Memorandum

MIAMI-DADE COUNTY

Attachment C

DATE: August 31, 2006

TO: George M. Burgess
County Manager

THROUGH: Carlos F. Bonzon, Ph.D., P.E.
Assistant County Manager

FROM: Esther L. Calas, P.E.
Director, Public Works Department

SUBJECT: Implementation of "NEAT" Crews

The purpose of this memorandum is to detail implementation of the "Neighborhood Enhancement Action Teams" (NEAT), a new service delivery concept under the purview of the Public Works Department (PWD). NEAT crews will be multi-functional and will not focus solely on maintenance of right-of-ways. Rather, NEAT will offer dedicated crews in the Unincorporated Municipal Service Area (UMSA) to provide proactive and responsive maintenance services to the citizens of Miami-Dade County, including focusing on the "little things" that make for quality of life differences. The objective is to divide the County into strategic areas and assign dedicated crews to provide "routine/aesthetic" maintenance functions such as:

- Trimming branches that are blocking traffic signs, that are hanging and in danger of falling or are a safety hazard
- Re-attaching loose signs or erecting traffic signs that are leaning or have been knocked down and still remain on site
- Removing debris from drain tops on roadways and swale areas
- Replacing missing drain grates
- Pick-up of small litter piles
- Pick-up of small illegally dumped trash piles
- Pick-up of trash from bins at bus stops
- Pick-up of small dead animals
- Assisting in the temporary repair of sidewalks (grinding)
- Temporary pothole repairs

In addition, the NEAT crews will act as another set of "Eyes and Ears" to report issues that require a more specialized response such as the following:

- Missing street name or traffic control signs, signal bulbs out
- Damaged guardrail
- Visual obstructions of traffic signals and street lights
- Major potholes/drop-offs
- Major sidewalk repairs
- Larger incidents of illegal dumping that requires investigation and crane removal
- Obvious code violations
- Stray domestic and exotic animals

Proper maintenance of the County's infrastructure is of the utmost importance; resolution of these smaller, but visible, items will make a great difference. The "routine/aesthetic" maintenance services that will be provided more readily are those that impact Miami-Dade residents on a daily basis and generate a significant amount of calls to our Offices, the 311 Answer Center, to the pertinent Departments, etc. For example, grinding the sidewalk to eliminate vertical separations is not only a simpler process but is more aesthetically pleasing than the unattractive dark asphalt patch. The implementation of NEAT will allow PWD to address "everyday items" that are an eyesore to residents, in order to avoid an inordinate amount of time to elapse before results are witnessed by the community.

The ability of the NEAT crews to proactively handle the aforementioned functions expeditiously and immediately report other items requiring follow-up will result in greater efficiencies in the way the County responds to our citizenry's needs.

The concept is to have a two-person crew assigned to geographic zones in order to proactively provide the aforementioned services. They will also report other needs that are beyond their capability to the appropriate PWD Division or pertinent Department for follow-up. While the crews will perform "routine/aesthetic" maintenance functions, they will be utilizing tools that require specialized training such as minimal maintenance of traffic, which would include adherence to proper safety regulations in order to conform to OSHA mandated standards. Consequently, this work must be accomplished by County personnel that meet the aforementioned qualifications, including possession of a CDL/Class B license. Each crew will be comprised of two (2) NEAT Specialists, equivalent in pay to an Automotive Equipment Operator 2 (AEO2) position. The use of these positions will provide the level of competency required to differentiate between a routine issue and an emergency, as well as identifying jurisdictional boundaries. In addition, the use of this classification will provide the Department the flexibility to use these employees in times of emergencies or other time critical issues that may arise throughout the County. In addition, the use of a two-person crew is recommended for safety issues; if an employee hurts him/herself, the other employee will be able to report the injury or drive the injured employee to the nearest medical facility. These individuals will wear uniforms that are distinguishable so that residents can easily identify our County personnel at work. The concept is to have them dress in cargo pants, khaki shirts, safety boots and straw hats with a visible logo. Safety considerations will also be emphasized. I have directed the Employee Relations Department (ERD) to proceed with recruitment so that this program can commence close to the start of the new fiscal year. In addition, the Communications Department will develop a media campaign to promote the program.

PWD is working closely with General Services Administration Fleet Management and the Department of Procurement Management (DPM) to expedite ordering the required vehicles and equipment. PWD will equip the new NEAT crew vehicles, along with its existing fleet, with the implementation of the Automatic Vehicle Locator (AVL) System. AVL allows the Department to track vehicles at all times, thus optimizing efficiencies. It is anticipated that the vehicles will be available by mid-October 2006.

Each crew will be equipped, at a minimum, with the following:

- One (1) Ton Stackebody Cabover Truck (pick-up)
- Covered Utility Trailer
- Fully Equipped Tool Box
- Generator
- Gas Operated Jack Hammer
- Truck Mounted Hoist/Comalong (Pulley)
- Street Sweeping Tools
- Tree Trimming Equipment
- Assorted Supplies (i.e. – liquid asphalt, concrete texture paint and drain covers)

Originally, it was recommended that eight (8) crews be implemented. However, PWD conducted further analysis of complaints received and serviced, as well as developed square mileage within Unincorporated Municipal Service Area (UMSA), to generate an equitable and systematic approach to dividing the NEAT crews into the strategic areas. In determining the amount of crews required, PWD estimated the amount of time it would take to perform the aforementioned functions and the number of complaints historically received, keeping in mind that these crews will be taking ownership of their areas of responsibility and will be proactively providing services. Effectively managing each geographic zone was also taken into consideration when determining the amount of crews that will be needed. As such, it was determined that the County should be divided into ten (10) geographic areas as follows (please see attached map):

- Area #1 – County Line (North) to NW 138 Street (28 Developed Square Miles)
- Area #2 – NW 138 Street to NW 36 Street (24 Developed Square Miles)
- Area #3 – NW 36 Street to Coral Way (SW 24 Street) (27 Developed Square Miles)
- Area #4 – Coral Way (SW 24 Street) to Sunset Drive (SW 72 Street) (30 Developed Square Miles)
- Area #5 – Sunset Drive (SW 72 Street) to SW 120 Street (32 Developed Square Miles)
- Area #6 – SW 120 Street to SW 168 Street (24 Developed Square Miles)
- Area #7 – SW 168 Street to SW 216 Street (27 Developed Square Miles)
- Area #8 – SW 216 Street to SW 264 Street (36 Developed Square Miles)
- Area #9 – SW 264 Street to SW 312 Street (36 Developed Square Miles)
- Area #10 – SW 312 Street to County Line (South) (31 Developed Square Miles)

As the program progresses, PWD will make the necessary adjustments to area boundaries to assure that there is parity in the delivery of service. In addition, it is estimated that crews will perform a cycle of their respective area every eight (8) days; this rotation will also be evaluated as the program advances and modified accordingly to assure efficiencies. Furthermore, two (2) supervisors (5 teams each), currently on staff, will be assigned to inspect crew zones and evaluate productivity and work quality.

Crews will be deployed from two (2) facilities, one (1) in the north (NW 58 Street) and one (1) in the south (SW 80 Street), to minimize travel time. One (1) additional crew will be funded by the Community Image Advisory Board (CIAB) and will be dedicated to "gateway" corridors identified by the CIAB. The four (4) major corridors are US-1, SR-112, NW/SW 27 Ave and SR-836; there are several other corridors that the CIAB is incorporating into their maintenance program that this crew will also service. This crew will provide services related more to aesthetic functions and report other issues to the appropriate agency or Department, given that the "gateway" corridors are under the jurisdiction of the Florida Department of Transportation (FDOT).

c: Don Allen, Director, ERD
Jennifer Glazer-Moon, Director, OSBM
Paula Musto, Director, Communications
Wendi Norris, Director, GSA
Miriam Singer, Director, DPM
Charles Parkinson, Budget Coordinator, OSBM

Attachment

Miami-Dade County - Public Works Department
NEAT Areas

MIAMI-DADE COUNTY

N
W E
S

AREA 1 (28 Developed Square Miles)

NW 138TH ST/W 84TH ST

AREA 2 (24 Developed Square Miles)

NW 36TH/41ST ST

AREA 3 (27 Developed Square Miles)

SW 24TH ST

AREA 4 (30 Developed Square Miles)

SW 72ND ST

AREA 5 (32 Developed Square Miles)

SW 120TH ST

AREA 6 (24 Developed Square Miles)

SW 168TH ST

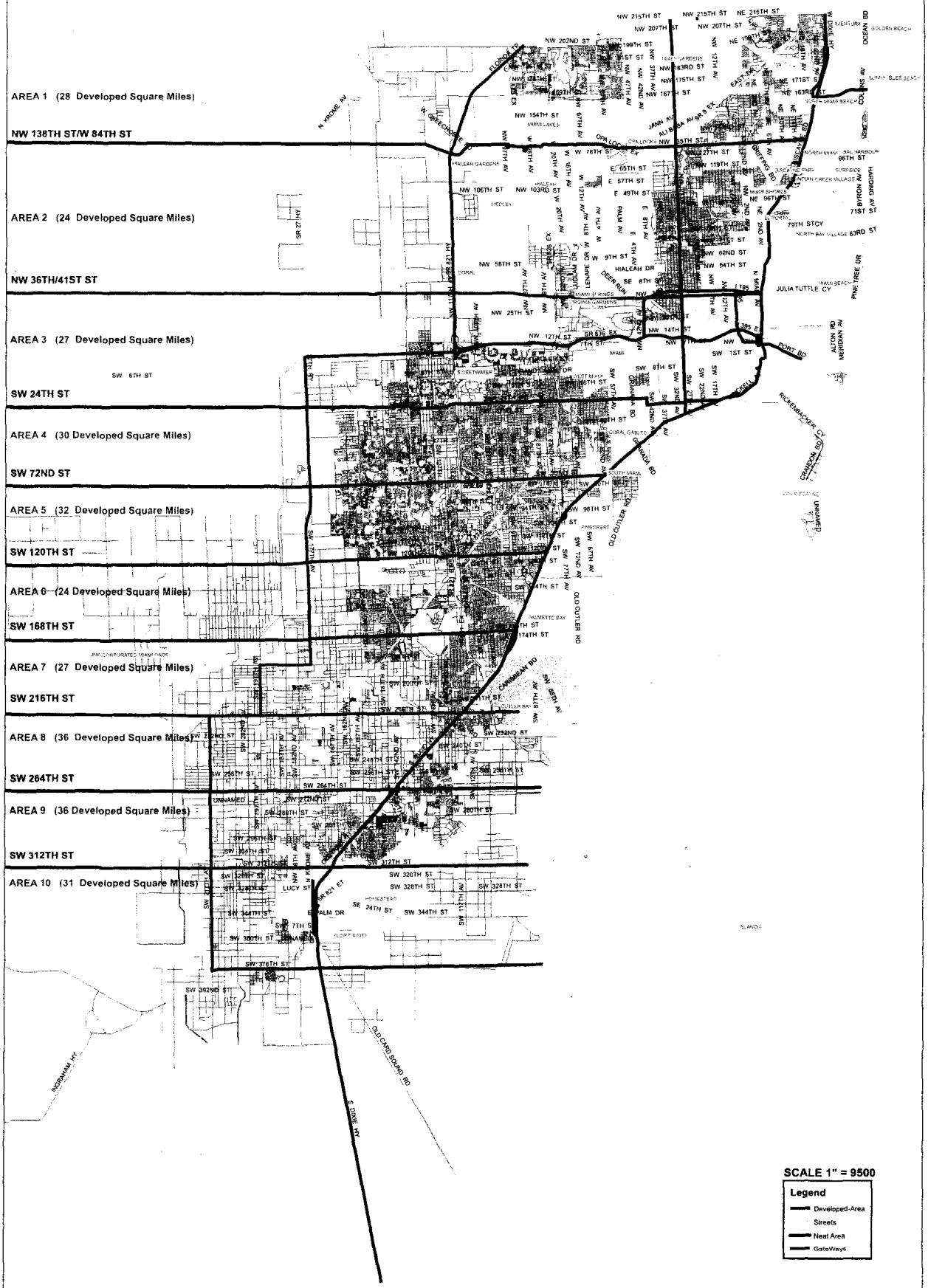
AREA 7 (27 Developed Square Miles)

SW 216TH ST

AREA 8 (36 Developed Square Miles)

SW 264TH ST

AREA 9 (36 Developed Square Miles)

SW 312TH ST

AREA 10 (31 Developed Square Miles)