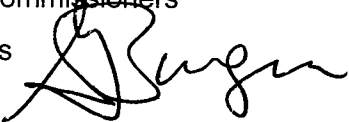


Memorandum



DATE: July 17, 2006

TO: Honorable Carlos Alvarez, Mayor
Honorable Chairman Joe A. Martinez and Members,
Board of County Commissioners

FROM: George M. Burgess
County Manager 

SUBJECT: Year Three Accomplishments

Last month marked my third anniversary as Miami-Dade County Manager. As I advised you several weeks ago, I want to continue to serve all of you and our community as your Manager. I look forward to working together in addressing the issues and challenges that lay ahead of us.

My staff has prepared the attached report highlighting some of our more significant accomplishments and achievements over the past year. I am very proud and pleased with the work performed by my team of professional administrators dedicated to your vision of *Delivering Excellence Every Day*.

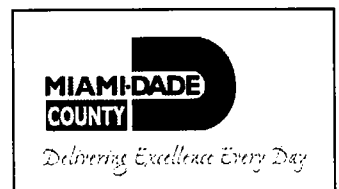
I thank you for your continued support. Together we have accomplished much over the past three years.

C: Honorable Bennett Brummer, Public Defender
Honorable Joseph P. Farina, Chief Judge, Eleventh Judicial Circuit
Honorable Katherine Fernandez-Rundle, State Attorney
Marvin O'Quinn, President, Public Health Trust
Honorable Harvey Ruvlin, Clerk, Circuit and County Courts
Murray A. Greenberg, County Attorney
Assistant County Managers
Department Directors
Assistants to the County Manager
Christopher Mazzella, Inspector General
Robert Meyers, Executive Director, Commission on Ethics and Public Trust
Charles Anderson, Commission Auditor

Year Three Report

June 2005-2006

George M. Burgess
County Manager





Delivering Excellence Every Day

Our Mission

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

Our Guiding Principles

In Miami-Dade County government we are committed to being:

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

Three years ago I had the opportunity to assume the position of County Manager in the most exciting metropolitan area in the Country. I accepted this challenge with passion, energy and enthusiasm, and looked forward to tackling with vigor the mandates given to me by the Mayor and Board of County Commissioners. Each year I have provided you with a report on the progress we have made together. The following includes our accomplishments to date, as well as my priorities for the coming year.

In 2003, there were a number of significant issues to address, including strengthening the financial stability of the County and the professional administration of our government. It was imperative that the County immediately focus on the basics of providing responsible government, where integrity and honesty are paramount--and County employees understand their role as public servants.

As part of this effort, I established goals that encompass these priorities: providing results that matter, results that include providing excellent service to our customers based on their needs and expectations; creating an environment in which businesses can thrive; insuring the financial stability of County government; and establishing an organizational culture capable and flexible enough to meet the rapidly changing needs of our community. It is important for department directors and their staff to understand this approach and my expectations of them. Building a strong management team has been the cornerstone of my administration.

STRENGTHENING THE COUNTY WORKFORCE

The County's greatest asset is its employees. With over 30,000 employees, Miami-Dade has one of the most diverse workforces in the country. I am pleased with the professionals I have had the opportunity to appoint to executive positions in our organization. Since 2003, I have appointed a total of 47 department directors and executives. We have been able to attract both new talent and experienced professional public administrators, a number of which began their careers here. This year I appointed 15 department directors and executives including the first woman to head the Public Works Department.

Expectations for this group of professionals are high. My team must lead with courage, creativity, competence, courtesy, communication and collaboration. In order to achieve this, we must provide the proper tools to develop strong leaders. One of my priorities this year was to address workforce leadership

skills. A number of important endeavors are now underway. We have developed the framework for an executive and middle-management education program. We also began the roll out of the executive development component with a program conducted by Harvard University's John F. Kennedy School of Government. This Performance Leadership course curriculum emphasizes producing results, ratcheting up performance, building organizational capabilities and motivating and leading employees. This course reflects, and is designed to reinforce, our *Results-Oriented Government* approach to management.

Over subsequent years, we will continue our efforts to develop executives, managers, and supervisors in areas directly related to improving the performance of our organization. We propose to train more than 2,000 executives and middle managers beginning in FY 2006-07 and phased over a multi-year period.

RESULTS ORIENTED GOVERNMENT & FINANCIAL STABILITY

Financial Stability

One of the immediate priorities established by the Mayor and Board upon my appointment was to address the County's depleted financial reserves. To ensure that the County's future financial stability was protected, I recommended the establishment of the Emergency Contingency Reserve with criteria and guidelines for the use of the Fund. As a result, the County set aside over \$10 million in FY 2003-04 and will have in excess of \$100 million in the reserve by FY 2008-09, two years earlier than originally planned.

In the FY 2006-07 Proposed Resource Allocation Plan, General Fund reserves are enhanced. For FY 2006-07, the total reserves, as a percentage of the General Fund budget, will be 5.4 percent, well within the best practice goals we have set for ourselves. The Countywide Emergency Contingency Reserve will be more than \$60 million and the UMSA Emergency Contingency Reserve will be \$2 million by the end of FY 2006-07. In the Fire Rescue District budget, the Emergency Contingency Reserve will be \$11.16 million by the end of FY 2006-07. Reserves in our insurance trust funds are also enhanced. The projected year-ending carryover balance for the General Fund at the end of FY 2005-06 is anticipated to be \$109.997 million, the highest in nine years.

“Building a strong management team has been the cornerstone of my administration.”

Results Oriented Government

Strategic management initiatives and results oriented government culture is an extremely important to Miami-Dade and my administration. We are ingraining the results oriented government philosophy into the fabric of our government and have already witnessed significant accomplishments. The Board played an important role in this endeavor in 2004 when it adopted the Strategic Plan and in 2005 codified the Results Oriented Government Ordinance. With this bold move, the Board institutionalized the *Results Oriented Government* as part of our organizational culture.

The County took yet another step this year when it implemented an automated performance management system that provides tracking and reporting of performance results countywide, utilizing the Active Strategy Enterprise (ASE) program. This tool has eliminated the quarterly reports and a substantial amount of paperwork. We also initiated a monthly *strategic meeting day* for directors and executive management. To focus on measuring results and planning for the future, departments now hold regular, formal monthly business review meetings using the ASE system to evaluate the status of performance measures and initiatives, as well as financial results.

Part of our organization's commitment to results oriented government includes communicating our progress to the public. The second annual Scorecard to the community was released this spring as a follow-up to the initial 2004 report. The Scorecard updates our performance in key areas of service delivery and I am pleased to say the results indicated that overall we are moving in the right direction in how we provide services to our residents.

Nine departments including Cultural Affairs, Library, Park and Recreation, Police, Fire, Team Metro, Transit and Water and Sewer completed the *Sterling Challenge* application process. The Governor's Sterling Award recognizes performance excellence by assessing performance in areas such as leadership, strategic planning, human resource focus and measuring results. Participating departments were recognized at the annual Sterling Awards Conference this spring. Feedback reports received from the on-site assessment process will be used to further improve our operations.

Bond Ratings

In the last year, the County continued to issue revenue bonds for the leveraging of funds to commence the construction of several capital and infrastructure projects vital to the County's future.

On September 27, 2005, the County issued the Public Facilities Revenue and Revenue Refunding Bonds, Series 2005A and 2005B for the Public Health Trust. The issuance,

worth \$300 million, was assigned ratings of "A" and "A1" with a "stable outlook" by Standard & Poor's and Moody's Investors Service, respectively. Moody's views Jackson Memorial Hospital's "essential role as a major health care system in Miami-Dade County and statewide to some extent, as an important and ongoing credit strength." Proceeds of these Bonds were used to refund all of the Trust's outstanding debt and provide funds for the cost of certain additions to the Trust's healthcare facilities.

Maintaining the ratings for the \$600 million Aviation Revenue and Revenue Refunding Bonds, Series 2005A, 2005B, and Series 2005C, was no small accomplishment given all the changes that had occurred during the course of the year at the Aviation Department. Both S&P and Moody's gave a negative outlook to these Bonds to highlight the substantial challenges they see ahead at Miami International Airport (MIA), citing high airline costs and forecasted increases in the Department's total requirement for debt service and operating costs which double during the next ten years. The Department will continue to seek ways to reduce its debt service, streamline its operations and operating costs and increase non-aeronautical revenues. All three rating agencies, S&P, Moody's and Fitch Ratings confirmed their ratings of "A", "A1" and "A", respectively, with Fitch revising its outlook from "Negative" to "Stable."

More recently, the County issued the first series of bonds associated with the People's Transportation Plan (PTP). The \$195.245 million Transit System Surtax Revenue Bonds, Series 2006 received solid credit ratings, resulting in lower financing costs. The rating agencies cited that the County's strong economic growth and the Board's support of the PTP Program will maintain the satisfactory condition of the financing program. Given the positive outlook, FITCH Ratings assigned a rating of "A+" with a "stable outlook," Standard & Poor's assigned a rating of "AA-" and Moody's Investors Services assigned a rating of "A1." These Bonds will provide initial funding for transit projects, including bus and rail facility improvements, fare collection system replacement, mover vehicle replacement and rail vehicle rehabilitation and rapid transit corridor improvements. Proceeds totaling \$50 million were earmarked for partial funding of public works projects, included in the Plan, such as major highway and road improvements and neighborhood improvements.

The County issued the \$28 million Public Service Tax Revenue Bonds, Series 2006 for various public infrastructure improvements throughout the unincorporated area. In January 2006, FITCH Ratings assigned a rating of "AA-" and a "stable outlook;" similarly, Moody's affirmed its A1 ratings based on "strong debt service coverage from a mostly utility-based tax levied in the unincorporated area of the County, and supported by the County's satisfactory financial performance and sizable and diverse economy."

STREAMLINING COUNTY GOVERNMENT

Procurement

The streamlining of procurement for goods and services has been one of my top priorities. In 2003, I implemented several initiatives that increased competition and improved the integrity of our processes. We have seen a significant decrease in non-competitive contract solicitations with the percentage of non-competitive contracts dropping from 31 percent to 18 percent.

An ordinance delegating to me the authority to advertise contracts over \$1 million has eliminated in 2005 an average of 74 days in the procurement process. In the past year alone, the average cycle time for RFPs valued under \$1 million has been decreased by 24 days.

Even with these advances, there is always room to simplify the process and make it easier for vendors to do business with the County. The Procurement Process Improvement Initiative I implemented in 2006 is well underway. The recommended legislative and administrative changes will reduce an average procurement by 30 percent or more. The recent approval of my modifications to the selection committee process will bring more expertise and integrity to the selection of vendors who receive County contracts. These are substantial improvements of which I am proud.

Enterprise Resource Planning

The Enterprise Resource Planning (ERP) system to provide improved financial reporting, procurement processing, and human resources functions was implemented at the Aviation and Water and Sewer Departments, including automated time collection, eliminating the need for paper-based Payroll Attendance Records for over 4,500 employees in these two departments. The application will provide for future improvement countywide as subsequent phases are evaluated and implemented over a three to five year period. We also began the implementation of automated recruitment applications. When fully implemented, the system will provide a customer-friendly interface to potential applicants, as well as enhanced functionality to user departments to assist with the screening and tracking recruitment efforts.

IMPROVING CUSTOMER SERVICE

The County has made great strides in improving customer service through the implementation of our web portal, miamidade.gov, and the establishment of 311. The portal is our self-service channel for those who prefer to interact with County government online. During the past year, the web portal received more than 12 million visitors with an average visitor growth rate of 22 percent over the previous year. Having realized that many of these users are interested in the

core functions of government—Board and Committee meetings, agendas, minutes, voting records, for example—a new content channel *Government* was added to the existing *Resident*, *Visitor*, *Business* and *Employee* channels. Additionally, Miami-Dade County made a major leap forward in e-Government by launching live webcasts of Board meetings beginning January 2006.

Another customer service enhancement that I am extremely proud of was the implementation of e-checking for real property taxes. The Tax Collector's Division processed over 41,000 e-check transactions with a value of approximately \$190 million in property tax revenues.

311

Officially launched in September 2005, 311 has played a key role in facilitating how residents connect with their government. Since its soft launch in November 2004, though, 311 has received more than 1.4 million calls, with an average wait time of only 40 seconds before being connected to a live operator. In March 2006, service was expanded to seven days a week. An employee *Eyes and Ears* pilot program was also launched in March 2006 allowing employees to proactively report quality of life concerns in their neighborhoods, such as graffiti, damaged signage and potholes. This pilot program sets the stage for a full scale implementation involving all County employees.

311 proved invaluable during the 2005 hurricane season. During the activations for Hurricanes Rita, Katrina and Wilma, the 311 Answer Center handled more than 250,000 calls immediately before, during and after the storms. To respond to the urgent situation regarding power and the ability to pump fuel at gas stations, the County quickly implemented an online system for capturing information on the availability of fuel locally and informed residents via 311.

311 began taking calls for Solid Waste Management (SWM) in March and is averaging more than 10,000 calls per month. Hold times for SWM calls have been reduced, improving service to the public. At the same time, the very first 'multi-departmental' service request was initiated to address illegal dumping across the County. Solid Waste, Team Metro, Miami-Dade Police Department, Department of Environmental Resource Management and Public Works collaborated to create new business processes that improve the tracking and delivery of this important issue.

311 outbound calling has proven to be a successful strategy in improving the rate of successful appointments for the Section 8 housing waiting list. By placing 'reminder' calls to applicants from 311, the eligibility screening process now results in a

significantly higher rate of attendance with assurance that applicants arrive to their appointment with the correct documentation.

ServiceStat, an online mapping and reporting tool that enables departmental staff to access up-to-the-minute data on the nature of problems, location, time of day, and length of response time has been deployed for several departments including Animal Services, Team Metro, Public Works and the Housing Finance Authority. Performance reports along with this tool enable Department Directors and other County leaders to analyze service data over a time period such that trends and opportunities for service improvement can be identified.

The portal and 311, serving as the County's self-service and full-service information channels, form the basis for re-engineering the manner in which government interacts with its citizens. Additional efforts this past year have focused on broadening the vision for re-engineering service delivery in significant ways. These include partnering with municipalities and other government agencies to provide seamless service across jurisdictional boundaries and moving away from departmentally driven information channels to service driven information channels. Go.miamidade.gov represents the first of these initiatives. In addition, Build.miamidade.gov is slated to be deployed in the fall of 2006. The newly established Government Information Center will bring together 311 and the portal in order to simplify service regardless of the manner in which the public chooses to access their government.

MAKING OUR COMMUNITY SAFER

Public Safety

Over the past three years, we have strengthened the collaboration among Miami-Dade's first responders. Our accomplishments in the area of Homeland Security have proven that close working relationships and regular communication is the key to success. Under the leadership of my office, this group has helped to secure over \$155 million dollars in homeland security grant funding, launched a homeland security webpage and published the first ever homeland security briefing book, tied into the County's Domestic Preparedness Strategy.

Moving forward, I am happy to say that we continue to strengthen the collaboration and coordination among first responders. This collaboration has extended beyond the area of Homeland Security. In fact, just recently I approved a new Office of Emergency Management table of organization that fully incorporates all public safety/first responder components. The public safety departments are working in a unified manner on issues such as interoperability and other legislative priorities, as well as in our response efforts during hurricanes.

This past year, the Miami-Dade Corrections and Rehabilitation Department (MDCR) faced many serious challenges. I called upon the Police and Fire Departments to conduct a comprehensive management and organization review of MDCR. Together, all three departments completed a final management report which now serves as a road map for both the short-term and long-term planning purposes of MDCR.

The MDCR review, and the monthly budget meetings held with my office and the Office of Strategic Business Management, led us to make needed changes to MDCR this past year. I am pleased that MDCR has already taken the initiative to implement quick fixes which will provide for greater accountability in the area of linen control and uniforms. In addition, MDCR has reinstated critical staffing posts for increased security, and restored critical mandatory in-service classroom training, supervisory training and lateral officer training. MDCR is also continuing its efforts to accelerate hiring and reduce overtime. Additionally, both the Miami-Dade Police Department and MDCR continue to make strides in identifying areas in which to share resources. The two departments will continue to work together and will be forwarding recommendations to me regarding shared back office functions such as internal affairs, recruitment and hiring. Clearly, this is an excellent example of in-house teamwork, cooperation and collaboration.

Animal Services

Much has been accomplished with regards to Animal Services these past three years. In 2003, Animal Services faced many operational and service delivery issues. My office initiated a thorough review of all facets of the organization. Under my direction, the Humane Society of the United States was brought in to analyze this unit and provide recommendations. I also engaged the Inspector General and the Performance Improvement Unit as part of a comprehensive review. As a result of the work of these groups and my staff, and with the Board's support, the Animal Services Department was created as a stand-alone entity and a professional veterinarian was hired as the director.

Today, I am pleased to say that the outcome of this organizational overhaul has resulted in visible improvements delivery of customer service, implementation of best-practices animal care protocols, reduced euthanasia and increased adoptions, improved licensing a rabies notification and enforcement, and an educational outreach marketing efforts. The department has also implemented innumerable initiatives and needed Standard Operating Procedures. The delivery of excellence in every aspect of our organization is something I take very seriously and I believe that Animal Services is one of the best examples of how this has been accomplished. Although, much still remains to accomplish, including the building of a new animal shelter. We have commenced the

