

Measuring for Results

October 7, 2009

Miami-Dade Park and Recreation Sterling Showcase

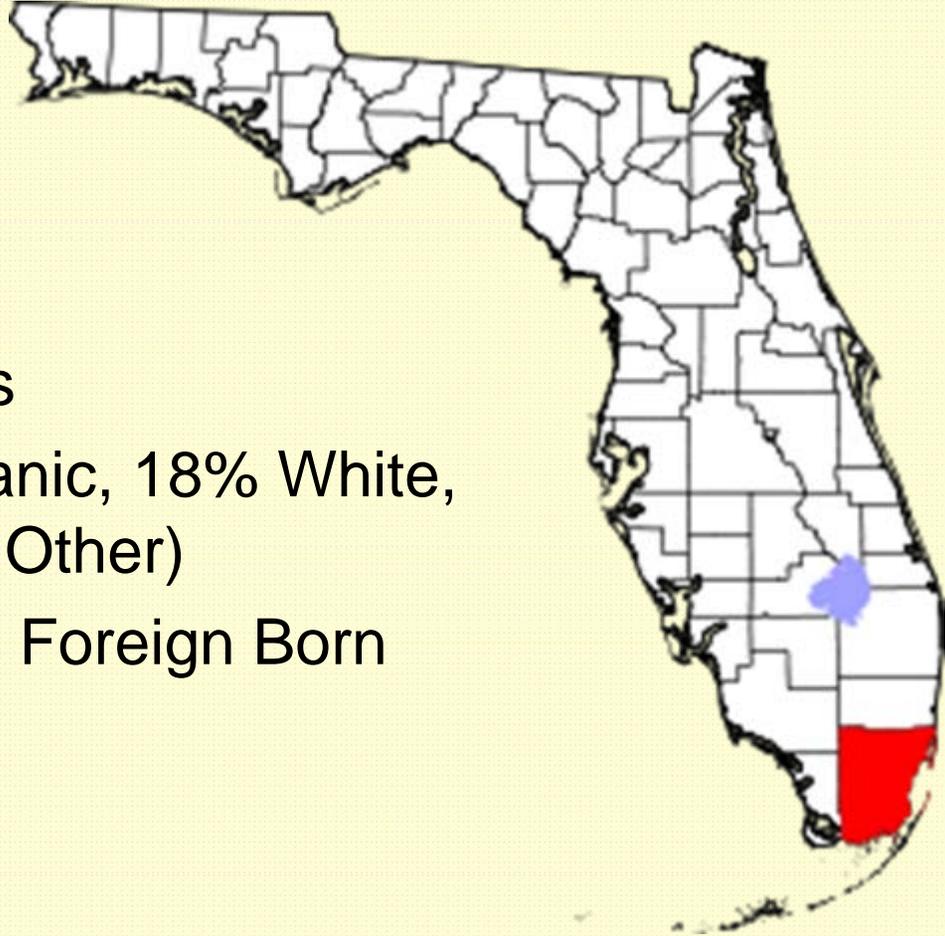
Ray A. Scher

Assistant Director, Office of Strategic Business Management



Managing for a Diverse Community

- 2.4 million residents
- Diverse (61% Hispanic, 18% White, 18% Black and 3% Other)
- Approximately 50% Foreign Born



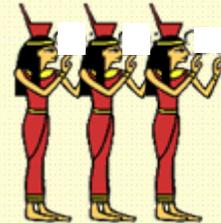
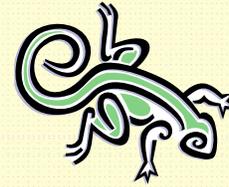
Managing for a Diverse Government

- Strong Mayor / 13 District County Commissioners
- Two-Tier Form of Government
 - 55.5% residents live in cities (including Miami and Miami Beach)
 - 44.5% live in Unincorporated Area
- Budget: FY 2008-2009 \$7.5 Billion
- 60 County Departments / Offices
- Nearly 30,000 Employees



Today's Agenda

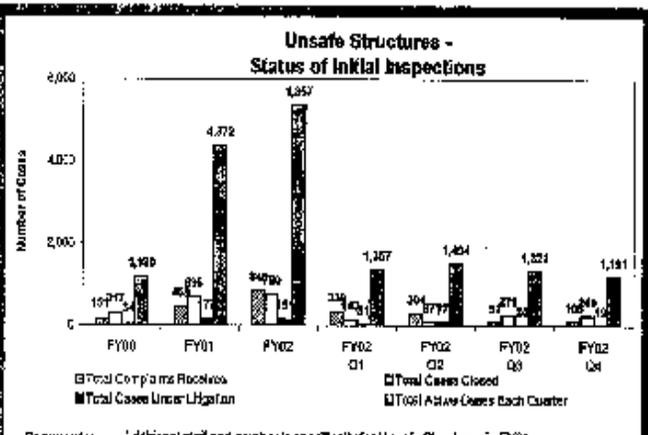
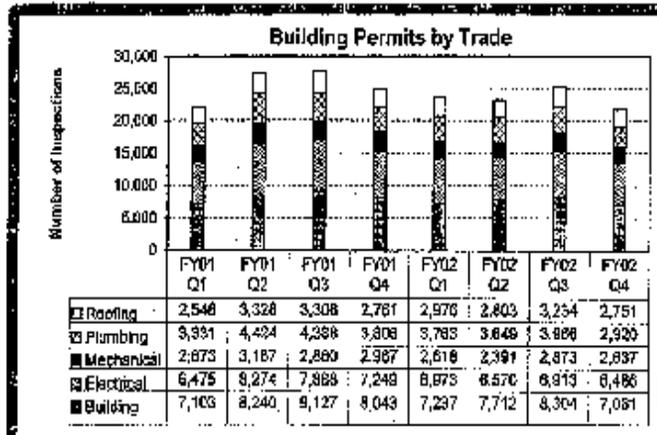
- Early Performance Measurement Efforts
- Setting Up a Strategic Framework
- Scorecard Development
- Delivering Results



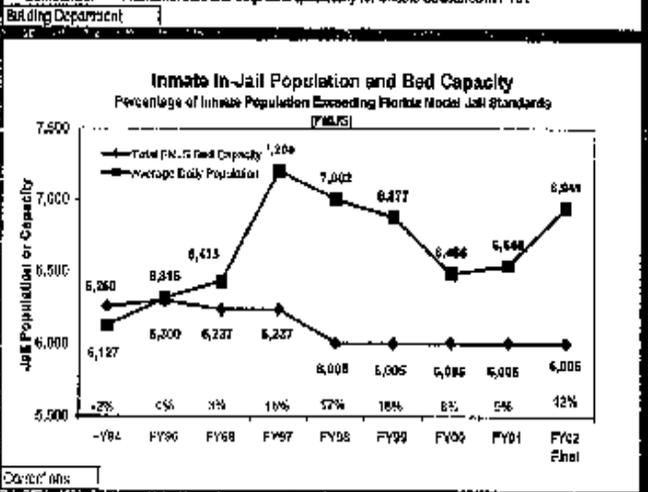
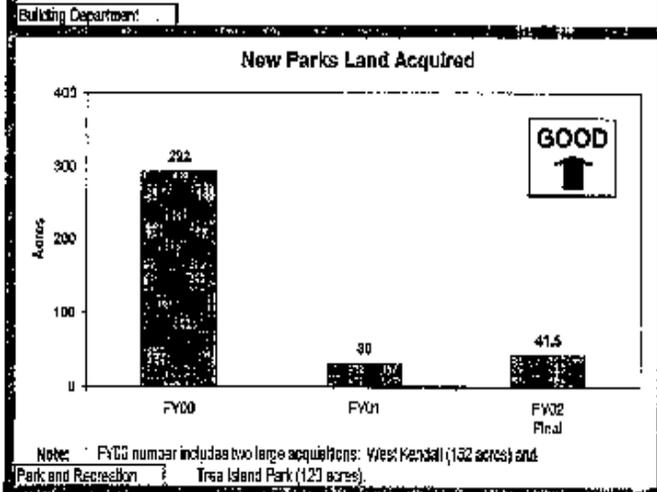
Stone Age of Performance Measurement

Providing Safe, Quality Neighborhoods

Performance Measures



Comments: Additional detail and emphasis specifically for Unsafe Structures in FY02



Early Performance Measurement Efforts

Miami-Dade County Quarterly Performance Reports Summary

Fiscal Year 2001-02								
Quarter 3					Quarter 4			
Total Measures	Identified Targets	% with Targets	w/ Good Indicator	Total Measures	Identified Targets	% with Targets	w/ Good Indicator	
Cust Service (Ext)	22	11	50%	0%	20	14	70%	80%
Cust Service (Int)	10	2	20%	0%	8	5	63%	75%
Safe, Quality Neighb	23	6	26%	0%	22	10	45%	64%
Healthy Economy	11	2	18%	0%	11	3	27%	82%
Improved Quality of Life	22	4	18%	0%	19	8	42%	84%
Improved Transportation	4	2	50%	0%	4	3	75%	75%
Efficient, Effective Govt	38	14	37%	0%	33	16	48%	52%
Totals =	130	41	32%	0%	117	59	50%	69%



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Plotting a Course

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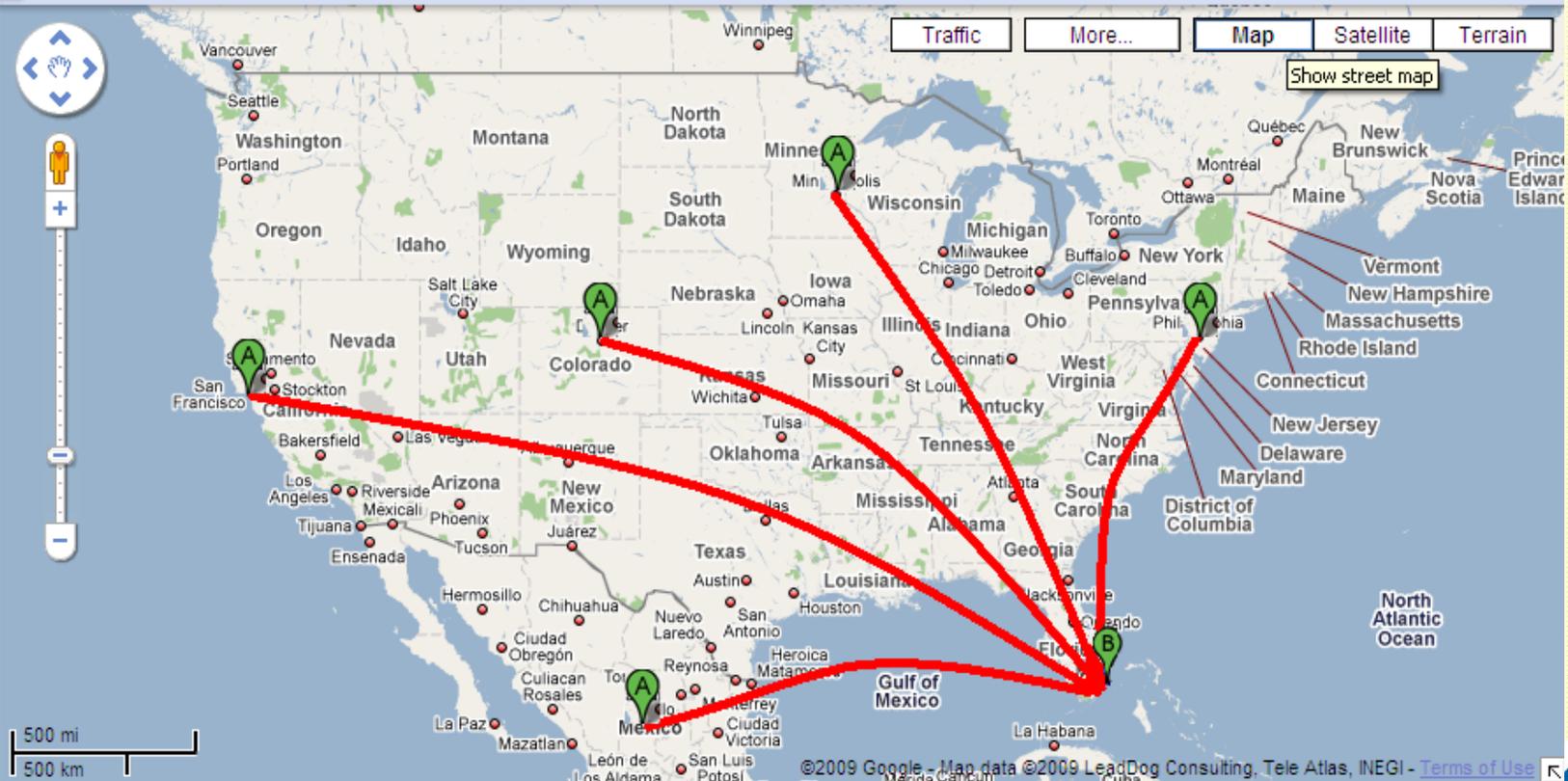
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Traffic More... Map Satellite Terrain

Show street map



Where We Started

Talked with Elected officials

Focus groups with more than 1,000 participants

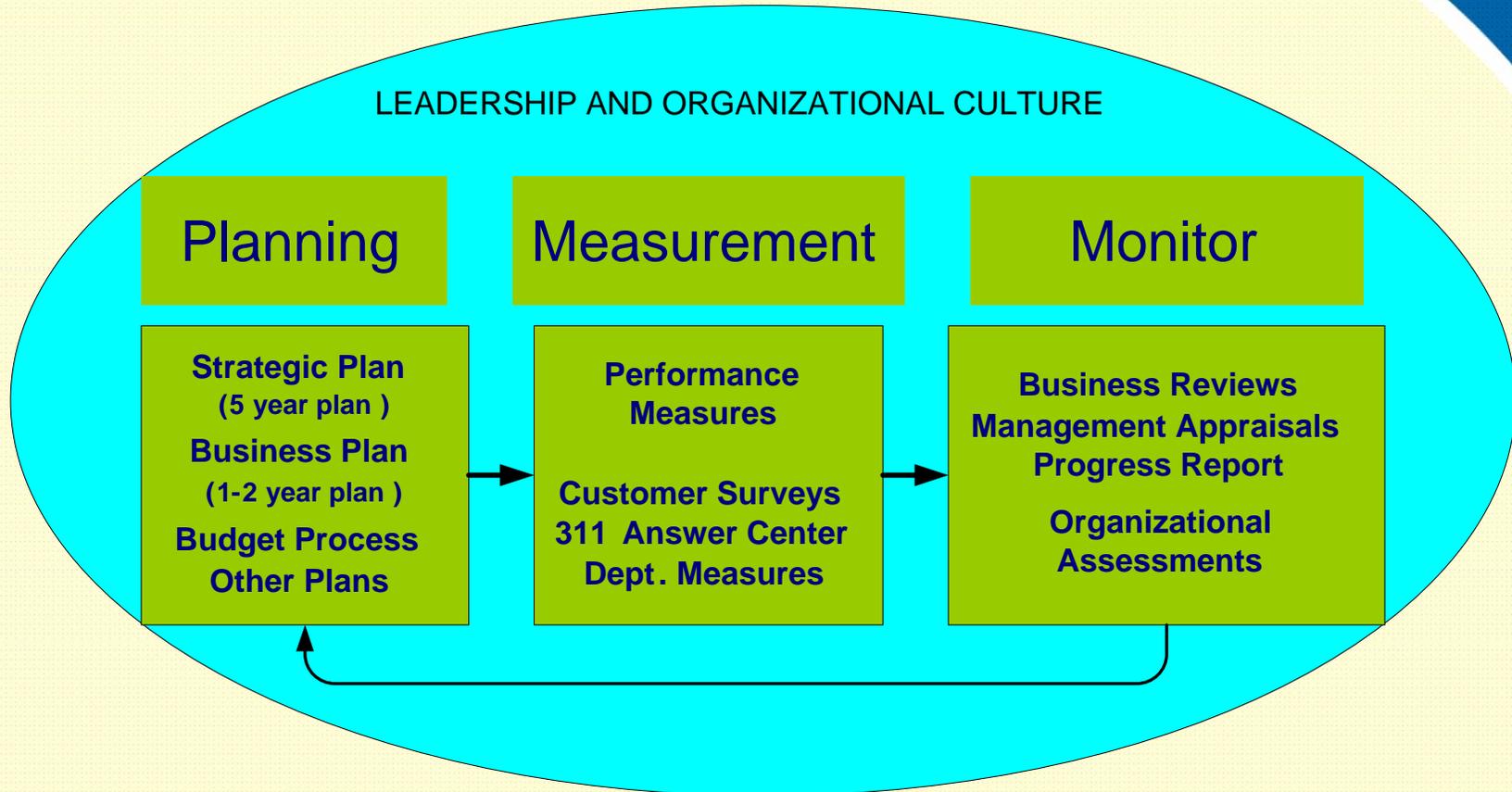
2,000 surveys and interviews



Our Priorities

- Economic Development
- Health and Human Services
- Neighborhood and Unincorporated Area Municipal Services
- Public Safety
- Recreation and Culture
- Transportation
- Enabling Strategies

Results-Oriented Government Framework



TOOL BOX FOR CUSTOMER SERVICE AND INNOVATION
(Performance Management System (ASE), Service Excellence Standards and Training Programs,
Secret Shopper, Gainsharing, Process Reviews and Re-engineering)

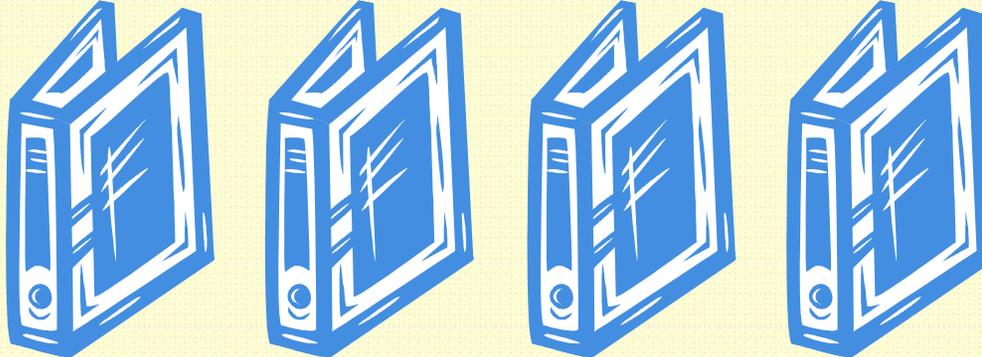
“Results-Oriented” Mechanics

**Elected Official
&
Executive Level**



**Strategic
Plan
(Multi Year)**

**Department
Level**



**Business
Plans
(Single Year)**

Strategic Alignment - Example

Strategic Plan Goal

Maximize the use and efficiency of the existing transportation system on a neighborhood, county and regional basis

Priority Outcome

Minimum wait time for transit passengers (Resides on Transit Scorecard)

Transit's Key Performance Measures

On-time Performance for Bus, Rail, Metromover and Special Transportation

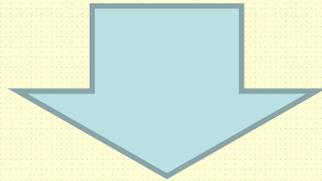
Governing For Results Legislation

Establishes Requirements including...

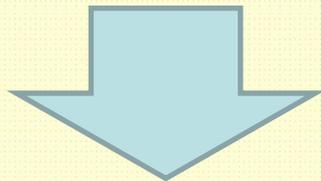
- Strategic Planning
- Business Planning
- Resource Allocation
- Performance Measurement, Monitoring, and Reporting

Delivering Value to our Residents

- Automating Performance Management
- Using Balanced Scorecards



Executing Based on
Performance Information



Results

Automating Performance Management

Benefits that appealed to us –

- Simplified Performance Reporting
- Improved alignment between strategic plan and business plans
- Improved information availability
- Greater Accountability

Using Balanced Scorecards

Benefits that appealed to us –

- Build objectives and measures across multiple perspectives
- Common framework for developing objectives and measures
- Promotes performance measurement as a management tool, not just a reporting mechanism

How We Use Balanced Scorecards

Strategic Plan Level

- Perspectives are Strategic Areas

Departmental Level and Below

- Using Norton/Kaplan model
 - Customer Focused
 - Financial
 - Internal Processes
 - Learning and Growth

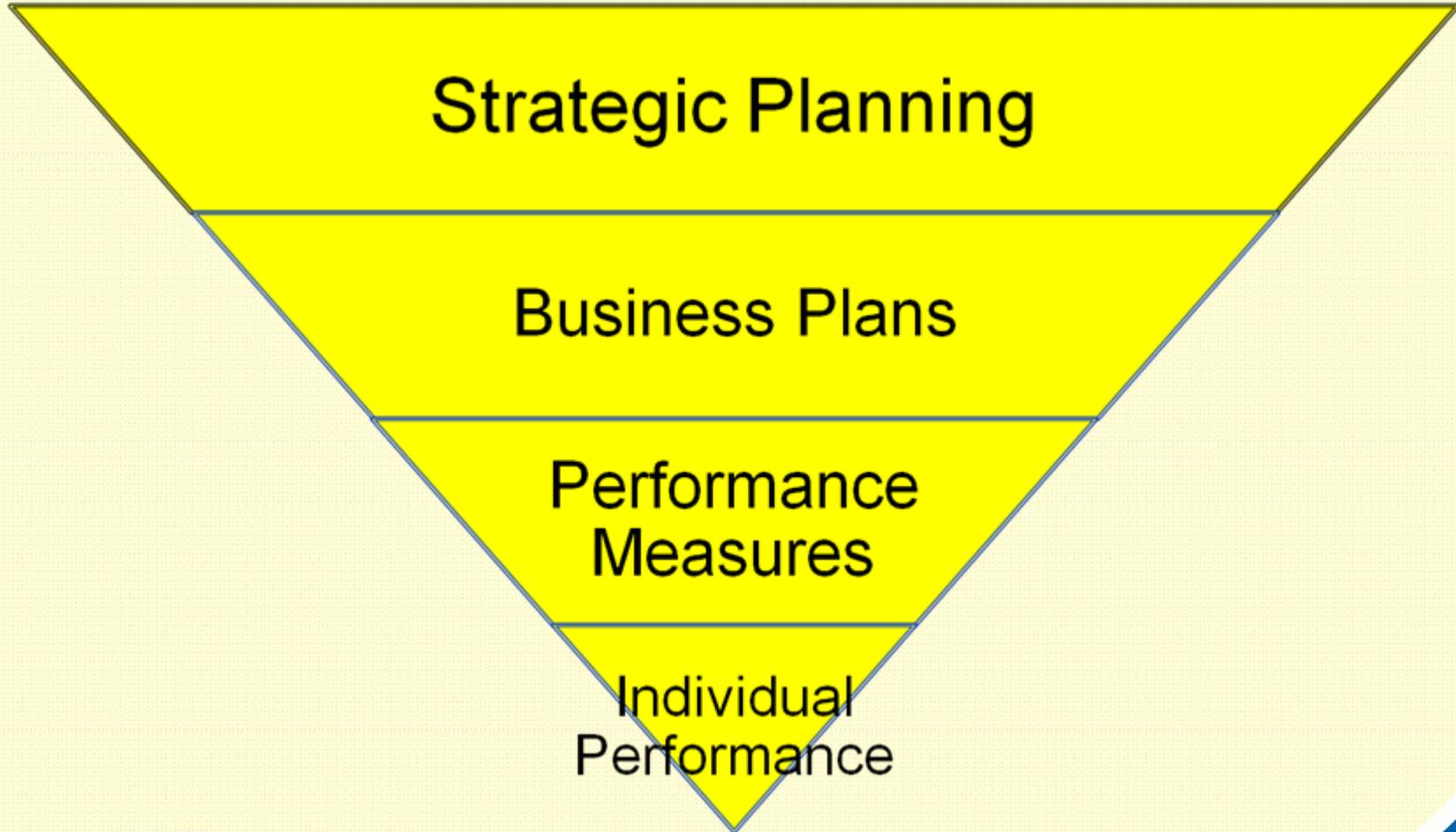
Initial Scorecards

- Data *reporting* (instead of strategy execution)
- Lack of strategic and organizational alignment
- Performance reviews not conducted regularly
- Organizational culture was reactive
- Data not always current and or collected too infrequently

Scorecards After Three Years

- Stronger partnership : Strategic Team – Departments
- Better Measures (Valid and Aligned)
- Training sessions in methodology
- Improved internal communications to develop more rigorous, reliable, and useful data
- Continued departmental engagement
- **Performance emphasized as top priority**

Organizational Alignment



Keeping Folks Engaged

Strategic Management Meetings (Business Reviews)

- Link strategy and execution
- Dedicated meeting days scheduled in advance
- Meetings designed to be “win-win”

Evolution of Strategic Management Meetings

- Initially presentations as opposed to reviews
- Department-specific and strategic area
- Recommended agendas, focus on underperforming areas and action items

Strategic Management Meetings (Business Reviews)

Strategic Discussions of Performance

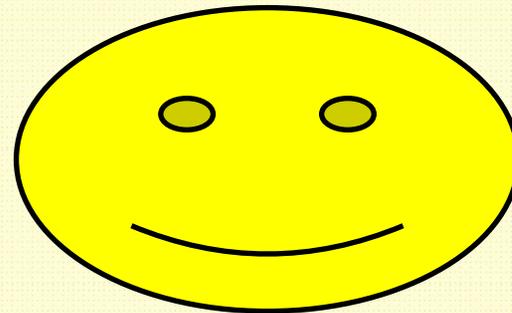
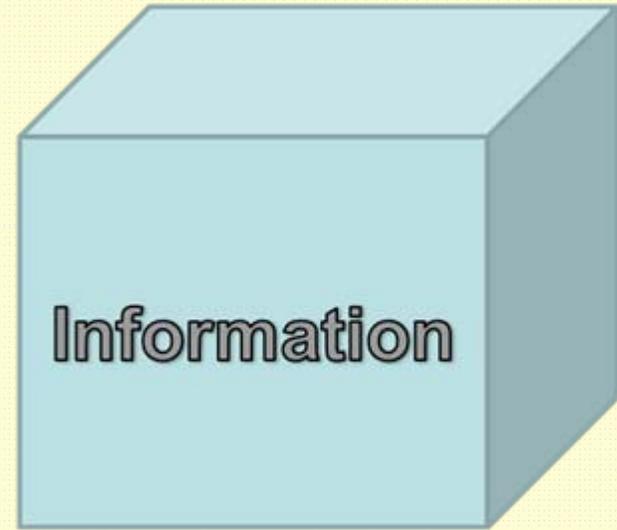
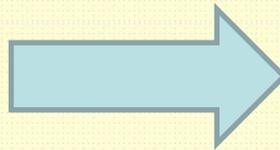
Bimonthly.....Strategic Area Level

Monthly.....Department Level

Miami-Dade's Performance Management Journey



Real Life Examples -



Results:

Sterling Criteria 7

Case Study: Public Transportation

Strategic Plan Goal

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On-time Performance for Bus, Rail, Metromover and Special Transportation

Case Study: Public Transportation

MEASURE DETAILS-On-time Performance/Schedule Adherence - Weekday-Bus (CENTRAL)

[Link](#)
[Edit](#)
[Hierarchy](#)
[Add Child](#)

Details - Base View

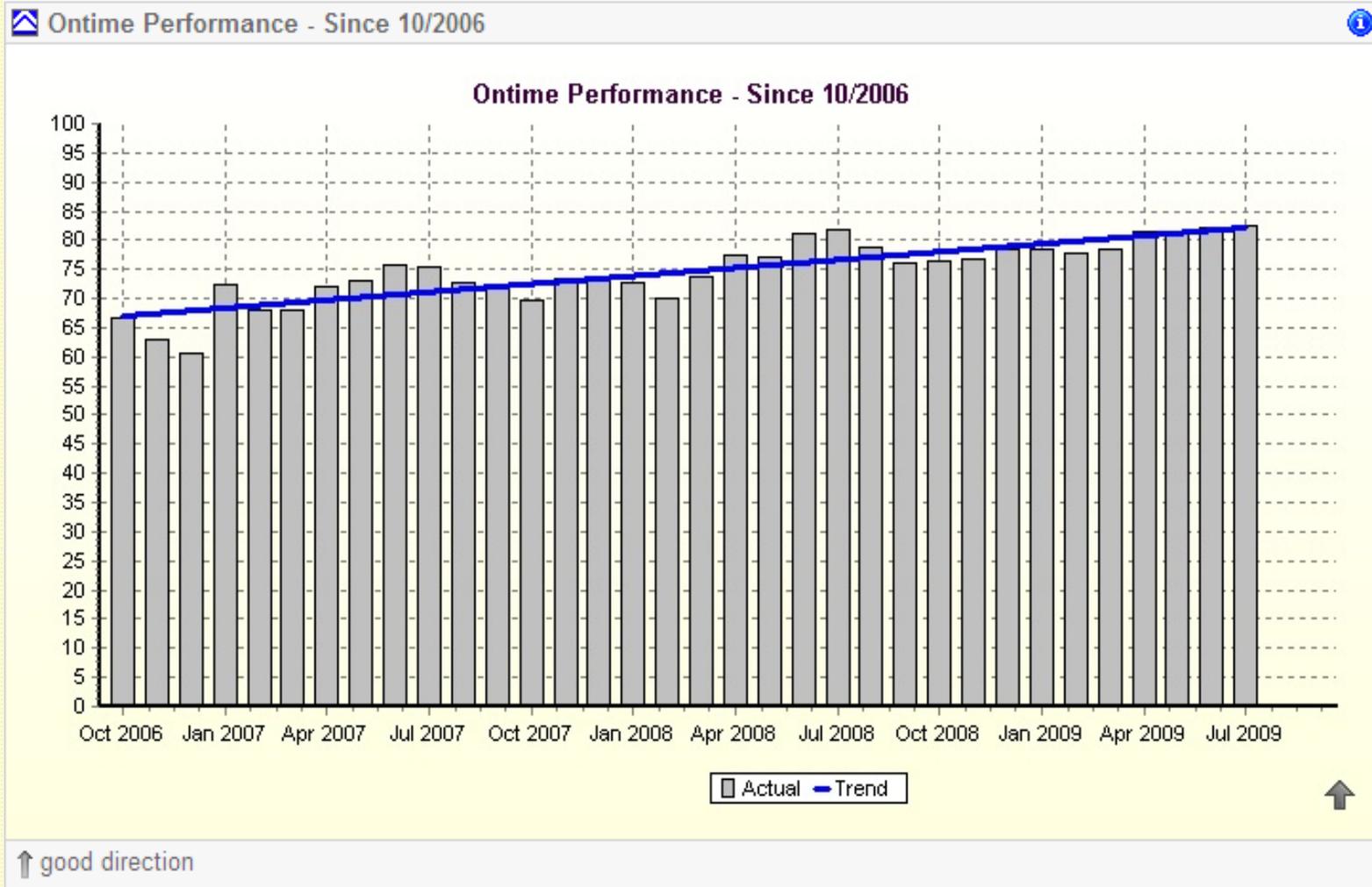
On-time performance information is derived from data taken from MDT's Computer Aided Dispatch / Automatic Vehicle Location system. Data from the Computer Aided Dispatch / Automatic Vehicle Location server is cleaned to remove duplicate records and missed trips due to detours. The outliers are removed using the SAS statistical program. The parameters for on-time performance for the Computer Aided Dispatch / Automatic Vehicle Location system are 2 minutes prior to and within 5 minutes after scheduled arrival time (there is a 7 minute window).

Goal
 Base

	Actual	Target	Variance	Date	Owners
<input checked="" type="checkbox"/> On-time Performance/Schedule Adherence - Weekday-Bus (Overall System)	78.38 %	75.00 %	3.38 %	Mar 2009	Gordon, Derrick Perez, Joel
<input checked="" type="checkbox"/> On-time Performance/Schedule Adherence - Weekday-Bus (CENTRAL)					Perez, Joel
<input checked="" type="checkbox"/> On-time Performance/Schedule Adherence - Weekday-Bus (211 - OVERTOWN CIRCULATOR)	51.79 %	75.00 %	(23.21) %	Mar 2009	Hines, Michelle
<input type="checkbox"/> On-time Performance/Schedule Adherence - Bus (6)	72.96 %	75.00 %	(2.05) %	Mar 2009	
<input checked="" type="checkbox"/> On-time Performance/Schedule Adherence - Bus (12)	79.82 %	75.00 %	4.82 %	Mar 2009	
<input checked="" type="checkbox"/> On-time Performance/Schedule Adherence - Bus (21)	75.14 %	75.00 %	0.14 %	Mar 2009	
<input checked="" type="checkbox"/> On-time Performance/Schedule Adherence - Bus (32)	81.13 %	75.00 %	6.13 %	Mar 2009	
<input checked="" type="checkbox"/> On-time Performance/Schedule Adherence - Bus (36)	83.17 %	75.00 %	8.17 %	Mar 2009	

[On-time Performance/Schedule Adherence - Bus \(6\)](#) 72.96 %

Case Study: Public Transportation



Case Study: Public Transportation

Before

- Single system-wide measure
- Monthly data
- Paper surveys conducted by route supervisors
- Sample too small, limited number of routes and runs
- Unreliable and incomplete data

After

- Precise measure by route
- Daily data
- Computer-aided Dispatch / Automatic Vehicle Locator
- Sample included all routes tracked for on-time performance
- Comprehensive and reliable data

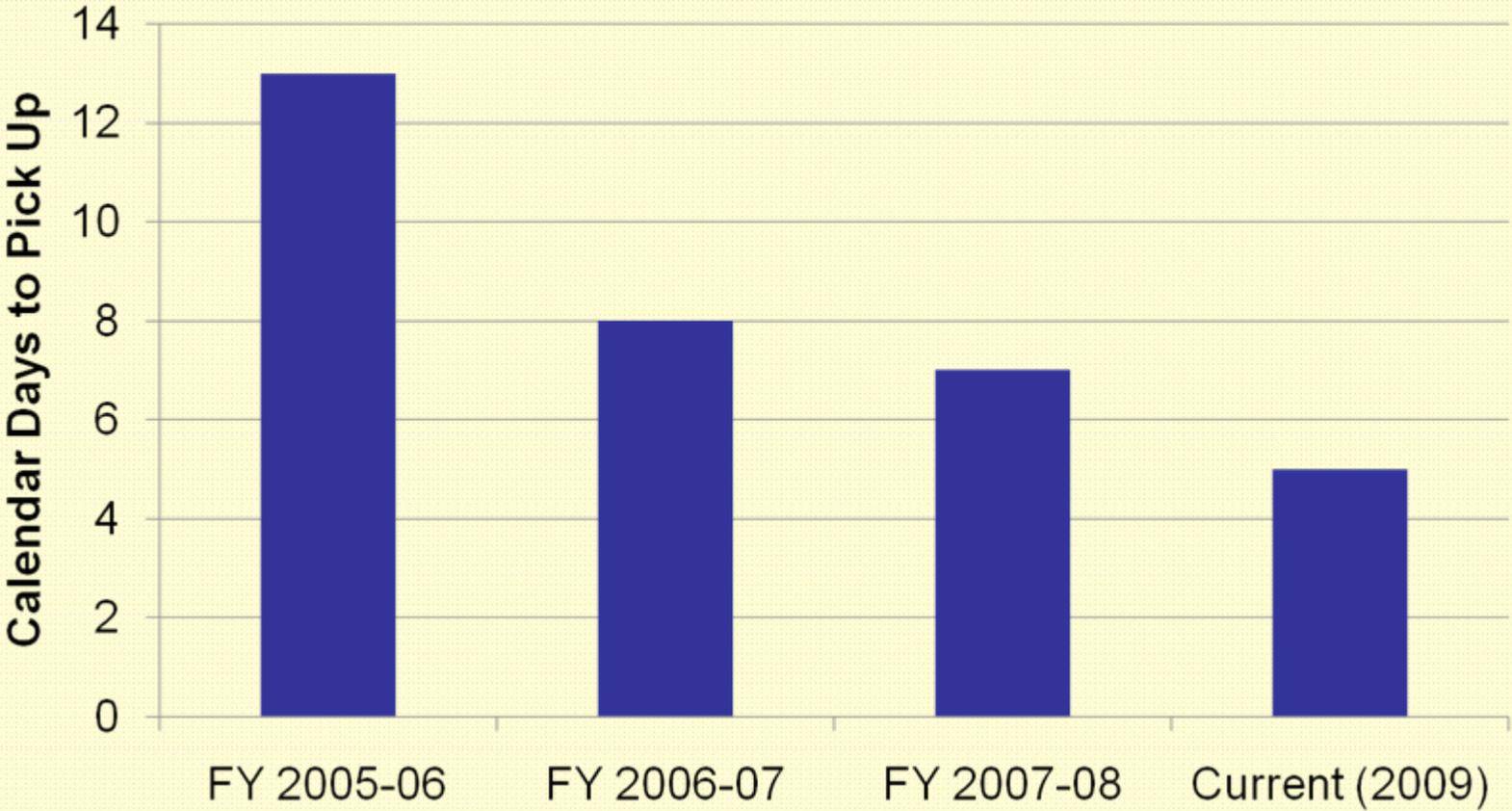
Case Study: Bulky Trash Collection

Five years ago, identified severe problems with bulky-waste pick ups from our 320,000 households

- Complaints increasing
- Response time deteriorating
- Customer satisfaction declining

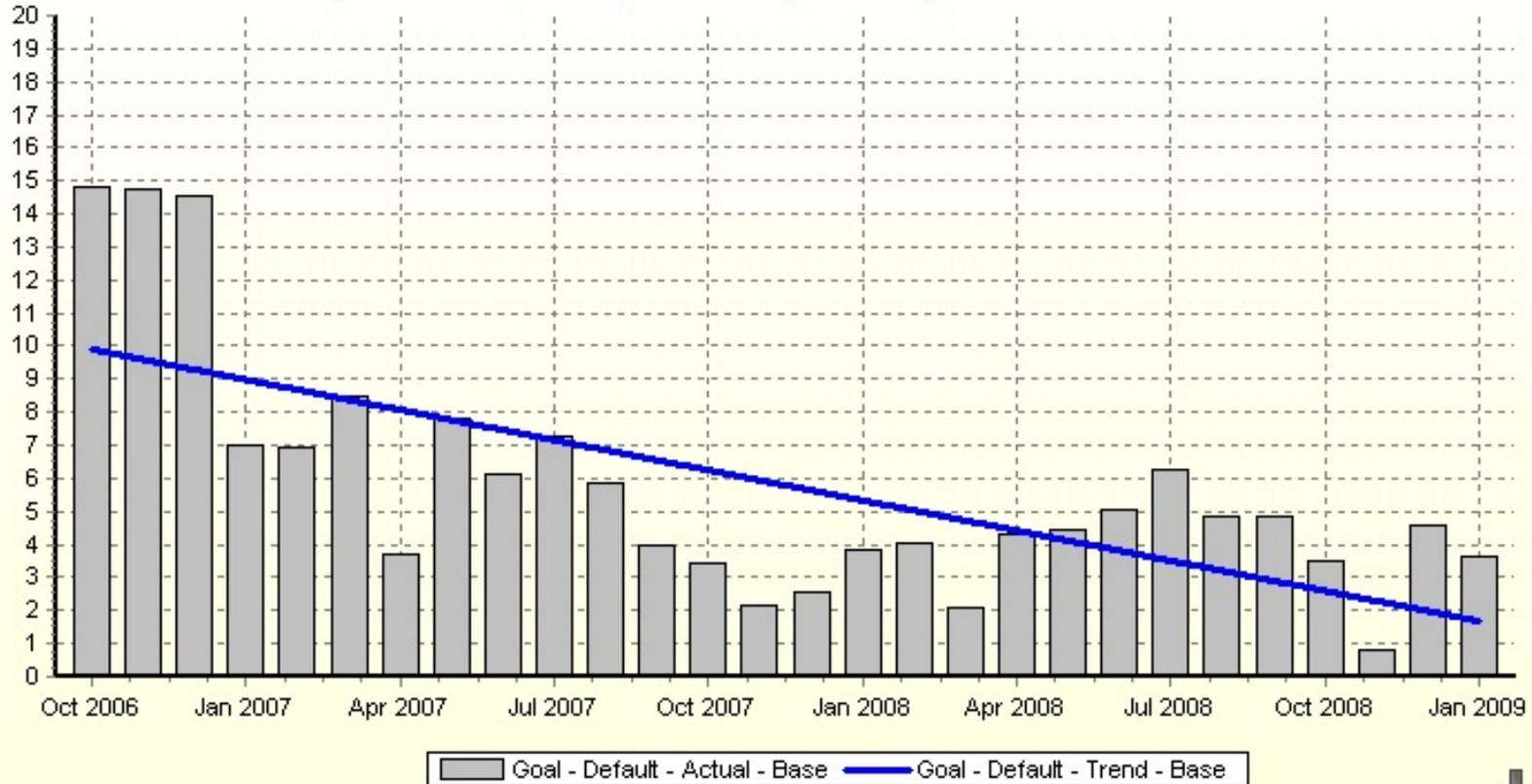
Case Study: Bulky Trash Collection

Average Bulky Waste Response Time From Customer Call-In to Trash Pickup



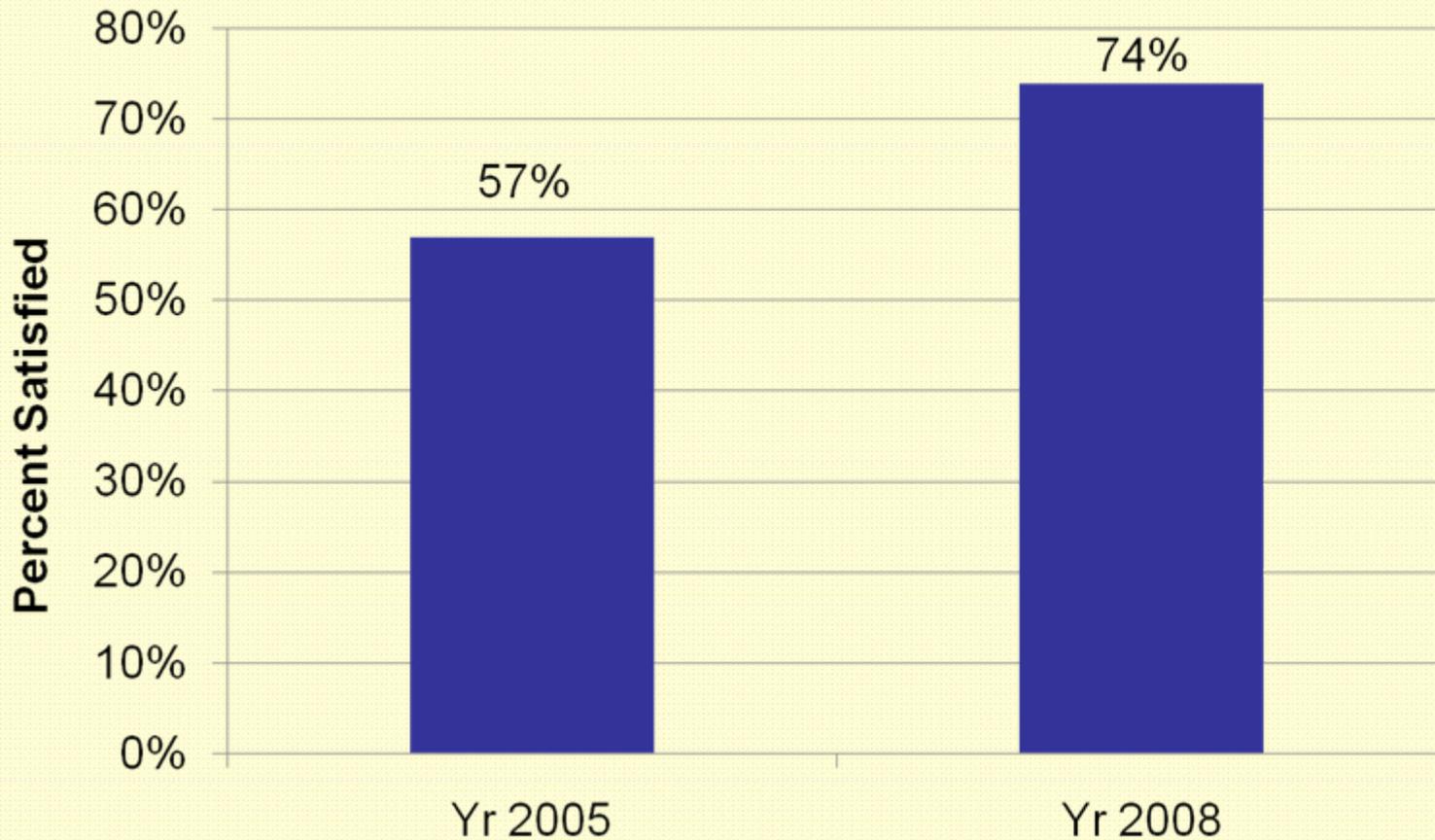
Case Study: Bulky Trash Collection

Bulky Waste complaints per 1000 Regular Bulky Waste orders created



Case Study: Bulky Trash Collection

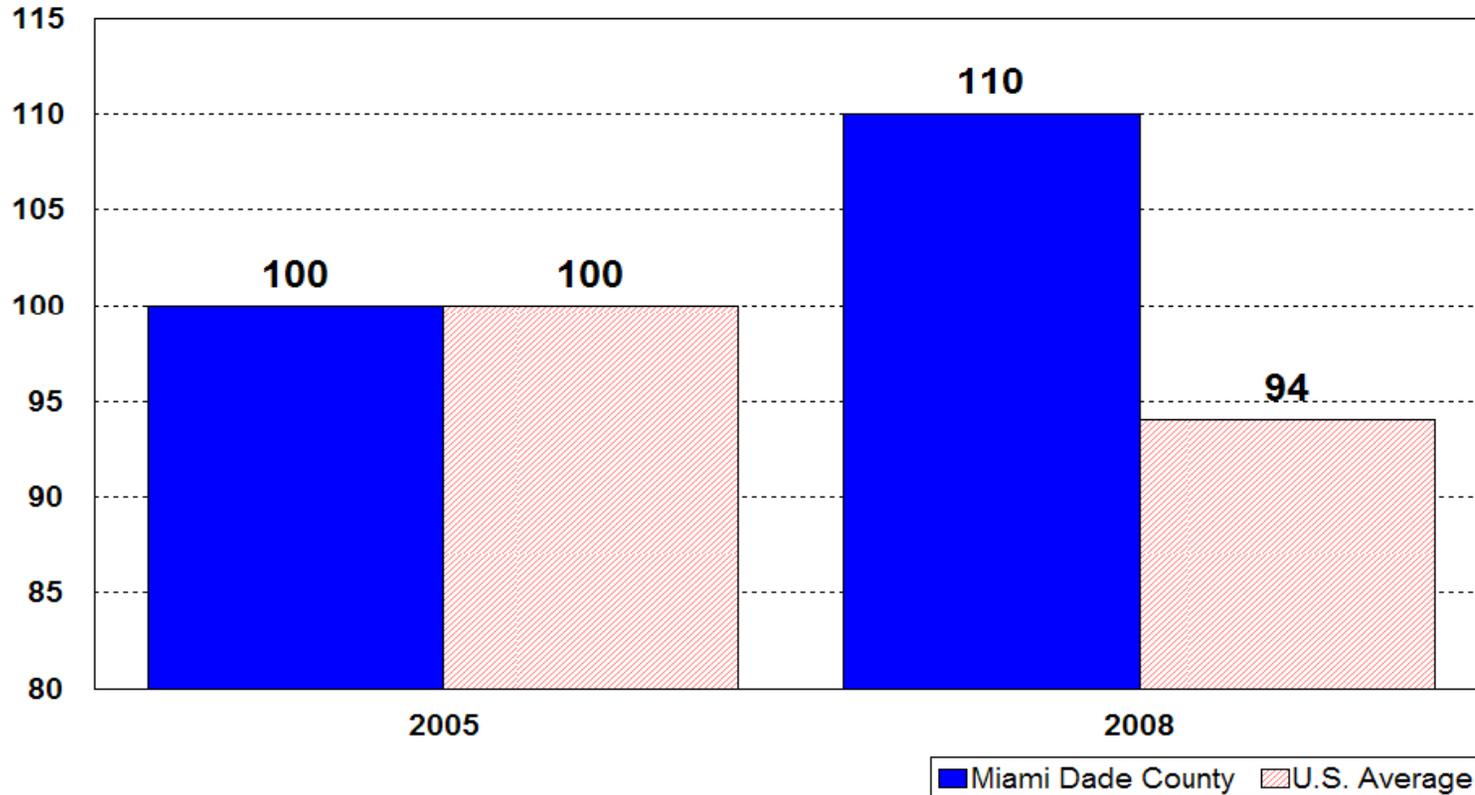
Resident Satisfaction with Bulky Waste Collection



The Plan Gets Results: Broad Successes

Overall Satisfaction Index Miami Dade County vs. U.S.

derived from the mean overall satisfaction rating provided by residents (Year 2005=100)

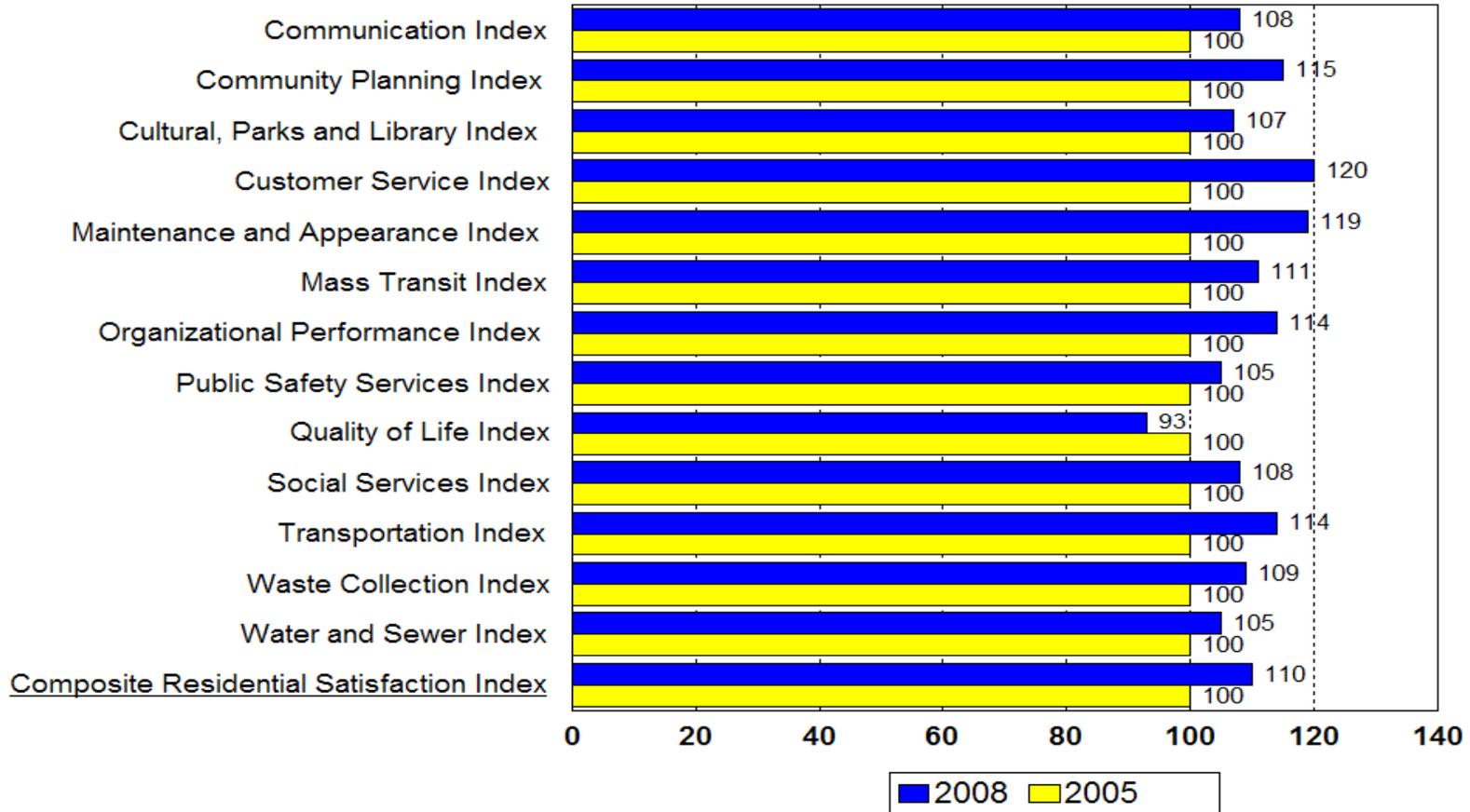


Source: ETC Institute DirectionFinder (2008)

The Plan Gets Results: Broad Successes

Composite Satisfaction Indices

(Base Year 2005=100)



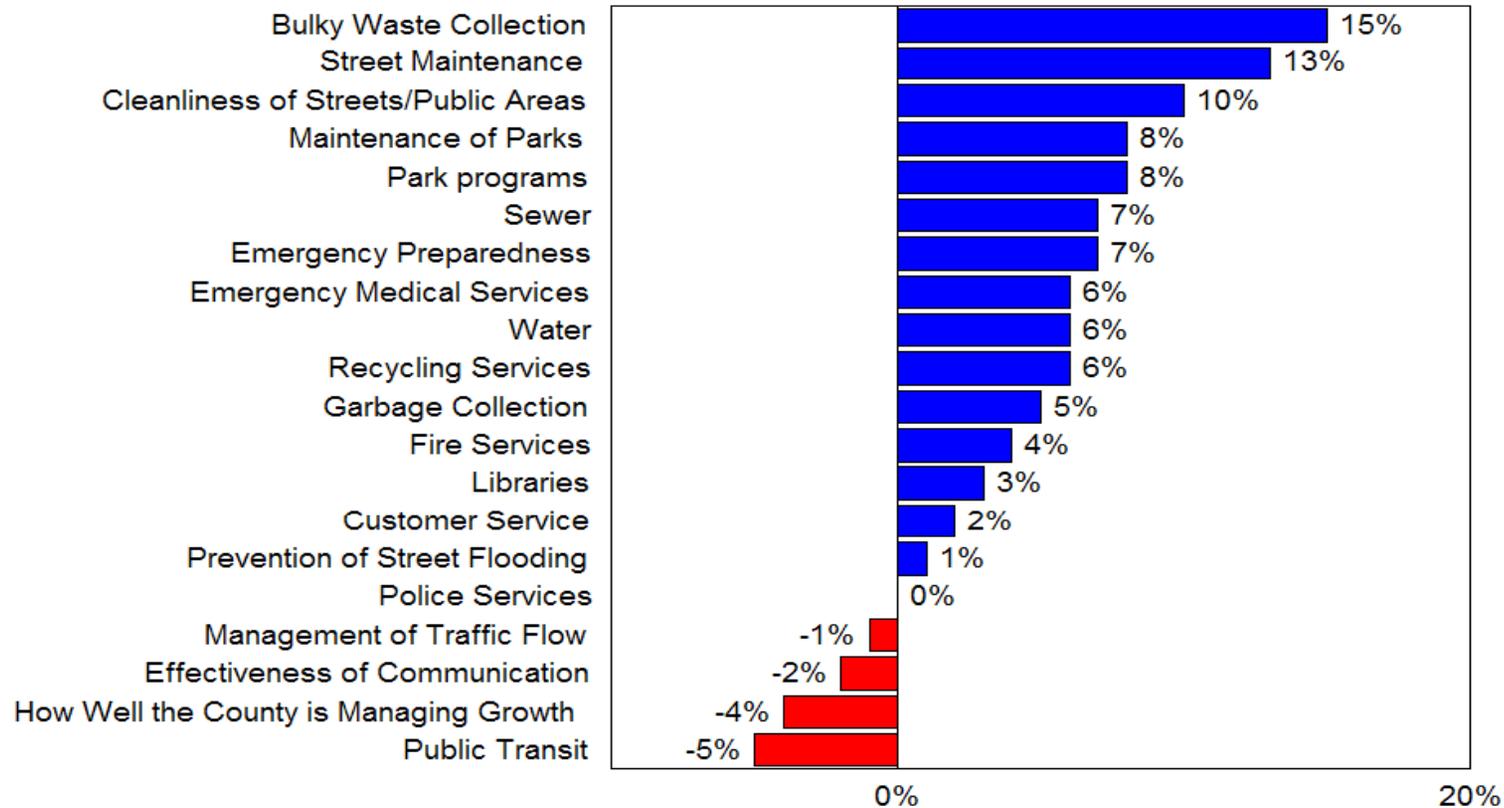
Source: ETC Institute DirectionFinder (Miami-Dade County 2008)

The Plan Gets Results: Broad Successes

Overall Satisfaction with County Service Miami-Dade vs. U.S.

Difference in the percentage of respondents who rated the item as a 4 or 5 on a 5-point scale where 5 was "very satisfied"

*Large Community Benchmarks



Sterling Criteria

Leadership

Strategic Planning

Customer Focus

Measurement, Analysis, and Knowledge Management

Workforce Focus

Process Management

Results

Much more online:

www.miamidade.gov/stratplan