

Details - Base View

None Initiatives Processes

The Building Department provides building permit services and enforces building codes and regulations governing new construction, maintenance and alteration of existing buildings and unsafe structures within the area of unincorporated Miami-Dade County.

Base

1.0 Customer

Name	As of Date	Actual	Business Plan Target	FYTD Actual	FYTD Target
<u>Responsive permit services</u>					
<u>% of Residential Plans reviewed within 20 days</u>	Jul 2010	100.00 %	100.00 %	99.96 %	100.00 %
<u>% of Commercial Plans reviewed within 24 days</u>	Jul 2010	99.87 %	100.00 %	99.88 %	100.00 %
<u>Average processing time (application to permit) for other applications except plan revisions-Residential Applications-Paper Plans</u>	Jul 2010	20	24	22	24
<u>Average processing time (application to permit) for other applications except plan revisions-Commercial Applications-Paper Plans</u>	Jul 2010	34	41	43	41
<u>Average Processing Time (application to permit) for minor alterations, repairs and additions -Residential Applications-CPP</u>	Jul 2010	2	24	2	24
<u>Average Processing Time (application to permit) for minor alterations, repairs and additions -Commerical Applications-CPP</u>	Jul 2010	3	41	3	41
<u>Field Inspection Rejection Rate (SORTIE)</u>	Jul 2010	23.00 %	25.00 %	23.20 %	25.00 %
<u>Average carryover inspections</u>	Jul 2010	0.19	0.50	0.21	0.50
<u>Secret Shopper Score (Building)</u>	Cal05	4.1	4.0	n/a	n/a
<u>F. The process for getting building permits for construction/renovation</u>	FY08	22.80 %	n/a	n/a	n/a
<u>G. The County process for conducting building inspections for construction/renovation</u>	FY08	25.80 %	n/a	n/a	n/a
<u>Permit Inspection Center Customer Survey</u>	Jun 2010	84 %	70 %	88 %	70 %
<u>Responsive enforcement services</u>					
<u>Average # of days from Notice of Violation (NOV) compliance due date to inspection performed</u>	Jul 2010	41	10	44	10
<u>% of Expired Permit cases that were closed prior to ticket issuance.</u>	Jul 2010	94.83 %	90.00 %	93.86 %	90.00 %
<u>Avg # of days from complaint received to initial inspection - DEPT</u>	Jul 2010	10	10	16	10

2.0 Financial

Name	As of Date	Actual	Business Plan Target	FYTD Actual	FYTD Target
<u>Meet Budget Targets [BNC]</u>					
Revenue: Total [BNC]	FY10 Q3	▼ \$6,513 K	\$8,188 K	▼ \$18,593 K	\$24,564 K
Expen: Total (BNC)	FY10 Q3	▲ \$7,680 K	\$8,188 K	▲ \$23,837 K	\$24,564 K
Positions: Full-Time Filled (Building and Neighborhood Compliance)	FY10 Q3	▼ 258	(266 - 279)	n/a	(n/a - n/a)
<u>Meet Monthly Budget Targets [BNC]</u>					
Monthly Revenue - Total	Jul 2010	▲ \$2,220 K	\$2,027 K	▲ \$20,552 K	\$20,243 K
Monthly Expenditures - Total	Jul 2010	▲ \$2,881 K	\$3,532 K	▲ \$26,703 K	\$35,320 K
<u>ES8-3: Compliance with financial laws and generally accepted accounting principles - Bldg.</u>					
BL - Accounts Payable Aging 45 Days	Jul 2010	▲ 90.40 %	85.00 %	▲ 93.63 %	85.00 %
<u>Budget Implementation FY 09-10 (Building & NC)</u>					
% of Residential Plans reviewed within 20 days	Jul 2010	▲ 100.00 %	100.00 %	■ 99.96 %	100.00 %
% of Commercial Plans reviewed within 24 days	Jul 2010	■ 99.87 %	100.00 %	■ 99.88 %	100.00 %
Average Processing Time (application to permit) for minor alterations, repairs and additions -Commerical Applications-CPP	Jul 2010	▲ 3	41	▲ 3	41
Average Processing Time (application to permit) for minor alterations, repairs and additions -Residential Applications-CPP	Jul 2010	▲ 2	24	▲ 2	24
Average processing time (application to permit) for other applications except plan revisions-Commercial Applications-Paper Plans	Jul 2010	▲ 34	41	▼ 43	41
Average processing time (application to permit) for other applications except plan revisions-Residential Applications-Paper Plans	Jul 2010	▲ 20	24	▲ 22	24
Average carryover inspections	Jul 2010	▲ 0.19	0.50	▲ 0.21	0.50
Permit Inspection Center Customer Survey	Jun 2010	▲ 84 %	70 %	▲ 88 %	70 %
Average # of days from Notice of Violation (NOV) compliance due date to inspection performed	Jul 2010	▼ 41	10	▼ 44	10
Average # of days for Unsafe Structures Cases (Residential)	Jul 2010	▼ 469	315	▼ 382	315

processing time with no injunction
(Includes All Properties)

Average # of days for Unsafe Structures Cases (Commercial) processing time with no injunction
(Including All Properties)

Jul 2010  267 315  318 315

3.0 Internal

Name	As of Date	Actual	Business Plan Target	FYTD Actual	FYTD Target
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Timely identification and remediation of nuisances unsafe structures

Average # of days for Unsafe Structures Cases (Residential) processing time with no injunction
(Includes All Properties)

Jul 2010  469 315  382 315

Average # of days for Unsafe Structures Cases (Commercial) processing time with no injunction
(Including All Properties)

Jul 2010  267 315  318 315

Consistent interpretation and application of building code practices

Number of Building Code Workshops

Jul 2010  3 1  11 10

Percentage of plans rejected "Initial Review Only" (minor alterations, repairs and additions).

Jul 2010  36 % 25 %  34 % 25 %

Percentage of plans rejected "Initial Review Only"(other applications except plan revisions).

Jul 2010  45 % 50 %  47 % 50 %

Percentage of plans rejected "Initial Review Only" (Revisions)

Jul 2010  17 % 15 %  15 % 15 %

Percentage of plans rejected "reworks" (minor alterations, repairs and additions)

Jul 2010  13 % 15 %  13 % 15 %

Percentage of plans rejected "reworks" (other applications except plan revisions)

Jul 2010  14 % 15 %  13 % 15 %

Percentage of plans rejected "reworks" (revisions)

Jul 2010  11 % 10 %  9 % 10 %

Sustainability

Reduce Fuel Consumption by 3%

Jun 2010  2.284 gal 2.000 gal  2.614 gal 2.000 gal

Reduce Paper Consumption by 5%

Jun 2010  0.137 0.149  0.120 0.149

Reduce Toner Cartridge Consumption by 5%

Jul 2010  0.023 0.057  0.044 0.057

Leadership in Energy and Environmental Design (LEED) Training

Mar 2009  14 10 n/a n/a

Leadership in Energy and

[Environmental Design \(LEED\) Certification](#)

Jun 2009  5

5

 9

45

4.0 Learning and Growth

Name	As of Date	Actual	Business Plan Target	FYTD Actual	FYTD Target
Attract , develop, and retain an effective, diverse and dedicated team of employees					
Employee Development Training	Feb 2010	1	n/a	3	n/a

[Scorecard Exception Report](#)

[Business Plan Reports](#)

Scorecard Owners: [Salas, Juliana](#) [Danger, Charles](#) [Moreno, Chaveli](#)

Linked Objects

[Hide All](#)

Child Scorecards

	Owners
Building Division	Gomez, Flavio Moreno, Chaveli
Electrical Division	Bazerman, Stuart Moreno, Chaveli
Mechanical Division	Moreno, Chaveli Schoendorf, Harold
Plumbing Division	Moreno, Chaveli Perkins, Gary
Enforcement Division	Moreno, Chaveli Szep, Ronald
Neighborhood Compliance (ONC)	Morales, Rosaline Walthour, Sam Williams, Ron

Parent Scorecards

	Owners
ACM Scorecard - Munoz, Alex	Bustamante, Ana Munoz, Alex

Objectives

	Owners
(NU4.1.1) Responsive permit services	Boza, Monica Moreno, Chaveli Salas, Juliana
(NU4.1.2) Responsive enforcement services	Moreno, Chaveli Salas, Juliana
Meet Budget Targets [BNC]	Danger, Charles Smith, Terry
Meet Monthly Budget Targets [BNC]	Boza, Monica Smith, Terry
ES8-3: Compliance with financial laws and generally accepted accounting principles - Bldg.	Smith, Terry

(NU4.2.2) Timely identification and remediation of nuisances unsafe structures

[Boza, Monica](#)
[Moreno, Chaveli](#)
[Salas, Juliana](#)

(NU4.3.1) Consistent interpretation and application of building code practices

[Boza, Monica](#)
[Moreno, Chaveli](#)
[Salas, Juliana](#)

Sustainability

[Danger, Charles](#)

Attract , develop, and retain an effective, diverse and dedicated team of employees

[Moreno, Chaveli](#)

Budget Implementation FY 09-10 (Building & NC)

[Danger, Charles](#)

Program Groups

There are no program groups linked at this time.

Initiatives

	Type	As Of	\$ 🏠 ✓ ! 🎯	%	Status	Owners
County Manager Charges to Building		01/31/2008		n/a	In Progress	Moreno, Chaveli Danger, Charles
Review and restructure the fee schedule as needed		n/a		n/a	n/a	Moreno, Chaveli Boza, Monica
Enhance the Quality Control Procedure of Plan Review Services		n/a		n/a	n/a	Moreno, Chaveli
Enhance the Quality Control Procedure of Permitting Services		n/a		n/a	n/a	Moreno, Chaveli
Enhance the Quality Control of Inspectors Performance		n/a		n/a	n/a	Moreno, Chaveli
Deskercise		07/31/2009	▲ ▲	n/a	In Progress	Moreno, Chaveli Boza, Monica
Simplify Checklists & Migrate From Voluntary to Mandatory Use (#8)		03/31/2007	▲ ▲	100%	In Progress	Moreno, Chaveli Boza, Monica
Make Plans Available Online (#21)		06/30/2007	▲ ▲	100%	In Progress	Moreno, Chaveli Boza, Monica

Processes

There are no processes linked at this time.

REFERENCE CENTER

Action Items

[Show Details](#) 📄 🔍

Due Date	Status	Action	Owners
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No Action Items to Report



Open



Overdue

Comments



Author/Date

Comment

Show All

Nadia Rodriguez
08/24/2007

Trailer park - 3/2 (pre-manufactured homes) in 30 days. Meeting needs to be set up w/Manager. Meeting re-scheduled for October 4, 2007.

Edit

Employee workshops provided for all supervisors on listening skills, business writing, customer service and dealing with difficult people. Refer to Learning and Growth section for employee training link. Spot awards are in place as part of the incentive program.

Field inspection rejection rate- continue to reduce rejection rate. Inspection Guideline initiative is linked to the field inspection sortie.

Customer service- field inspectors go out with supervisors. Operations not comparable with other Building Departments. Exit interviews are conducted to provide customer service feedback.

Revenues down 26.2%. Inspections down 35%. Residential/commercial markets are both equally affected. Permits retracted.

Plan review rejection rates have decreased over time. Number of times a plan is rejected needs to be added on Scorecard, data is available.

Plans processing rework measure similar to initial review is to be published for the new fiscal year.

Life safety plan is currently being reviewed for North terminal.

External Links



[Building Department Stats Website](#)

Attached Documents



[Business Plan 2008-2009](#)

Last Updated **Checked Out By**

01/18/2008

[\[Check Out\]](#)

Customer Perspective

Objective Name **Owner(s)**

Responsive permit services Monica Boza Chaveli Moreno Juliana Salas

Resident and business voluntary compliance with county codes - Building

Initiatives Linked To Objective **Owner(s)**

GrandParent Objectives

Use consistent, fair and effective means to achieve code compliance

Parent Objectives

(NU4.1) Resident and business voluntary compliance with county codes (priority outcome)

Measure **Owner(s)**

% of Residential Plans reviewed within 20 days Monica Boza Chaveli Moreno

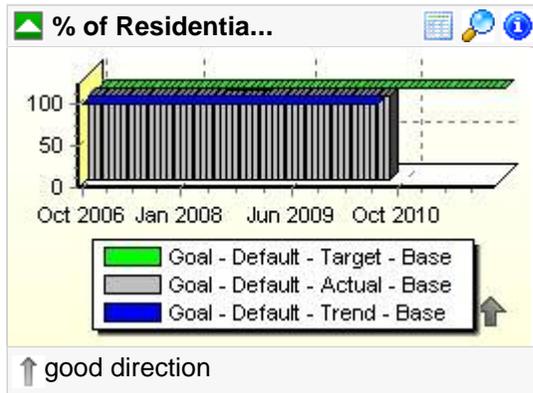
Performance

Ind	Actual	Target	Variance	Date
▲	100.00 %	100.00 %	0.00 %	Jul 2010

Initiatives Linked To Measure **Owner(s)**

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date
■	% of BUILDING Residential Plans reviewed within 2 days	90.48 %	100.00 %	Jul 2010
▲	% of ELECTRICAL Residential Plans reviewed within 2 days	100.00 %	100.00 %	Jul 2010
▲	% of MECHANICAL Residential Plans reviewed within 3 days.	100.00 %	100.00 %	Jul 2010
▲	% of PLUMBING Residential Plans reviewed within 2 days	100.00 %	100.00 %	Jul 2010
■	% of STRUCTURAL Residential Plans reviewed within 4 days	99.56 %	100.00 %	Jul 2010



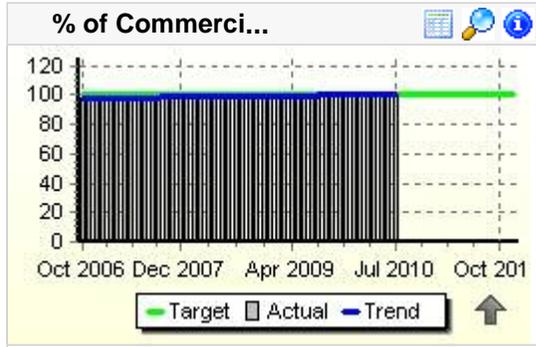
Measure **Owner(s)**

% of Commercial Plans reviewed within 24 days

Monica Boza Chaveli Moreno

Performance

Ind	Actual	Target	Variance	Date
■	99.87 %	100.00 %	(0.13) %	Jul 2010



Initiatives Linked To Measure **Owner(s)**

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date
■	% of BUILDING Commercial Plans reviewed within 3 days	99.15 %	100.00 %	Jul 2010
■	% of ELECTRICAL Commercial Plans reviewed within 2 days	98.12 %	100.00 %	Jun 2010
▲	% of MECHANICAL Commercial Plans reviewed within 4 days	100.00 %	100.00 %	Jul 2010
■	% of PLUMBING Commercial Plans reviewed within 2 days.	98.04 %	100.00 %	Jul 2010
▲	% of STRUCTURAL Commercial Plans reviewed within 6 days	100.00 %	100.00 %	Jul 2010

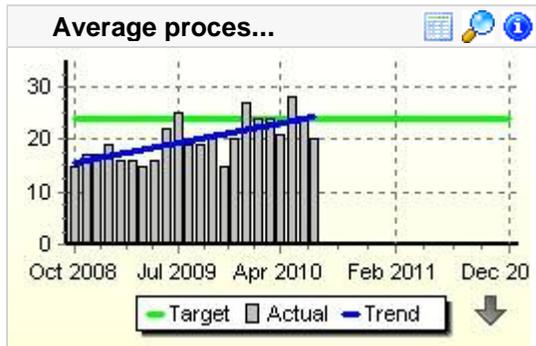
Measure **Owner(s)**

Average processing time (application to permit) for other applications except plan revisions-Residential Applications-Paper Plans

Monica Boza Chaveli Moreno

Performance

Ind	Actual	Target	Variance	Date
▲	20	24	4	Jul 2010



Initiatives Linked To Measure **Owner(s)**

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date
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Measure **Owner(s)**

Average processing time (application to permit) for other applications except plan revisions-Commercial Applications-Paper Plans

Monica Boza Chaveli Moreno

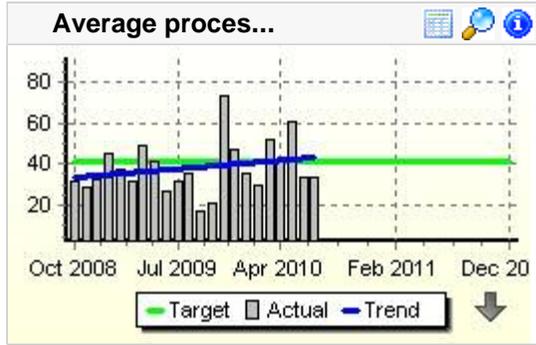
Performance

Ind	Actual	Target	Variance	Date
▲	34	41	7	Jul 2010

Initiatives Linked To Measure **Owner(s)**

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date
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Measure **Owner(s)**

Average Processing Time (application to permit) for minor alterations, repairs and additions -Residential Applications-CPP

Monica Boza Chaveli Moreno

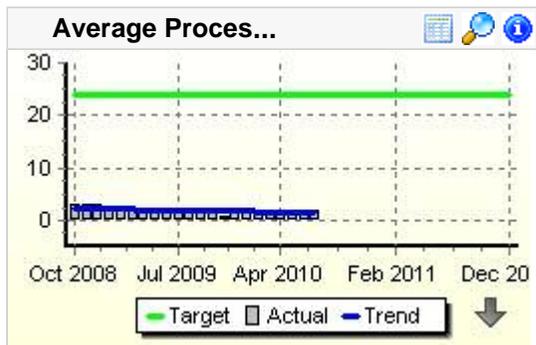
Performance

Ind	Actual	Target	Variance	Date
▲	2	24	22	Jul 2010

Initiatives Linked To Measure **Owner(s)**

Child Measures Linked To Measure

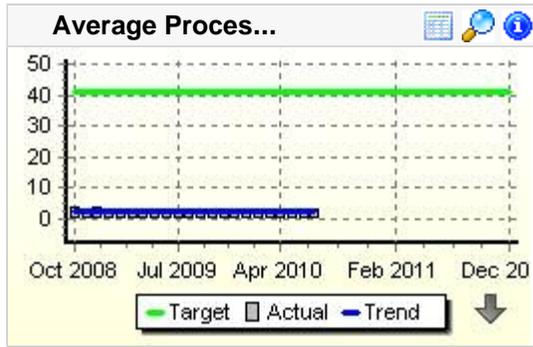
Ind	Name	Actual	Target	Date
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Measure	Owner(s)
Average Processing Time (application to permit) for minor alterations, repairs and additions -Commerical Applications-CPP	Monica Boza Chaveli Moreno

Performance				
Ind	Actual	Target	Variance	Date
▲	3	41	38	Jul 2010

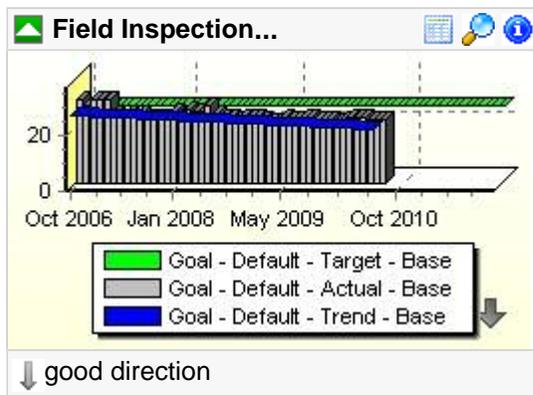
Initiatives Linked To Measure				Owner(s)
Child Measures Linked To Measure				
Ind	Name	Actual	Target	Date



Measure	Owner(s)
Field Inspection Rejection Rate (SORTIE)	Charles Danger Monica Boza Chaveli Moreno
% of field inspections rejected	

Performance				
Ind	Actual	Target	Variance	Date
▲	23.00 %	25.00 %	2.00 %	Jul 2010

Initiatives Linked To Measure				Owner(s)
Child Measures Linked To Measure				
Ind	Name	Actual	Target	Date



▲	% of BUILDING inspections rejected (SORTIE)	23 %	25 %	Jul 2010
▲	% of ROOFING inspections rejected (SORTIE)	25 %	25 %	Jul 2010
■	% of SIGN inspections rejected (SORTIE)	27 %	25 %	Jul 2010
▲	% of ELECTRICAL inspections rejected (SORTIE)	23 %	25 %	Jul 2010
▲	% of MECHANICAL inspections rejected (SORTIE)	25 %	25 %	Jul 2010
▲	% of PLUMBING inspections rejected (SORTIE)	25 %	25 %	Jul 2010

Measure **Owner(s)**

Average carryover inspections

Monica Boza Chaveli Moreno

The average number of carryover inspections per discipline (number of inspections not performed within 24 hours of request).

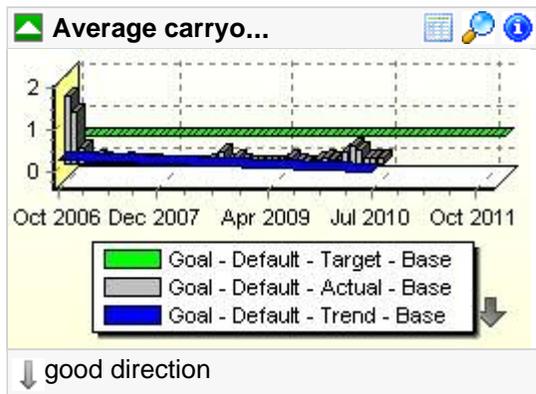
Performance

Ind	Actual	Target	Variance	Date
▲	0.19	0.50	0.31	Jul 2010

Initiatives Linked To Measure **Owner(s)**

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date
▲	Average number of PLUMBING carryover inspections.	0.14	0.50	Jul 2010
■	Average number of ELECTRICAL carryover inspections.	0.60	0.50	Jul 2010
▲	Average number of MECHANICAL carryover inspections.	0.00	0.50	Jul 2010
▲	Average number of BUILDING carryover inspections.	0.02	0.50	Jul 2010
▲	Average number of ROOFING carryover inspections.	0.04	0.50	Jul 2010



Measure **Owner(s)**

Secret Shopper Score (Building)

Charles Danger

This measures the satisfaction of secret shoppers with the department's services at its points of contact with the public. The goal of 4.0 on a 1.0 - 5.0 scale, 5.0 being best, is based on the 4 out of 5 goal stated in the Miami-Dade County Strategic Plan under Enabling Strategies (ES1).

Performance

Ind	Actual	Target	Variance	Date
▲	4.1	4.0	0.1	Cal05

Initiatives Linked To Measure **Owner(s)**

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date
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Measure	Owner(s)
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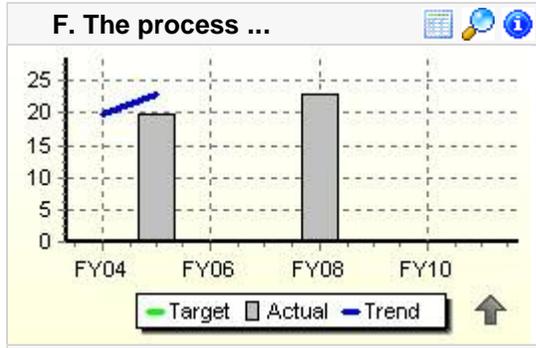
F. The process for getting building permits for construction/renovation	Admin Admin
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Performance	Initiatives Linked To Measure	Owner(s)
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Ind	Actual	Target	Variance	Date
	22.80 %	n/a	n/a	FY08

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date
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Measure	Owner(s)
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G. The County process for conducting building inspections for construction/renovation	Admin Admin
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Performance	Initiatives Linked To Measure	Owner(s)
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Ind	Actual	Target	Variance	Date
	25.80 %	n/a	n/a	FY08

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date
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Measure	Owner(s)
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Permit Inspection Center Customer Survey

Monica Boza Chaveli Moreno

This measure pertains to the data collected and tabulated monthly by the Development Coordinator from the customer surveys completed at the Miami-Dade County Permit Inspection Center.

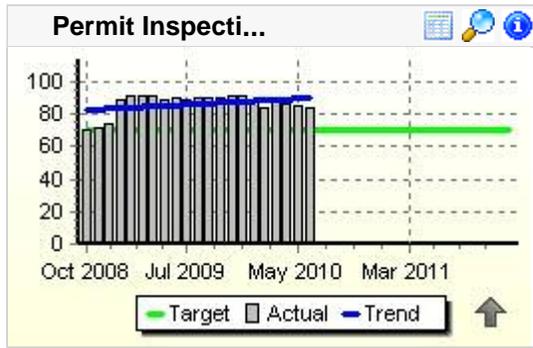
Performance				
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Ind	Actual	Target	Variance	Date
▲	84 %	70 %	14 %	Jun 2010

Initiatives Linked To Measure		Owner(s)
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Child Measures Linked To Measure				
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Ind	Name	Actual	Target	Date
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Objective Name

Owner(s)

Responsive enforcement services

Chaveli Moreno Juliana Salas

Resident and business voluntary compliance with county codes - Building

Initiatives Linked To Objective

Owner(s)

GrandParent Objectives

Use consistent, fair and effective means to achieve code compliance

Parent Objectives

(NU4.1) Resident and business voluntary compliance with county codes (priority outcome)

Measure

Owner(s)

Average # of days from Notice of Violation (NOV) compliance due date to inspection performed

Monica Boza Chaveli Moreno

Performance

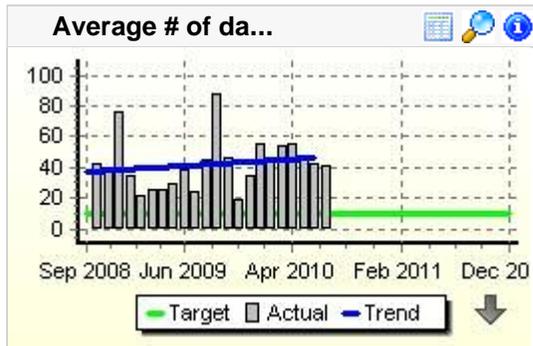
Ind	Actual	Target	Variance	Date
☑	41	10	(31)	Jul 2010

Initiatives Linked To Measure

Owner(s)

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date
☑	Average # of days between NOV Compliance Inspection Requested & NOV Compliance Inspection Completed-Building	46	10	Jul 2010
☑	Average # of days between NOV Compliance Inspection Requested & NOV Compliance Inspection Completed-Roofing	24	10	Jul 2010
☑	Average # of days between NOV Compliance Inspection Requested & NOV Compliance Inspection Completed-Electrical	50	10	Jul 2010
☑	Average # of days between NOV Compliance Inspection Requested & NOV Compliance Inspection Completed-Mechanical	5	10	Jun 2010
☑	Average # of days between NOV Compliance	56	10	Jun 2010



Inspection
Requested & NOV
Compliance
Inspection
Completed-Plumbing

Measure	Owner(s)
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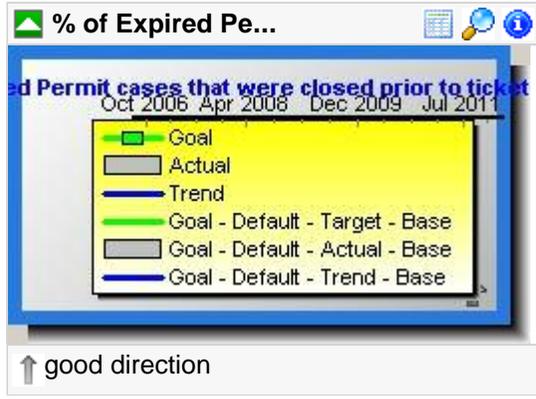
% of Expired Permit cases that were closed prior to ticket issuance.	Chaveli Moreno Ronald Szep Monica Boza
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Performance	Initiatives Linked To Measure	Owner(s)
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Ind	Actual	Target	Variance	Date
▲	94.83 %	90.00 %	4.83 %	Jul 2010

Child Measures Linked To Measure				
Ind	Name	Actual	Target	Date

Ind	Name	Actual	Target	Date
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Measure	Owner(s)
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Avg # of days from complaint received to initial inspection - DEPT	Monica Boza Chaveli Moreno
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Performance	Initiatives Linked To Measure	Owner(s)
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Ind	Actual	Target	Variance	Date
▲	10	10	0	Jul 2010

Child Measures Linked To Measure				
Ind	Name	Actual	Target	Date

Ind	Name	Actual	Target	Date
■	Average # of days from complaint received to initial BUILDING inspection	12	10	Jul 2010
▲	Average # of days from complaint received to ELECTRICAL inspection	9	10	Jul 2010
▲	Average # of days from complaint received to initial MECHANICAL inspection.	2	10	Jul 2010
▼	Average # of days from complaint received to initial PLUMBING inspection.	21	10	Jul 2010
▲	Average # of days from complaint received to initial ROOFING inspection.	8	10	Jul 2010



Financial Perspective

Objective Name	Owner(s)
Meet Budget Targets [BNC]	Charles Danger Terry Smith

Initiatives Linked To Objective

Owner(s)

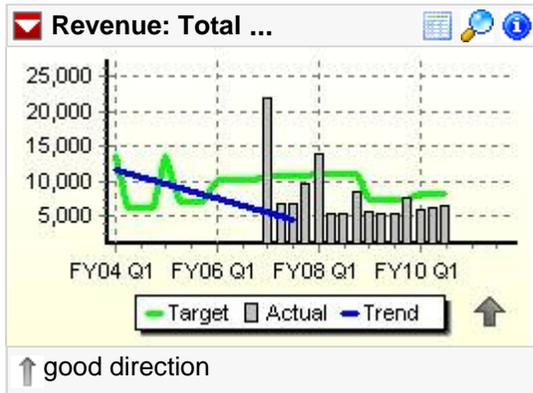
GrandParent Objectives

Parent Objectives

Measure	Owner(s)
Revenue: Total [BNC]	Terry Smith Monica Boza Charles Danger Chaveli Moreno
Total revenue in \$1,000s (from FAMIS)	

Performance

Ind	Actual	Target	Variance	Date
☒	\$6,513 K	\$8,188 K	\$(1,675) K	FY10 Q3



Initiatives Linked To Measure

Owner(s)

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date
☑	Revenue: Carryover (BNC)	\$0 K	\$0 K	FY10 Q3
☑	Revenue: Federal (BNC)	\$0 K	\$0 K	FY10 Q3
☒	Revenue: General Fund (BNC)	\$0 K	\$1,344 K	FY10 Q3
☒	Revenue: Interagency/Intradepartmental (BNC)	\$143 K	\$165 K	FY10 Q3
☐	Revenue: Proprietary (BNC)	\$6,370 K	\$6,679 K	FY10 Q3
☑	Revenue: State (BNC)	\$0 K	\$0 K	FY10 Q3

Measure

Owner(s)

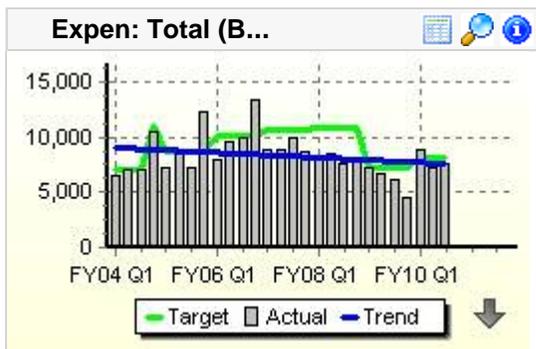
Expen: Total (BNC)

Terry Smith Monica Boza Charles Danger Chaveli Moreno

Total expenditures in \$1,000s (from roll-up of Personnel, Other Operating, and Capital)

Performance

Ind	Actual	Target	Variance	Date
▲	\$7,680 K	\$8,188 K	\$508 K	FY10 Q3



Initiatives Linked To Measure

Owner(s)

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date
▲	Expen: Personnel (BNC)	\$5,658 K	\$5,909 K	FY10 Q3
▼	Expen: Other Operating (BNC)	\$2,022 K	\$1,456 K	FY10 Q3
▲	Expen: Capital (BNC)	\$0 K	\$1 K	FY10 Q3
▲	Expen: Non-Operating (BNC)	\$0 K	\$822 K	FY10 Q3

Measure

Owner(s)

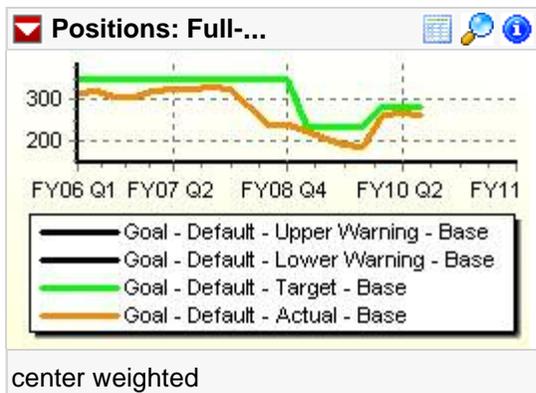
Positions: Full-Time Filled (Building and Neighborhood Compliance)

Charles Danger Ronald Szep Monica Boza Chaveli Moreno

The "actual" reflects the number of full-time positions that are filled; the "goal" reflects the number of full-time budgeted positions.

Performance

Ind	Actual	Target	Variance	Date
▼	258	279	(21)	FY10 Q3



center weighted

Initiatives Linked To Measure

Owner(s)

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date
-----	------	--------	--------	------

Objective Name

Owner(s)

Meet Monthly Budget Targets [BNC]

Monica Boza Terry Smith

Monthly Revenues and Expenditures

Initiatives Linked To Objective

Owner(s)

GrandParent Objectives

Parent Objectives

Measure

Owner(s)

Monthly Revenue - Total

Monica Boza Terry Smith Chaveli Moreno

Performance

Ind	Actual	Target	Variance	Date
▲	\$2,220 K	\$2,027 K	\$193 K	Jul 2010

Initiatives Linked To Measure

Owner(s)

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date
▲	Revenues - General Fund	0	0	Jul 2010
▼	Revenue: Interagency / Intradepartmental	\$37 K	\$107 K	Jul 2010
▲	Revenues - Proprietary	\$2,220 K	\$2,027 K	Jul 2010
▲	Revenue - Carryover	0	0	Jul 2010



Measure**Owner(s)**

Monthly Expenditures - Total

Monica Boza Terry Smith Chaveli Moreno

Performance

Ind	Actual	Target	Variance	Date
▲	\$2,881 K	\$3,532 K	\$651 K	Jul 2010

Initiatives Linked To Measure**Owner(s)****Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
▼	Personnel	\$2,227 K	\$1,970 K	Jul 2010
▼	Other Operating	\$654 K	\$486 K	Jul 2010
▲	Other Non-Operating	\$0 K	\$0 K	Jul 2010
▲	Capital	\$0 K	\$0 K	Jul 2010



Objective Name**Owner(s)**

ES8-3: Compliance with financial laws and generally accepted accounting principles - Bldg.

Terry Smith

Meet County standards of processing Accounts Payable invoices in a timely manner.

Initiatives Linked To Objective**Owner(s)****GrandParent Objectives****Parent Objectives****Measure****Owner(s)**

BL - Accounts Payable Aging 45 Days

Charles Danger Adriana Hussein Salvador Rodriguez

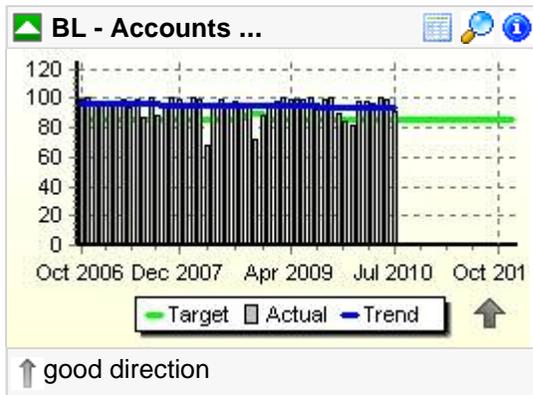
Building Department (BL) - Timely Payment of Invoices paid within 45 Days

Performance**Initiatives Linked To Measure****Owner(s)**

Ind	Actual	Target	Variance	Date
▲	90.40 %	85.00 %	5.40 %	Jul 2010

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date
-----	------	--------	--------	------



Objective Name	Owner(s)
Budget Implementation FY 09-10 (Building & NC)	Charles Danger Building

Initiatives Linked To Objective	Owner(s)
Eliminate 48 positions and reduce misc operating expenses (BNC-1)	Charles Danger
Eliminate a total of 45 positions (36 from Permitting; 4 from Administration; 2 from Unsafe Structures and 3 from Information & Permit Support) (BNC-2)	Charles Danger
Reduce 3 positions in Building and Neighborhood Compliance (BNC-MAR-1)	Charles Danger

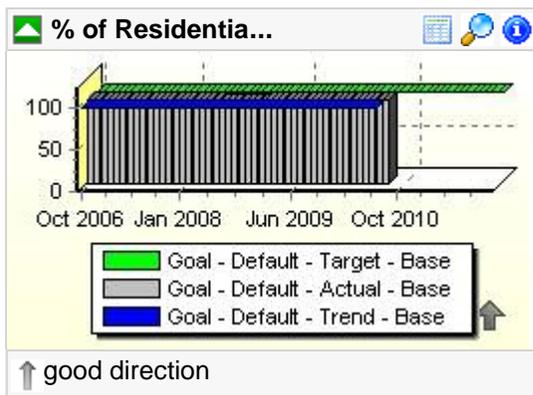
GrandParent Objectives
Parent Objectives

Measure	Owner(s)
% of Residential Plans reviewed within 20 days	Monica Boza Chaveli Moreno

Performance				
Ind	Actual	Target	Variance	Date
▲	100.00 %	100.00 %	0.00 %	Jul 2010

Initiatives Linked To Measure	Owner(s)
-------------------------------	----------

Child Measures Linked To Measure				
Ind	Name	Actual	Target	Date
■	% of BUILDING Residential Plans reviewed within 2 days	90.48 %	100.00 %	Jul 2010
▲	% of ELECTRICAL Residential Plans reviewed within 2 days	100.00 %	100.00 %	Jul 2010
▲	% of MECHANICAL Residential Plans reviewed within 3 days.	100.00 %	100.00 %	Jul 2010
▲	% of PLUMBING Residential Plans reviewed within 2 days	100.00 %	100.00 %	Jul 2010
■	% of STRUCTURAL Residential Plans reviewed within 4 days	99.56 %	100.00 %	Jul 2010



Measure

Owner(s)

% of Commercial Plans reviewed within 24 days

Monica Boza Chaveli Moreno

Performance

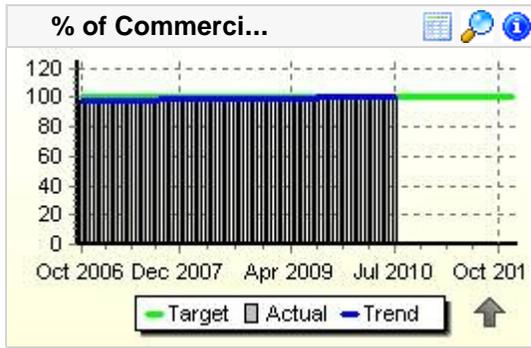
Ind	Actual	Target	Variance	Date
■	99.87 %	100.00 %	(0.13) %	Jul 2010

Initiatives Linked To Measure

Owner(s)

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date
■	% of BUILDING Commercial Plans reviewed within 3 days	99.15 %	100.00 %	Jul 2010
■	% of ELECTRICAL Commercial Plans reviewed within 2 days	98.12 %	100.00 %	Jun 2010
▲	% of MECHANICAL Commercial Plans reviewed within 4 days	100.00 %	100.00 %	Jul 2010
■	% of PLUMBING Commercial Plans reviewed within 2 days.	98.04 %	100.00 %	Jul 2010
▲	% of STRUCTURAL Commercial Plans reviewed within 6 days	100.00 %	100.00 %	Jul 2010



Measure

Owner(s)

Average Processing Time (application to permit) for minor alterations, repairs and additions -Commerical Applications-CPP

Monica Boza Chaveli Moreno

Performance

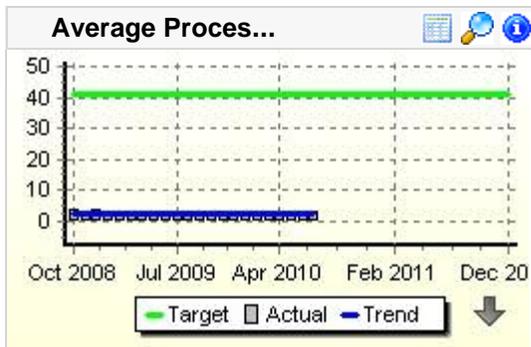
Ind	Actual	Target	Variance	Date
▲	3	41	38	Jul 2010

Initiatives Linked To Measure

Owner(s)

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date
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Measure**Owner(s)**

Average Processing Time (application to permit) for minor alterations, repairs and additions -Residential Applications-CPP

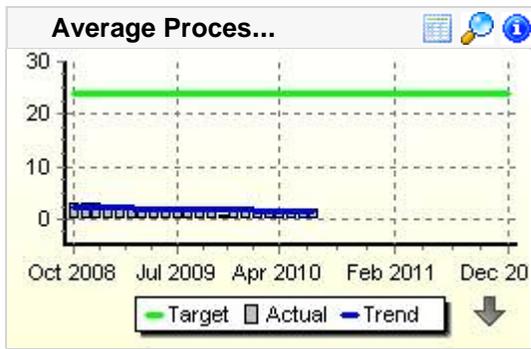
Monica Boza Chaveli Moreno

Performance**Initiatives Linked To Measure****Owner(s)**

Ind	Actual	Target	Variance	Date
▲	2	24	22	Jul 2010

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date
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**Measure****Owner(s)**

Average processing time (application to permit) for other applications except plan revisions-Commercial Applications-Paper Plans

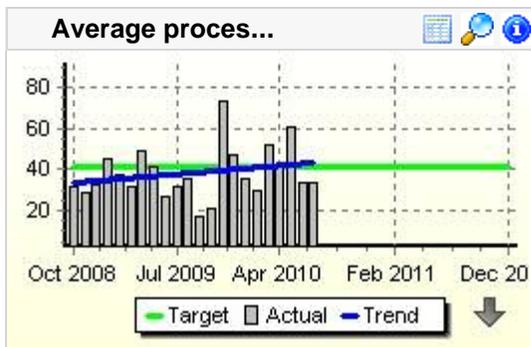
Monica Boza Chaveli Moreno

Performance**Initiatives Linked To Measure****Owner(s)**

Ind	Actual	Target	Variance	Date
▲	34	41	7	Jul 2010

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date
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Measure

Owner(s)

Average processing time (application to permit) for other applications except plan revisions-Residential Applications-Paper Plans

Monica Boza Chaveli Moreno

Performance

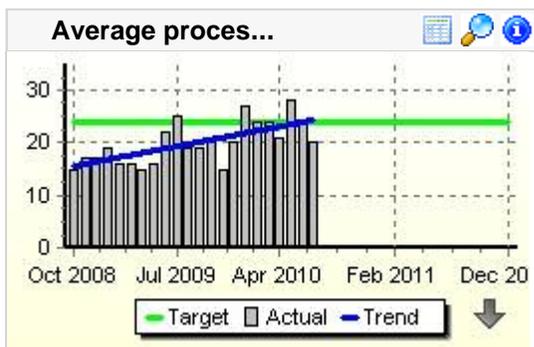
Ind	Actual	Target	Variance	Date
▲	20	24	4	Jul 2010

Initiatives Linked To Measure

Owner(s)

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date
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Measure

Owner(s)

Average carryover inspections

Monica Boza Chaveli Moreno

The average number of carryover inspections per discipline (number of inspections not performed within 24 hours of request).

Performance

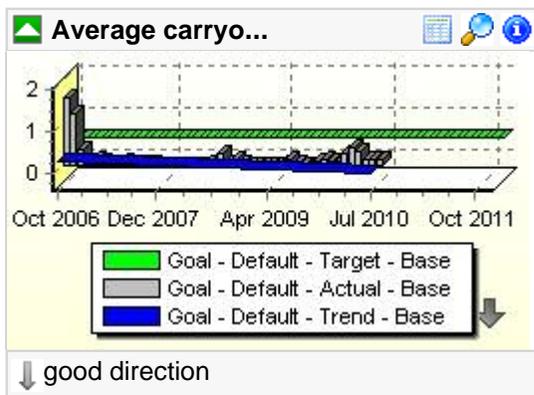
Ind	Actual	Target	Variance	Date
▲	0.19	0.50	0.31	Jul 2010

Initiatives Linked To Measure

Owner(s)

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date
▲	Average number of PLUMBING carryover inspections.	0.14	0.50	Jul 2010
■	Average number of ELECTRICAL carryover inspections.	0.60	0.50	Jul 2010
▲	Average number of MECHANICAL carryover inspections.	0.00	0.50	Jul 2010
▲	Average number of BUILDING carryover inspections.	0.02	0.50	Jul 2010
▲	Average number of ROOFING carryover inspections.	0.04	0.50	Jul 2010



Measure **Owner(s)**

Permit Inspection Center Customer Survey

Monica Boza Chaveli Moreno

This measure pertains to the data collected and tabulated monthly by the Development Coordinator from the customer surveys completed at the Miami-Dade County Permit Inspection Center.

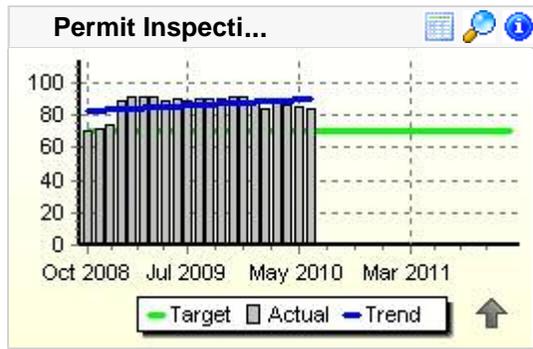
Performance

Ind	Actual	Target	Variance	Date
▲	84 %	70 %	14 %	Jun 2010

Initiatives Linked To Measure **Owner(s)**

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date
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Measure **Owner(s)**

Average # of days from Notice of Violation (NOV) compliance due date to inspection performed

Monica Boza Chaveli Moreno

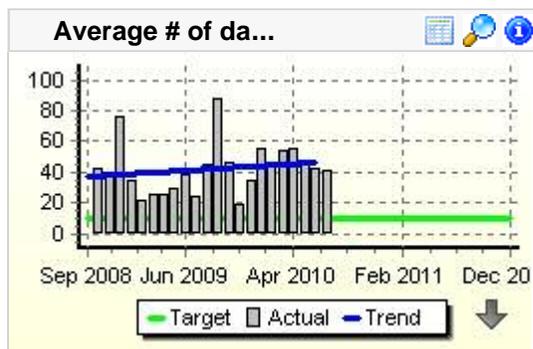
Performance

Ind	Actual	Target	Variance	Date
▼	41	10	(31)	Jul 2010

Initiatives Linked To Measure **Owner(s)**

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date
-----	------	--------	--------	------



▼	Average # of days between NOV Compliance Inspection Requested & NOV Compliance Inspection Completed-Building	46	10	Jul 2010
---	--	----	----	----------

▼	Average # of days between NOV Compliance Inspection Requested & NOV Compliance Inspection Completed-Roofing	24	10	Jul 2010
---	---	----	----	----------

▼	Average # of days between NOV Compliance Inspection Requested & NOV Compliance Inspection Completed-Electrical	50	10	Jul 2010
---	--	----	----	----------

▲	Average # of days between NOV Compliance Inspection Requested & NOV Compliance Inspection Completed-Mechanical	5	10	Jun 2010
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Average # of days
between NOV
Compliance
Inspection Requested
& NOV Compliance
Inspection
Completed-Plumbing

56

10

Jun 2010

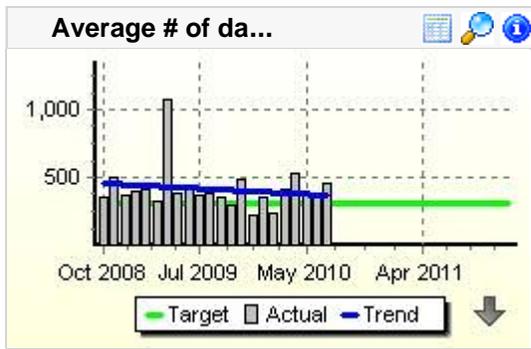
Measure**Owner(s)**

Average # of days for Unsafe Structures Cases (Residential) processing time with no injunction (Includes All Properties)

Ronald Szep Monica Boza Chaveli Moreno

Performance

Ind	Actual	Target	Variance	Date
▼	469	315	(154)	Jul 2010

**Initiatives Linked To Measure****Owner(s)****Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
▼	Average # of days for Unsafe Structures Cases (Residential) processing time with no injunction (Excluding County Properties)	469	315	Jul 2010
	Average # of days for Unsafe Structures Cases (Residential) processing time with no injunction (County Properties Only)	DIV/0	315	Jul 2010

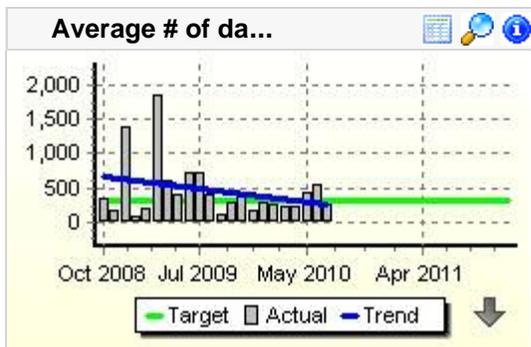
Measure**Owner(s)**

Average # of days for Unsafe Structures Cases (Commercial) processing time with no injunction (Including All Properties)

Ronald Szep Monica Boza Chaveli Moreno

Performance

Ind	Actual	Target	Variance	Date
▲	267	315	48	Jul 2010

**Initiatives Linked To Measure****Owner(s)****Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
▲	Average # of days for Unsafe Structures Cases (Commercial) processing time with no injunction (Excluding County Properties)	267	315	Jul 2010
	Average # of days for Unsafe Structures Cases (Commercial) processing time with no injunction (County Properties Only)	DIV/0	315	Jul 2010

Internal Perspective

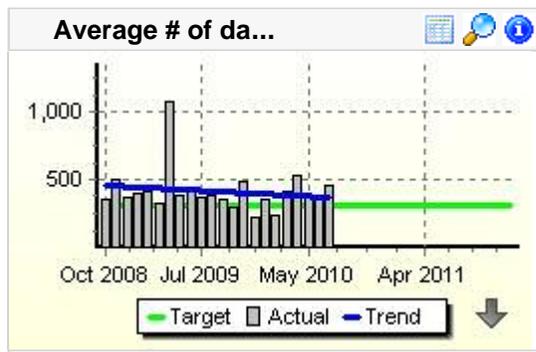
Objective Name	Owner(s)
Timely identification and remediation of nuisances unsafe structures	Monica Boza Chaveli Moreno Juliana Salas
Timely identification and remediation of nuisances, including unsafe structures - Building	

Initiatives Linked To Objective	Owner(s)	GrandParent Objectives	Parent Objectives
		Use consistent, fair and effective means to achieve code compliance	(NU4.2) Timely identification and remediation of nuisances, including unsafe structures (priority outcome)

Measure	Owner(s)
Average # of days for Unsafe Structures Cases (Residential) processing time with no injunction (Includes All Properties)	Ronald Szep Monica Boza Chaveli Moreno

Performance	Initiatives Linked To Measure	Owner(s)										
<table border="1"> <thead> <tr> <th>Ind</th> <th>Actual</th> <th>Target</th> <th>Variance</th> <th>Date</th> </tr> </thead> <tbody> <tr> <td><input checked="" type="checkbox"/></td> <td>469</td> <td>315</td> <td>(154)</td> <td>Jul 2010</td> </tr> </tbody> </table>	Ind	Actual	Target	Variance	Date	<input checked="" type="checkbox"/>	469	315	(154)	Jul 2010		
Ind	Actual	Target	Variance	Date								
<input checked="" type="checkbox"/>	469	315	(154)	Jul 2010								

Child Measures Linked To Measure				
Ind	Name	Actual	Target	Date
<input checked="" type="checkbox"/>	Average # of days for Unsafe Structures Cases (Residential) processing time with no injunction (Excluding County Properties)	469	315	Jul 2010
	Average # of days for Unsafe Structures Cases (Residential) processing time with no injunction (County Properties Only)	DIV/0	315	Jul 2010



Measure

Owner(s)

Average # of days for Unsafe Structures Cases (Commercial) processing time with no injunction (Including All Properties)

Ronald Szep Monica Boza Chaveli Moreno

Performance

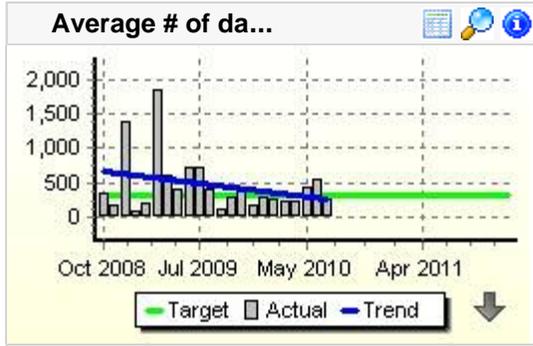
Ind	Actual	Target	Variance	Date
▲	267	315	48	Jul 2010

Initiatives Linked To Measure

Owner(s)

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date
▲	Average # of days for Unsafe Structures Cases (Commercial) processing time with no injunction (Excluding County Properties)	267	315	Jul 2010
	Average # of days for Unsafe Structures Cases (Commercial) processing time with no injunction (County Properties Only)	DIV/0	315	Jul 2010



Objective Name

Owner(s)

Consistent interpretation and application of building code practices

Monica Boza Chaveli Moreno Juliana Salas

Consistent interpretation and application of enforcement practices - Building

Initiatives Linked To Objective	Owner(s)
Establish a Graduated Penalty System (#6, Priority)	Thomas Marko
Institute Plans Advancement System (#5, Priority)	Thomas Marko
Simplify checklists and migrate from voluntary to involuntary use (#8, Priority)	Thomas Marko
Allow Easier Access to Plans Reviewers (#15, Priority)	Thomas Marko

GrandParent Objectives

Use consistent, fair and effective means to achieve code compliance

Parent Objectives

(NU4.3) Consistent interpretation and application of enforcement practices

Measure **Owner(s)**

Number of Building Code Workshops

Monica Boza Chaveli Moreno

Number of Building Code Workshops offered to the construction industry and general public

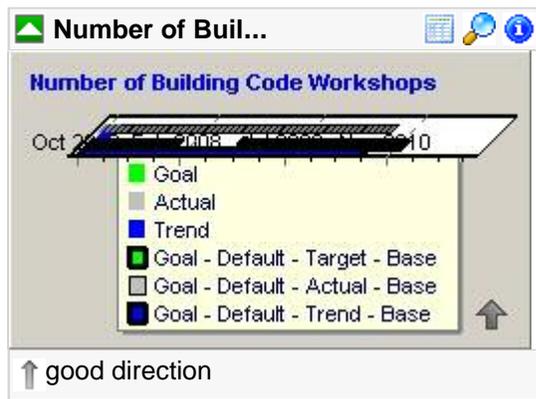
Performance

Ind	Actual	Target	Variance	Date
	3	1	n/a	Jul 2010

Initiatives Linked To Measure **Owner(s)**

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date
	# of Building Code Workshops offered for BUILDING	0	0	Jul 2010
	# of Building Code Workshops for ELECTRICAL	2	0	Jul 2010
	# of Building Code Workshops for MECHANICAL	0	0	Jul 2010
	# of Building Code Workshops for PLUMBING	1	0	Jul 2010
	# of Building Code Workshops for STRUCTURAL	0	0	Jul 2010



Measure

Owner(s)

Percentage of plans rejected "Initial Review Only" (minor alterations, repairs and additions).

Monica Boza Chaveli Moreno

Key: WALK-THRUS

Performance

Ind	Actual	Target	Variance	Date
▼	36 %	25 %	(11) %	Jul 2010



Initiatives Linked To Measure

Owner(s)

Simplify Checklists & Migrate From Voluntary to Mandatory Use (#8)

Monica Boza Chaveli Moreno

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date
▼	Percentage of Building plans rejected (minor alterations, repairs & additions)	45 %	25 %	Jul 2010
■	Percentage of Electrical plans rejected (minor alterations, repairs & additions)	26 %	25 %	Jul 2010
■	Percentage of Mechanical plans rejected (minor alterations, repairs & additions).	32 %	25 %	Jul 2010
▼	Percentage of Plumbing plans rejected (minor alterations, repairs & additions).	38 %	25 %	Jul 2010
■	Percentage of Structural plans rejected (minor alterations, repairs & additions).	34 %	25 %	Jul 2010

Measure

Owner(s)

Percentage of plans rejected "Initial Review Only"(other applications except plan revisions).

Monica Boza Chaveli Moreno

Key: Plans Processing DROPOFFS

Performance

Ind	Actual	Target	Variance	Date
▲	45 %	50 %	5 %	Jul 2010



Initiatives Linked To Measure

Owner(s)

Simplify Checklists & Migrate From Voluntary to Mandatory Use (#8)

Monica Boza Chaveli Moreno

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date
▼	Percentage of Building plans rejected (all other applications except plan revisions).	73 %	50 %	Jul 2010
▲	Percentage of Electrical plans	33 %	50 %	Jul 2010



rejected (all other applications except plan revisions)

	Percentage of Mechanical plans rejected (all other applications except plan revisions).	42 %	50 %	Jul 2010
	Percentage of Plumbing plans rejected (all other applications except plan revisions).	54 %	50 %	Jul 2010
	Percentage of Structural plans rejected (all other applications except plan revisions).	51 %	50 %	Jul 2010

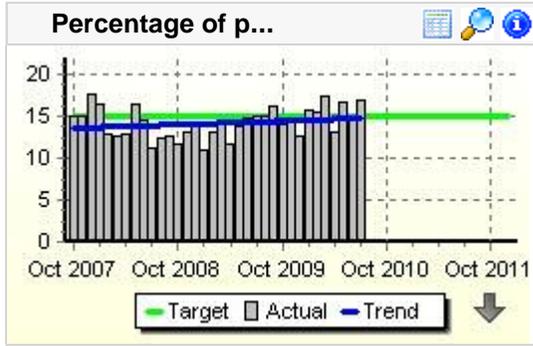
Measure **Owner(s)**

Percentage of plans rejected "Initial Review Only" (Revisions)

Chaveli Moreno Monica Boza

Performance

Ind	Actual	Target	Variance	Date
■	17 %	15 %	(2) %	Jul 2010



Initiatives Linked To Measure **Owner(s)**

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date
■	Percentage of building plans rejected (revisions)	30 %	15 %	Jul 2010
▲	Percentage of electrical plans rejected (revisions)	10 %	15 %	Jul 2010
▲	Percentage of mechanical plans rejected (revisions)	5 %	15 %	Jul 2010
▲	Percentage of plumbing plans rejected (revisions)	14 %	15 %	Jul 2010
■	Percentage of structural plans rejected (revisions)	21 %	15 %	Jul 2010

Measure **Owner(s)**

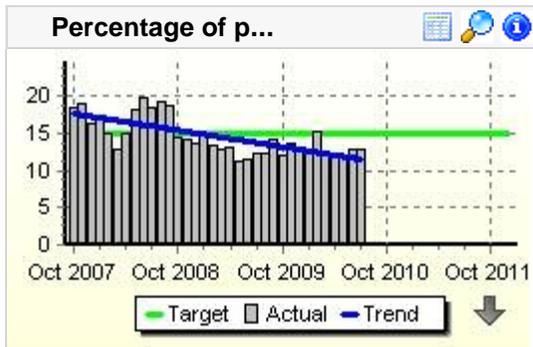
Percentage of plans rejected "reworks" (minor alterations, repairs and additions)

Chaveli Moreno Monica Boza

Reworks (minor alterations, repairs and additions)-Walk Thrus

Performance

Ind	Actual	Target	Variance	Date
▲	13 %	15 %	2 %	Jul 2010



Initiatives Linked To Measure **Owner(s)**

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date
▲	Percentage of building plans rejected "reworks" (minor alterations, repairs and additions)	8 %	15 %	Jul 2010
▲	Percentage of electrical plans rejected "reworks" (minor alterations, repairs and additions)	14 %	15 %	Jul 2010
▲	Percentage of mechanical plans rejected "reworks" (minor alterations, repairs and additions)	14 %	15 %	Jul 2010
▲	Percentage of plumbing plans rejected "reworks" (minor alterations, repairs and additions)	14 %	15 %	Jul 2010
■	Percentage of structural plans	18 %	15 %	Jul 2010

rejected "reworks"
(minor alterations,
repairs and additions)

Measure

Owner(s)

Percentage of plans rejected "reworks" (other applications except plan revisions)

Chaveli Moreno Monica Boza

"reworks" (all other applications)-Drop Offs

Performance

Ind	Actual	Target	Variance	Date
▲	14 %	15 %	1 %	Jul 2010



Initiatives Linked To Measure

Owner(s)

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date
■	Percentage of building plans rejected "reworks" (all other applications)	16 %	15 %	Jul 2010
▲	Percentage of electrical plans rejected "reworks" (all other applications)	11 %	15 %	Jul 2010
▲	Percentage of mechanical plans rejected "reworks" (all other applications)	14 %	15 %	Jul 2010
▲	Percentage of plumbing plans rejected "reworks" (all other applications)	14 %	15 %	Jul 2010
■	Percentage of structural plans rejected "reworks" (all other applications)	20 %	15 %	Jul 2010

Measure

Owner(s)

Percentage of plans rejected "reworks" (revisions)

Chaveli Moreno Monica Boza

"reworks" (revisions)

Performance

Ind	Actual	Target	Variance	Date
■	11 %	10 %	(1) %	Jul 2010



Initiatives Linked To Measure

Owner(s)

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date
■	Percentage of building plans rejected "reworks" (revisions)	17 %	10 %	Jul 2010
▲	Percentage of electrical plans rejected "reworks" (revisions)	5 %	10 %	Jul 2010
▲	Percentage of mechanical plans rejected "reworks" (revisions)	1 %	10 %	Jul 2010
▲	Percentage of plumbing plans rejected "reworks" (revisions)	10 %	10 %	Jul 2010

Percentage of structural plans rejected "reworks" (revisions)

13 % 10 % Jul 2010

Objective Name

Owner(s)

Sustainability

Charles Danger

Initiatives Linked To Objective

Owner(s)

GrandParent Objectives

Parent Objectives

Measure

Owner(s)

Reduce Fuel Consumption by 3%

Monica Boza Chaveli Moreno Terry Smith

"Gallons per employee per day"

Performance

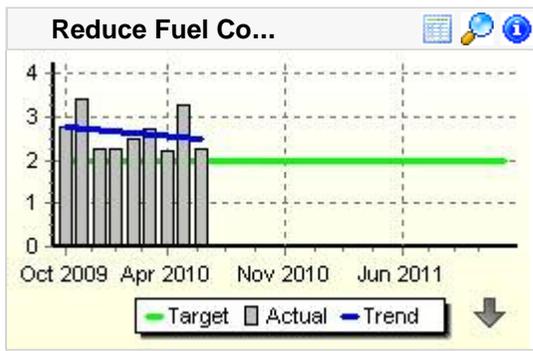
Ind	Actual	Target	Variance	Date
■	2.284 gal	2.000 gal	0.284 gal	Jun 2010

Initiatives Linked To Measure

Owner(s)

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date
▲	Reduce Fuel Consumption by 3%-Neighborhood Compliance	2.382 gal	3.243 gal	Jun 2010
▼	Reduce Fuel Consumption by 3%-Airport	3.336 gal	2.165 gal	Jun 2010
▲	Reduce Fuel Consumption by 3%-Building	3.277 gal	3.418 gal	Jun 2010
▲	Reduce Fuel Consumption by 3%-Electrical	1.091 gal	2.550 gal	Jun 2010
▼	Reduce Fuel Consumption by 3%-Mechanical	2.500 gal	2.318 gal	Jun 2010
▲	Reduce Fuel Consumption by 3%-Plumbing	2.500 gal	2.653 gal	Jun 2010
▲	Reduce Fuel Consumption by 3%-Building Enforcement	0.905 gal	1.500 gal	Jun 2010



Measure**Owner(s)**

Reduce Paper Consumption by 5%

Monica Boza Chaveli Moreno Terry Smith

Paper consumption calculated box of paper per employee per month.

Performance

Ind	Actual	Target	Variance	Date
▲	0.137	0.149	0.012	Jun 2010

Initiatives Linked To Measure**Owner(s)****Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
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**Measure****Owner(s)**

Reduce Toner Cartridge Consumption by 5%

Monica Boza Chaveli Moreno Terry Smith

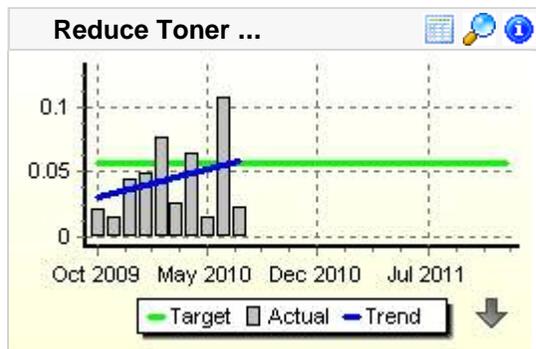
Toner cartridges are calculated # of cartridges per employee per month

Performance

Ind	Actual	Target	Variance	Date
▲	0.023	0.057	0.034	Jul 2010

Initiatives Linked To Measure**Owner(s)****Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
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Measure**Owner(s)**

Leadership in Energy and Environmental Design (LEED) Training

Charles Danger Monica Boza Chaveli Moreno

Performance**Initiatives Linked To Measure****Owner(s)**

Ind	Actual	Target	Variance	Date
▲	14	10	4	Mar 2009

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date
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**Measure****Owner(s)**

Leadership in Energy and Environmental Design (LEED) Certification

Charles Danger Monica Boza Chaveli Moreno

Performance**Initiatives Linked To Measure****Owner(s)**

Ind	Actual	Target	Variance	Date
▲	5	5	0	Jun 2009

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date
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Learning and Growth Perspective

Objective Name	Owner(s)
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Attract , develop, and retain an effective, diverse and dedicated team of employees	Chaveli Moreno
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Workforce skills to support County priorities. Develop training opportunities that provide employees and managers with the competencies that result in increased proficiencies, including a Department wide training approach.

Initiatives Linked To Objective	Owner(s)	GrandParent Objectives
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Parent Objectives

Measure	Owner(s)
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Employee Development Training	Monica Boza Chaveli Moreno
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Provide employees and managers with skills to increase their proficiency and improve customer service skills.

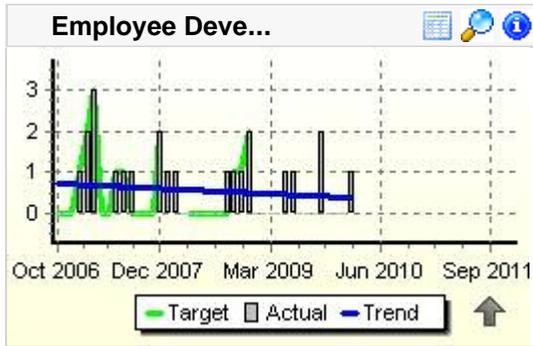
Performance

Ind	Actual	Target	Variance	Date
1		n/a	n/a	Feb 2010

Initiatives Linked To Measure	Owner(s)
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Child Measures Linked To Measure

Ind	Name	Actual	Target	Date
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Initiatives Linked To Scorecard

	Type	As Of	\$ 🐻 ✓ ! 🎯	%	Status	Owners
County Manager Charges to Building		01/31/2008		n/a	In Progress	Moreno, Chaveli Danger, Charles
Review and restructure the fee schedule as needed		n/a		n/a	n/a	Moreno, Chaveli Boza, Monica
Enhance the Quality Control Procedure of Plan Review Services		n/a		n/a	n/a	Moreno, Chaveli
Enhance the Quality Control Procedure of Permitting Services		n/a		n/a	n/a	Moreno, Chaveli
Enhance the Quality Control of Inspectors Performance		n/a		n/a	n/a	Moreno, Chaveli
Deskercise		07/31/2009	▲ ▲	n/a	In Progress	Moreno, Chaveli Boza, Monica
Simplify Checklists & Migrate From Voluntary to Mandatory Use (#8)		03/31/2007	▲ ▲	100%	In Progress	Moreno, Chaveli Boza, Monica Romito, Donna
Make Plans Available Online (#21)		06/30/2007	▲ ▲	100%	In Progress	Moreno, Chaveli Boza, Monica Romito, Donna

Open Action Items For Scorecard

Due Date	Action	Status	Owner(s)

