings: Governance Structure

- There are two main forms of local government in the United States:

1. Mayor-Council

- *Weak Mayor Form*: The Council has executive and legislative functions and the mayor possesses ceremonial and somewhat limited authority in administrative and budget matters.
- *Strong Mayor Form*: The elected mayor is responsible for day-to-day operations of government, with almost total administrative control, including authority to hire and fire department heads. The mayor is also responsible for development of the budget.

2. Council-Manager

- An elected governing board exercises both executive and legislative functions. The board appoints a professional Manager to supervise government operations and implement policy directives of the board.
- The emerging trend is a hybrid of both models.

Research Findings: Governance Structure

- In his presentation to the Task Force, former County Manager Merritt Stierheim advocated for the Council-Manager form of government for Miami-Dade County. According to Mr. Stierheim:
 - The Council-Manager form has been in existence for almost 100 years in the United States and emerged as an attempt to end cronyism, nepotism, and mismanagement in government.
 - The Council-Manager form is modeled after the corporate world, in which company stockholders elect a Board of Directors and the Board in turn selects a president to run the company. In the public sector version of this structure, citizens who own public assets elect a Board of Commissioners and the Commissioners in turn select a professional manager to run the operations of the government and implement the legislative directives.
 - County managers, similar to corporate presidents, must be qualified to manage a complex organization; be professionally trained; and possess skills, experience, education, integrity, and other qualities inherently necessary for the position.
 - The majority of large council-manager cities have strong bond ratings.

Research Findings: Governance Structure Survey

- The Office of Strategic Business Management conducted a survey of 22 local governments (15 counties; 7 cities) regarding their form of governance.
- Survey Results:
 - Council-manager: 10 counties
 - Mayor-Council: 10 jurisdictions
 - *strong mayor* - 5 cities; 1 joint city/county; 2 counties
 - *weak mayor* – 2 cities
 - Two counties had alternate forms of government
- Authority of Council, Mayor and Manager:
 - In all jurisdictions surveyed, the Board/Council had legislative and procurement authority and the power to appoint and/or confirm the Manager.
 - In Strong Mayor jurisdictions, the Mayor had authority to appoint the manager and department heads, and was responsible for annual budget preparation.
 - In Council-Manager jurisdictions, the Manager had the authority to appoint department heads and award contracts within a threshold; moreover, the Manager was responsible for day-to-day government operations and annual budget preparation.

Criteria for Effective and Efficient Government: **Human resources and financial management**

- **When evaluating an organization's Human Resources and Financial Management, the following questions should be considered:**
- **For Human Resources...**
 - Does an organization have the necessary tools in place to obtain the employees it needs?
 - Does an organization maintain an appropriately skilled workforce?
 - Does an organization motivate employees to perform effectively in support of its goals?
- **For Financial Management...**
 - Does an organization have mechanisms in place that preserve stability and fiscal health?
 - Does an organization make sufficient financial information available to policymakers, managers, and citizens?
 - Does an organization have appropriate control over financial operations?

Grading the Counties (2002): Human resources and financial management

- In 2002, *Governing Magazine* did an extensive evaluation of counties across the nation in key governance areas, including Human Resources and Financial Management.
- Miami-Dade County scored above average in the Human Resources category and average in the Financial Management category (see grid below).
- Overall, counties did an excellent job with financial reporting; most counties had a good structural balance in their budgets and strong reserve funds.
- Lack of a unified county personnel system hampered human resources efforts, and tight job market of the 10 years preceding the study forced many counties to revise their recruitment and merit pay policies.

Criteria	Average Grade for All Counties	Miami-Dade County
Human Resources	C+	B-
Financial Management	B-	B-

Summary of Key Results: Human resources and financial management

- In the past five years, Miami-Dade County has achieved the following key results in this area:
 - The County has entered into a partnership with the Harvard University Kennedy School of Government to provide a performance leadership course; the course is the initial component of a comprehensive training program for executives and middle managers, currently under development.
 - Department Directors have expanded authority to design employee recognition programs under Administrative Order No. 7-30.
 - General Fund reserves now correspond to over 5% of the General Fund budget; Countywide and unincorporated emergency contingency funds have increased.
 - In 2005, the County won two major awards from the Government Finance Officers Association (GFOA):
 - Certificate of Achievement for Excellence in Financial Reporting—for the 24th year in a row, and
 - Distinguished Budget Presentation Award, reflective of the County's commitment to adhering to the highest standards of governmental budgeting.
 - The Aviation and Water and Sewer Departments have implemented Enterprise Resource Planning (ERP) software, including financial and time collection modules. Ongoing ERP rollout Countywide continues to enhance the County's human resources and financial business processes.
 - The County is currently transitioning to a fully automated, paperless recruitment system.

Criteria for Effective and Efficient Government:

Strategic Planning and Organizational Performance

- **When evaluating an organization's strategic planning and organizational performance, the following questions should be considered:**
- **For Strategic Planning:**
 - How does an organization set its strategic direction and determine its key action plans, their deployment and measurement?
 - Does an organization have a system in place to ensure that allocation of resources properly supports strategic goals?
- **For Organizational Performance:**
 - How does an organization develop indicators and evaluative data that can measure progress toward results and accomplishments?
 - Do leaders and managers use results data for policymaking, management, and evaluation of progress?

Grading the Counties (2002): Strategic Planning and Organizational Performance

- In the 2002 “Grading the Counties” project conducted by *Governing Magazine*, Miami-Dade scored above average in the Managing for Results category (see grid below).
- Only 25 percent of the counties evaluated had formal countywide strategic plans; strategic planning was more common at the department level, but plans often lacked a common format.

Criteria	Average Grade for All Counties	Miami-Dade County
Managing for Results	C+	B-

Summary of Key Results: Strategic Planning and Organizational Performance

- In the past five years, Miami-Dade County has achieved the following key results in this area:
 - The County’s first-ever Strategic Plan was formally unveiled in 2004.
 - The “Governing for Results” ordinance was approved by the BCC in 2005.
 - Resource allocation decisions are now formally aligned with Strategic Plan goals.
 - The County formally measures Strategic Plan/Business Plan implementation through customer surveys and other performance data, which is tracked through Active Strategy Enterprise (ASE), a web-based performance management system that is fully implemented throughout the County.
 - Performance data is analyzed by departments on a monthly and quarterly basis to guide management decisions.

Strategic Planning and Organizational Performance:

Results Oriented Government Legislation

- Strategic planning and results orientation have been widely integrated into legislation at all levels of government across the nation.
 - 36 of the 50 states have adopted this type of legislation.
 - The federal government enacted a comprehensive management framework under its Government Performance and Results Act of 1993.
 - Many local jurisdictions have implemented administrative, if not legislative, requirements for strategic planning and performance measurement.
- **With the adoption of the Governing for Results Ordinance on July 7, 2005, Miami-Dade County became a leader among local governments.**

Strategic Planning and Organizational Performance: Miami-Dade County Strategic Management Model

➤ The Miami-Dade County Strategic Management Model consists of...

Planning

- Strategic Plan
 - On September 21, 2004, Miami-Dade County launched its first-ever Strategic Plan.
 - The Strategic Plan serves as the community's roadmap that will take it from where it is today to where it wants to go in the coming years.
- Departmental Business Plans are developed on the basis of the Strategic Plan.
- Resource Allocation is based on Departmental Business Plans.

Measurement & Monitoring

- The County measures/monitors Strategic Plan implementation success through...
 - Customer surveys
 - Secret Shopper Program
 - 311 Answer Center data
 - Departmental performance measures
 - Management appraisals based on performance

Strategic Planning and Organizational Performance:

Performance Management System

- The County has implemented Active Strategy Enterprise (ASE), a web-based performance management system to track performance data throughout the County.
- The system is the primary tool for county staff to develop their business plans and set targets for their priority measures, objectives and initiatives. It displays and organizes information through interactive screens which permits users to “drill-down” from long-term strategic issues to tactical measures. Performance measures are aligned to goals and objectives identified in the Countywide Strategic Plan.
- Results are reviewed monthly in departmental business review meetings and quarterly with the County Manager and his executive team.
- Performance data is used to help guide management decisions, identify under-performing metrics and implement targeted improvement actions.

Criteria for Effective and Efficient Government: Customer Focus

- When evaluating an organization's Customer Focus, the following questions should be considered:
 - Does the organization use appropriate strategies to monitor and react to the concerns of stakeholders?
 - Does the organization measure customer satisfaction relative to similar organizations?
 - Does the organization effectively communicate the results of its activities?

Summary of Key Results: Customer Focus

- In the past five years, Miami-Dade County has achieved the following key results in this area:
 - The County now conducts detailed resident satisfaction surveys biennially, with surveys in 2003 and 2005. Overall, satisfaction with County services is increasing and exceeds national averages for large jurisdictions.
 - Performance results are communicated to customers through the Progress Report to the Community (mailed to all Miami-Dade residents' homes and available in many County offices) and through the County's website: <http://www.miamidade.gov/results/>.
 - Individual County departments elicit customer feedback through department-specific surveys and other methods.
 - The County's Secret Shopper program was implemented to measure the quality of direct customer service via telephone and face to face contact. Shopping results are used to recognize excellent service as well as to develop corrective action plans where improvement is needed.
 - Technology initiatives such as the 311 Call Center and web portal enhancements (described under the Information Technology section) have significantly improved the customer experience.

Customer Focus:

Resident Satisfaction Survey

- The Resident Satisfaction Survey is an integral part of measuring the County's progress in achieving Strategic Plan goals. The County conducted surveys in 2003 and 2005.
- The 2005 survey was conducted by ETC Institute, a nationally recognized, independent research firm.
- The survey covers all major service areas and provides an overall view of the County; results from the survey are used to help guide policy and resource allocation.
- Results from the survey are communicated to residents through the Progress Report to the Community (mailed to all Miami-Dade residents' homes and available in many County offices) and through the County's website: <http://www.miamidade.gov/results/>.
- The most recent survey indicated that 51% of the Miami-Dade residents surveyed indicated they are very satisfied or satisfied with County government services overall. This satisfaction rate is higher than the average for large urban areas, which is 47% nationwide (*data provided by ETC Institute*).
- The survey also indicated high levels of resident satisfaction with Miami-Dade's public safety services, parks and libraries.

Customer Focus:

Secret Shopper Program

- The County created a Secret Shopper program to measure the quality of direct customer service via telephone and face to face contact. The program provides departments feedback by evaluating service delivery to the public at customer interface points.
- 21,000 shopping experiences have been completed countywide since the inception of the program.
- All County departments were shopped during the first two years of the program, giving a comparison from one year to the next. In general, departments' scores are often positive.
- Half of all departments are now shopped each year, in addition to those shopped by special request.
- Departments that are shopped receive both a summary and detail of results. Departments' scores are also listed on their performance measurement scorecard. High-scoring departments receive letters of commendation for their performance. Low-scoring departments must submit an action plan to address their service deficiency and improve performance.
- The evaluations are used as a tool to recognize areas that are delivering excellence as well as identify areas that need improvement.
- The County receives inquiries from other jurisdictions that want to set up similar programs of their own.
- Management responsibility was recently transferred to the County's Government Information Center (GIC) to leverage Center staff expertise and improve program coordination.

Criteria for Effective and Efficient Government: Information Technology

- When evaluating an organization's Information Technology, the following questions should be considered:
 - Do IT systems enable the organization to communicate with and provide services to its customers?
 - Do IT systems provide information that support agency needs and strategic goals?
 - Does the organization conduct multi-year, organization-wide IT planning?
 - Do IT systems form a coherent architecture?

Grading the Counties (2002): Information Technology

- In the 2002 “Grading the Counties” project conducted by *Governing Magazine*, Miami-Dade scored below average in the Information Technology category.
- County IT challenges of previous years included:
 - Duplicate technology initiatives across departments
 - No rationale for investments
 - No funding mechanism for countywide initiatives
 - Lack of project management and planning
 - Staffing issues

Criteria	Average Grade for All Counties	Miami-Dade County
Information Technology	C+	D+

Summary of Key Results:

Information Technology

- In the past five years, Miami-Dade County has achieved the following key results in this area:
 - The 311 Call Center commenced operations in 2004, providing a simplified, single point of contact for residents seeking non-emergency information and services.
 - Customers now have access to a wide range of government information and services 24 hours a day through the County web portal; recent portal improvements include video on demand and web pages devoted to the land use and permitting process and housing programs.
 - A formal technology governance process and project management office were established to provide centralized review and funding of large technology initiatives.
 - The County has increased training of IT personnel and was named by Computerworld as one of the 100 Best Places to Work in IT in 2005.

Information Technology:

311 Answer Center

- On November 29, 2004, Miami-Dade County activated its 311 Answer Center, taking its level of customer service to the next level and providing County management with an unparalleled management tool.
 - On the customer service side, the 311 Answer Center...
 - Provides simplified, single point of contact for residents seeking non-emergency information and services, replacing less effective and less efficient agency-based call centers.
 - Responds to over 100,000 citizen calls monthly, handling an estimated call volume of 2.5 million in FY 06-07.
 - Is multi-jurisdictional, the first such call center in the nation.
 - As a management tool, the 311 Answer Center...
 - Allows for real-time, county-wide tracking and reporting of performance metrics.
 - Assists in the County's ability to respond to unanticipated events by steering non-emergency calls away from 911.

County Web Portal

www.miamidade.gov

- The County's web portal, available 24/7, gets high survey marks from users and enjoys growing popularity.
- An estimated 70% of Miami-Dade County residents have internet access.
- The County's web portal and department websites have received over 18 million visits.
- From 2004 to 2005, there was a 100% increase in customer portal usage.
- Popular online services include:
 - Payment of taxes and fees (property taxes, water and sewer bills, parking tickets, etc.).
 - Building permit applications (24,981 online permits in 2004)
 - Job applications.
- Popular online information includes:
 - Property and neighborhood information (5,000 daily visits to "My Home" and "My Neighborhood" sites).
 - Webcasts of County Commission and Committee meetings.
- Improvements put in place within the last year include video on demand and web pages devoted to the land use and permitting process and housing programs.

Technology Management Improvements

- **Since 2002, Miami-Dade County has made significant improvements in its management of information technology. Areas in which the greatest improvements have occurred include...**

- **Strategic Goals and Planning**
 - There has been an alignment of technology functions under the Chief Information Officer to ensure cohesion and strategic focus.
 - An IT governance process has been implemented to provide centralized review of large technology initiatives.
 - The governance process is the basis for project funding recommendations to the County Manager.
 - The governance process ensures that new initiatives conform with IT Strategic Goals.
 - As part of the process, departments are required to submit a structured business case for all new desired initiatives.
 - A project management office tracks all projects approved in governance as well as any projects greater than 120 hours.
 - Benefits attributed to the governance process include...
 - Shared solutions—the needs of multiple departments being met by the same project.
 - Comprehensive costing and planning of projects.
 - Alignment of projects with infrastructure.
 - A methodology for assessing project benefits to the County and the public.

Technology Management Improvements (cont.)

➤ **Architecture**

- Infrastructure is being established that promotes cross-boundary participation, as with “My Neighborhood,” allowing County web pages to be service based, not agency based.
- Security protocols are kept up to date.
 - IT has survived 142,427 attempts to infect its network with viruses and 824,602 spam.
 - Risk/vulnerability assessments of system are routinely conducted.
 - Employees are trained for security awareness.

➤ **Training**

- Investment in employee training is up.
- An on-going leadership training program has been established.
- Project management certification has increased (50% of PM's).
- Training was one of the criteria for the Computerworld's 100 Best Places to Work in IT 2005 award received by the department.

Recent County Recognition Awards and Initiatives

- The County received 17 National Association of Counties (NACO) Achievement Awards in 2006, recognizing excellence in a wide range of program categories administered by 13 different departments.
- In 2005, the County won two major awards from the Government Finance Officers Association (GFOA):
 - Certificate of Achievement for Excellence in Financial Reporting—for the 24th year in a row, and
 - Distinguished Budget Presentation Award, reflective of the County's commitment to adhering to the highest standards of governmental budgeting.

Recent County Recognition Awards and Initiatives (cont.)

Florida Sterling Council:

- The County selects individual departments to participate in the Sterling Performance Excellence Challenge, affording participants a framework and assessment mechanism for understanding organizational strengths and opportunities for improvement.
- Sterling criteria include: Leadership; Strategic Planning; Customer and Market Focus; Measurement, Analysis and Knowledge Management; Human Resource Focus; Process Management; and Organizational Performance Results.
- In 2006, nine County departments underwent the Sterling Challenge:

Cultural Affairs	Police
DERM	Team Metro
Fire	Transit
Library	Water and Sewer
Parks	
- In Spring 2006, these nine departments were recognized at the 14th Annual Sterling Conference Awards Ceremony.
- In 2007, an additional 6 departments plan to undergo the Sterling Challenge and Miami-Dade Transit, who previously went through the Challenge, has applied for the Governor's Sterling Award.

Recent County Recognition Awards and Initiatives (cont.)

Procurement Management Awards:

- Winner, **Pareto Award, 2006** – National Institute of Governmental Purchasing (NIGP)
- Winner, **Outstanding Agency Accreditation Award, 2006** – National Institute of Governmental Purchasing (NIGP)
- Winner, **NACO Achievement Award, 2006** – National Association of Counties (NACO)
- Winner, **Achievement of Excellence in Procurement Award, 2006** – National Purchasing Institute (NPI)
- Winner, **Manager of the Year Award, 2006** – National Institute of Governmental Purchasing (NIGP)

Recent County Recognition Awards and Initiatives (cont.)

Information Technology Awards:

- Winner, **Best of the Web, 2004** – Center for Digital Government
- Winner, **Best in Class, 2004** – National Association of County Information Officers
- Winner, **Special Achievement in GIS, 2005** – ESRI
- Winner, **100 Best Places to Work in IT, 2005** - Computerworld

Procurement Management: Bid Protest Statistics

Research by the Department of Procurement Management indicated that over the past five years, the County Manager made approximately 4,000 award recommendations to purchase goods and services. Approximately 1% of these were protested; only 6 were overturned by the Board.

	FY2001 -02	FY2002 -03	FY2003 -04	FY2004 -05	FY2005 -06	Totals
Number of Protests Filed	8	8	8	9	8	41
Number of County Manager's Award Recommendations Overturned by BCC	2	2	1	1	0	6

Procurement Management: Bid Protest Statistics (cont.)

Bid Protests – County Manager’s Recommendation Overturned by Board of County Commissioners FY2001-02 through FY2005-06

Month/Year	Name
10/2002	RFP 300: Seats for Crandon Park Tennis Center
10/2002	1247-2/05 OTR: SW Trophies, Plaques and Award Ribbons
03/2003	RFP 351: Enterprise Asset Management System Software
02/2004	7368-4/08: Automated Garbage Trucks
12/2004	7578-3/10: Medical Transport Billing and Collection Services
09/2005	RFP 407: Small Low Floor Transit Buses

Procurement Management: Key Improvements

Recent improvements in the County's procurement processes include:

- Delegated authority to the County Manager to advertise all solicitations without prior Board approval.
- Expedited Purchasing Program Pilot which allows the County Manager flexibility to use various procurement techniques and streamlining efforts to provide best-value procurements.
- Reduction of the bid protest period from ten to 3 County workdays.
- Permanent waiver of procurement agenda items to the next full Board after Committee approval.
- Rescission of the period required for Board reconsideration of contract awards.
- Reduction in the number of days to forward successor contracts to the Board from 60 to 30 days.
- Selection Committee reform to simplify the requirements for creating committees and to ensure that members are qualified to evaluate and select the best product(s) or service provider(s).

Procurement Management: Accessing Federal Contracts

- Miami-Dade County is developing a strategy for securing access to Federal GSA contracts.
- DPM is working closely with the Office of Intergovernmental Affairs and the County Attorney's Office to develop affirmative legislative language and seek sponsorship for the proposed legislation.
- DPM is also working with the National Institute of Governmental Purchasing, the National Association of Counties, the National League of Cities and other organizations to coordinate advocacy efforts in support of accessing these contracts.
- If County access to Federal contracts is achieved through the legislative process, contracts established under full and open competition, with favorable pricing, terms and conditions will be sought out.
- Where there are opportunities to include certified small business entities, contracts will be competed locally.

Procurement Management: User Access (UAP) Fees

- Pursuant to Miami-Dade County Budget Ordinance No. 03-192, most County contracts are subject to the County User Access Program (UAP).
- Under the UAP, the vendor providing goods or services submits invoices at the contract price; however, the user agency deducts a 2% UAP fee from the vendor payment and remits the 2% fee to DPM. The County retains the UAP fee to support procurement operations.
- As contracts expire, and options to renew are exercised, DPM includes and/or negotiates inclusion of the UAP language.
- As of December 2006, the County has received \$16,209,530 in UAP revenue.

Future Action Items

- Resolution on Sunset Review of County Boards
- Resolution on Community Periodical Advertising Program
- Creation of a new Miami-Dade County performance assessment group