



Independent Review Panel Business Plan

Fiscal Years: 2007 through 2008
(10/1/06 through 9/30/08)

Plan Date: December 5, 2006

Approved by:

A handwritten signature in cursive script that reads "Eduardo I. Diaz".

Eduardo I. Diaz, Ph.D., Executive Director

A handwritten signature in cursive script that reads "Susanne M. Torriente".

Susanne M. Torriente, Chief of Staff
Assistant County Manager

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Attachment 1

DEPARTMENTAL PROFILE

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BUSINESS PLAN REPORT

Departmental Business Plan and Outlook

Department Name:

Fiscal Years: 2006/2007 – 2007/2008

DEPARTMENT PURPOSE/MISSION

Address our community's need for public accountability through public hearings and civilian oversight of law enforcement.

STRATEGIC ALIGNMENT

The Department's efforts align with the following Miami-Dade County Strategic Plan Goal:

- PS 3 Improve the quality of service delivery through commitment to ongoing employee training
- PS 4 Strengthen the bond between the public safety departments and the community

Department-related Strategic Plan Outcomes and departmental objectives:

- Operate a credible public complaint review mechanism.
 - 12 Public panel hearings
 - Published Reports
- Strengthen constructive relations between the County and the public, particularly between law enforcement and the community.
 - Provide 18 half-day workshops
- Increase community awareness of IRP.
 - 50 community presentations
 - Media advisory for each Panel meeting (12)
 - Visitors to IRP website

KEY PROGRAMS AND INITIATIVES

The department's key programs and initiatives are highlighted below and organized by balanced scorecard perspective.

Customer Perspective

- Strengthen constructive relations between the County and the public, particularly between law enforcement and the community.
- Provide 18 half-day workshops
- Increase community awareness of IRP.

Departmental Business Plan and Outlook

Department Name:

Fiscal Years: 2006/2007 – 2007/2008

Financial Perspective

- Meet Budget Targets

Internal Perspective

N / A

Learning and Growth Perspective

- Conflict Resolution Training

PERFORMANCE MEASURES AND TARGETS

For ease of reference, specific information regarding departmental objectives and performance measures including the targets for FY 2006-07 and FY 2007-08 can be found in Attachment 2 – Business Plan Report.

- Target: Complainants and involved departments.
- Public Safety Departments (MDPD & MDCD) sending employees to IRP conflict resolution training workshops and civil rights groups (NAACP) making frequent use of the IRP review process speaks to the integrity of the agency and earned user respect.

CRITICAL SUCCESS FACTORS

- Maintaining the five staff positions is critical to be diverse and sensitive to our multi-ethnic community. This follows the guiding principle to be customer-focused and supports the County's desire to deliver excellent public services to ethno-cultural communities.
- Training is critical for the delivery of quality conflict resolution services and strengthening the cooperation between the community and law enforcement. The Executive Director has the expertise to provide workshops within the IRP, to other departments and the community.

3 to 5 YEAR OUTLOOK

This program provides an expanded series of dispute resolution training sessions, at no charge, resulting in certified conflict resolution trainers. The training is available to County employees, departments, community individuals, community groups and incarcerated persons. The experiential learning techniques used in the training involve exercises that build skills in communication, cooperation and constructive conflict management.

Departmental Business Plan and Outlook

Department Name:

Fiscal Years: 2006/2007 – 2007/2008

Attachment 1

DEPARTMENTAL PROFILE

Department Description

The Board of County Commissioners (BCC) created the IRP in 1980 to operate autonomously from County government as an independent civilian “watchdog” agency. The intent of the Board was to establish a permanent broad-based Panel to review questionable practices and policies, and employee behavior, through public review of department responses to citizen complaints.

In 1996 the IRP ordinance was amended to give the Panel the authority to consider non-employee retaliation complaints when requested to do so by the County Manager.

The Panel was expanded to nine members in 1997 when the BCC amended the ordinance to provide for the appointment of four members by the Panel members themselves, considering race, ethnicity and gender.

The Panel provides external community fact-finding and dispute resolution by conducting inquiries, holding public hearings and making recommendations for improving County service to the public.

Table of Organization

<u>INDEPENDENT REVIEW PANEL</u>	
•	Reviews complaints dealing with substantial and specific damage to public health, safety, or welfare or information alleging gross mismanagement, malfeasance, or gross negligence of duty
•	Reviews complaints and departmental responses; provides face-to-face mediation and dispute resolution employing constructive conflict resolution strategies; and holds public hearings to address residents' complaints
•	Conducts fact-finding investigations, including independent community inquiry and independent studies of grievances, and conducts a Community Grievance Conference
•	Recommends corrective actions, employee disciplinary actions, and revisions to policies and procedures
•	Forwards recommendations to departments, the County Manager's Office, the Board of County Commissioners, the Mayor's Office, or appropriate municipal parties
•	Reviews retaliation complaints dealing with the Whistle-Blower Protection Ordinance
•	Performs community education and outreach through conflict resolution workshops and conducts informational presentations

DEPARTMENTAL TABLE OF ORGANIZATION

PERSONNEL SUMMARY

GG09902 INDEPENDENT REVIEW PANEL		PRIOR	PROJECTION	BASE
OCCUPATIONAL	OCCUPATIONAL	2005/2006	EOY	2006/2007
CODE	TITLE		2006/2007	
96	SR. EXEC. SECRETARY	1	1	1
3320	COMM AFFAIRS SPEC	2	2	2
8640	EX ASST DIR IND REV	1	1	1
8641	EXEC DIR IRP	1	1	1
TOTAL:		5	5	5

Departmental Business Plan and Outlook

Department Name:

Fiscal Years: 2006/2007 – 2007/2008

FINANCIAL SUMMARY

(Dollars in Thousands)	Actual FY 04-05	Budget FY 05-06	Budget FY 06-07
Revenue Summary			
General Fund Countywide	510	548	588
Total Revenues	510	548	588
Operating Expenditures Summary			
Salary	388	411	433
Fringe Benefits	87	100	114
Other Operating	34	36	40
Capital	1	1	1
Total Operating Expenditures	510	548	588

(Dollars in Thousands)	Total Funding Budget		Total Positions Budget	
Expenditure By Program	FY 05-06	FY 06-07	FY 05-06	FY 06-07
Strategic Area: Public Safety				
Administration	548	588	5	5
Total Operating Expenditures	548	588	5	5

Capital Budget Summary

N / A

Current Business Environment

Although the IRP receives requests for assistance from anyone who has a service problem or complaint, the target population for fact-finding and dispute resolution is users of Miami-Dade County government services.