Enabling Strategies *Component*

ENABLING STRATEGIES MISSION STATEMENT

"To provide expertise and resources to support and facilitate excellent public service delivery."
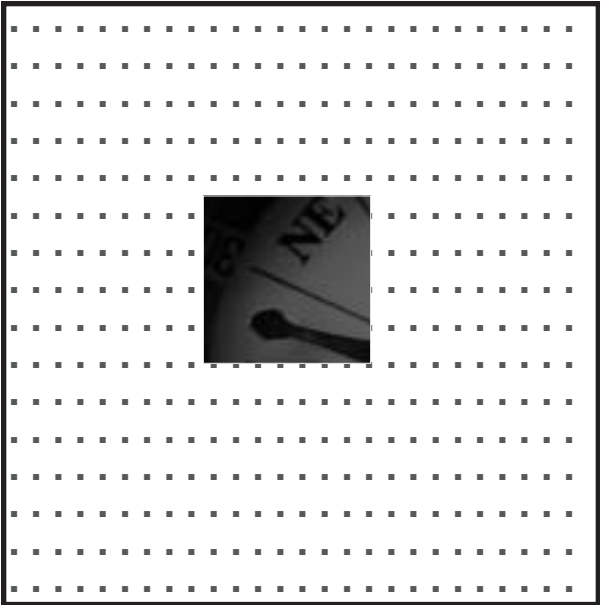
Enabling Strategies *Component*

Introduction

The Enabling Strategies Strategic Area component of the Countywide Strategic Plan was developed based on the cornerstones of our strategic plan: Our Vision, Mission, Guiding Principles and Strategic Themes. These global statements were developed through an extensive outreach process and through identification of the strengths and weaknesses of our County government, and future trends that may impact our ability to provide services.

This section provides more detailed information on the County's Enabling Strategies component of the Miami-Dade County Strategic Plan. The Enabling Strategies component of the plan addresses our internal services, such as finance, employee relations, procurement, fleet and facility maintenance, communications and information technology.

Enabling Strategies *Component*

Background & Trends

We identified the trends and events that may impact our ability to provide or improve internal support services as well as the strengths and weakness of Miami-Dade County government to meet these challenges.

As Miami-Dade County has grown, so too have the services it provides to the community. The Enabling Strategies Strategic Area focuses on the mission, goals, objectives, and strategies for internal support functions required to ensure the successful implementation of the other six strategic areas delivering service directly to the community.

Overall, there is an increasing commitment to customer service, an increased use of technology and a focus on re-engineering and efficiencies. These efforts are improving the services provided by all departments.

ENABLING STRATEGIES STRENGTHS, WEAKNESSES, OPPORTUNITIES AND CHALLENGES IDENTIFIED

The goals, desired outcomes and strategies developed by the community and Miami-Dade County staff in the Enabling Strategies Strategic Area Plan build upon our strengths, address our weaknesses, and take advantage of the opportunities identified.

STRENGTHS

Miami-Dade County has benefited from being a large and diverse employer, providing many opportunities for advancement and attracting experienced management and leadership throughout Miami-Dade County government. In addition, Miami-Dade County has maintained a solid financial base with a strong bond rating.

WEAKNESSES

Further cooperation is needed between departments to reach and execute shared goals and achieve a common direction. Increased collaboration is necessary to further enhance service improvements. Similarly, methods should be implemented to improve the retention of skilled and dedicated staff and the overall County procurement process. In addition, while Miami-Dade County has made significant strides in the technology area, there remain difficulties in keeping up with technology countywide.

CHALLENGES

As service enhancements are greatly advocated, the critical issue of economic conditions provides significant concern over how improvements will be made. Availability of resources is decreasing as costs and demands increase. Extenuating circumstances may also further exacerbate the funding issue as they take precedence over established plans. Increased incorporation efforts and annexation provide added challenges as service areas become smaller and more fragmented, impacting County funding. Moreover, public attitude and perception may also be influenced if the County cannot effectively provide required services.

OPPORTUNITIES

Service enhancement can further be achieved by increased cooperation and coordination between departments. Additionally, optimizing technology usage could enhance existing services and customer service techniques. An integral part of which includes changes to the procurement process, via the applicable policies and laws. Added efficiencies may also be achieved through other alternatives such as managed competition and outsourcing.

Enabling Strategies *Component*

Goals

Vision
Mission
Goals
Outcomes

G O AL

ENABLE COUNTY DEPARTMENTS AND THEIR SERVICE PARTNERS TO DELIVER QUALITY CUSTOMER SERVICE

The County has long been dedicated to providing customer service to the all parties it serves. Established under the Customer Service Improvement model issued in 2001, the Secret Shopper Program monitors department performance in this area through telephone shopping, "in-person" visits and exit interviews of customers. Since its inception all departments have been shopped; the County's average score was a 3.4 rating in 2001, on a 1 (poor) to 5 (exceptional) scale, and

improved to a 3.8 score by 2003 (weighted scores based on number of shopping experiences). Additionally, the Countywide and UMSA Customer Satisfaction Survey was conducted to assess resident satisfaction with County services.

In 2003, the County Manager initiated a customer service program to improve customer satisfaction including countywide customer service standards. The County is also working to educate the public on the services the County offers.

SECRET SHOPPER SURVEY RESULTS

		AVERAGE SCORE	
	2001	2002	2003
Overall average for all departments	3.4	3.4	3.8

2003 MIAMI-DADE COUNTY RESIDENT SURVEY RESULTS

SURVEY QUESTION (RESIDENTS COUNTYWIDE)	RESPONSES		
	GOOD	SO-SO	POOR
Overall, how would you rate the services provided by Miami-Dade County government?	37%	45%	18%

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
Clearly-defined performance expectations and standards *(priority outcome)*	■ Develop clearly defined customer service performance standards and expectations ■ Develop standardized set of customer service tools, including data collection, for department use (e.g. develop inventory of data collection resources) ■ Best practice review of data collection practices ■ Conduct review of internal and external communications tools used by the County departments to ensure that the theme of providing excellent services is effectively promoted ■ Provide in-house support to departments to promote excellent or superb customer service	■ Satisfaction ratings from service delivery departments ■ Comprehension and application of customer service performance standards ■ 100% of departments with customer service performance measures and standards
Conveniently accessed and easy-to-use services Unity of County service delivery Satisfied customers	■ Develop and implement standardized customer service training across all County departments ■ Build competencies within departments ■ Create and realign recognition and incentive systems for good customer service ■ Monitor customer service (e.g., secret shopper program, customer request system, etc.) ■ Provide feedback to departments using performance-based standards ■ Develop and implement department corrective action plans to address identified problems ■ Create opportunities for the community to provide input for future customer service enhancements (e.g., focus groups, surveys, etc.)	■ Overall quality ratings for County services - minimum four score out of five scale ■ Resident and visitor satisfaction ratings with County services ■ Overall and comparative quality ratings—results from surveys

G O A L

ENHANCE COMMUNITY ACCESS TO RELIABLE INFORMATION REGARDING SERVICES AND COUNTY GOVERNMENT ISSUES

The County possesses multiple information sources to communicate to its customers. Miami-Dade TV, the County Citizen, Team Metro Answer Center, the County website and others all serve to bridge the gap between departments and the community. Limitations arise in the public and media's reception to positive information from the County government. Results from the 2003 Resident Satisfaction Survey revealed opportunities for enhancing access to information.

2003 ENABLING STRATEGIES SURVEY RESULTS—COMMUNICATIONS

SURVEY QUESTION (INTERNAL COUNTY USERS)	RESPONSES	
	EXCELLENT/ GOOD	FAIR/POOR
Overall satisfaction with Communications—Advertising & Media	92%	8%
Overall satisfaction with Communications—Miami-Dade TV	93%	7%
Overall satisfaction with Communications—Public Relations	92%	8%
Overall satisfaction with Communications—Photography/Graphic/Translation	95%	5%
Overall satisfaction with Communications—Special Events	98%	2%
Overall satisfaction with Communications—Team Metro	85%	15%
Overall satisfaction with Communications—Team Metro Citizen Outreach	90%	10%
Overall satisfaction with Communications—GSA Print/Copy Shop	92%	8%

2003 MIAMI-DADE COUNTY RESIDENT SURVEY RESULTS

SURVEY QUESTION (RESIDENTS COUNTYWIDE)	RESPONSES	
Miami-Dade County government communicates to residents on a timely basis regarding matters affecting them	Agree . . . . .27% Neither agree nor disagree . . .30% Disagree 43%	
When you need to contact the County government directly, what is the primary resource you use to find out where to call or visit?	Blue Pages . . . . .45% MDTV . . . . .2% 311 Answer Center . . . . .5% Call 411 . . . . . . .27% Website 18%	
Where do you usually get your "news" about the County government?	Neighbors/ Friends . . . . .5% Radio . . . . .11% Television . . . . . .46% Newspaper . . . . .32% Website 4%	
How much do you know about the services provided by Miami-Dade County government?	Quite a bit 31% Some 42% Little 27%	

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
Easily accessible information regarding County services and programs *(priority outcome)*	■ Develop a countywide communications plan to utilize County owned and controlled resources to inform the community about County services, programs and events, issues and general information ■ Cross promote County services using various channels with a common brand ■ Provide a multi-channel access point for all government services through the phone and the internet ■ Develop a Countywide Speakers Bureau ■ Create a cross-departmental communications initiative to encourage the writing of user-friendly documents	■ Percent of customers familiar with County sources of information (MDTV County Citizen, County website, answer center) ■ Percent of community satisfied with information availability ■ Percent of customers aware of services provided by Miami-Dade County government
Responsive communications services (advertising, marketing, public relations, publications, etc.) for other County departments	■ Establish working groups with departments	■ 95% of department users satisfied with responsiveness for communications services
Positive image of County government	■ Improve market and public relations of Miami-Dade County government	■ Percent of residents with a positive image of Miami-Dade County government

GOAL

ENSURE THE TIMELY ACQUISITION OF "BEST VALUE" GOODS AND SERVICES WHILE MAINTAINING INTEGRITY AND INCLUSION

Miami-Dade County's improvements in the procurement process have saved over $35 million as well as resulted in improved contract terms and conditions between 2002 and 2003. Additional changes are also planned to increase competition amongst vendors for County contracts. Customer departments also report an overall satisfaction of 48% or more with the various procurement processes. The expert staff and knowledge base has lent itself to creating the positive changes thus far in the procurement process.

However, existing procurement legislature provides an unnecessary barrier to the process flow, further delaying the progress of contract awards and impacting the timeliness of County services.

2003 ENABLING STRATEGIES SURVEY RESULTS—PROCUREMENT

SURVEY QUESTION (INTERNAL COUNTY USERS)	RESPONSES	
	EXCELLENT/GOOD	FAIR/POOR
Overall satisfaction with Procurement—Goods & Services Invitations to Bid	56%	44%
Overall satisfaction with Procurement—Construction Contract Coordination & Expedition	57%	43%
Overall satisfaction with Procurement—Construction Requests for Qualifications & Proposals	60%	40%
Timeliness of service for Procurement— Technical Assistance	64%	36%
Timeliness of service for Procurement - Minority Business Certification & Contract	63%	37%

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
Streamlined and responsive procurement process *(priority outcome)*	■ Build and strengthen competencies among procurement professionals and management ■ Reduce processing time and steps ■ Maximize automation	■ 85% of internal users satisfied with overall service by FY 2005-2006. ■ 90% of internal users satisfied with quality by FY 2005-2006 ■ 80% of internal users satisfied with timeliness by FY 2005-2006.
Full and open competition "Best-value" goods and services (price, quality, terms and conditions) *(priority outcome)*	■ Maintain and strengthen communications and ongoing training regarding procurement with users and vendors ■ Continue to enhance our negotiating capacities ■ Maximize enterprise options for solicitations ■ Maximize advance acquisition planning	■ Approximately $30 million between FY 2004-2006 value or % of cost savings from prior contracts and/or results of market research

GOAL

CAPITALIZE ON TECHNOLOGY TO IMPROVE SERVICE, INCREASE EFFICIENCY AND PROVIDE GREATER INFORMATION ACCESS AND EXCHANGE

A strong technology base is one of the most important goals of Miami-Dade County. Significant improvements have been made to revamp and update the County's website as a tool for both the public and employees. Several departments now provide services online as a means of extending County availability beyond the standard "9 to 5" day. Future information technology plans include using more websites and a better infrastructure for departments.

2003 MIAMI-DADE COUNTY RESIDENT SURVEY RESULTS

SURVEY QUESTION (RESIDENTS COUNTYWIDE)	RESPONSES	
Are you aware that Miami-Dade County Government has a web site?	Yes	70%
	No	30%
How often have you visited the Miami-Dade County Government website in the last 6 months?	Never/none	55%
	Once or twice	20%
	Several times	15%
	Once a month	3%
	Once a week	6%
How do you rate your experience with the Miami-Dade County website compared to other websites you have visited (either government or private)?	Good	72%
	So-So	26%
	Poor	2%
Miami-Dade County is innovative in how it operates and uses new methods and technologies	Agree	30%
	Neither agree nor disagree	39%
	Disagree	31%

2003 ENABLING STRATEGIES SURVEY RESULTS—TECHNOLOGY

SURVEY QUESTION (INTERNAL COUNTY USERS)	RESPONSES	
	EXCELLENT/ GOOD	GOOD/FAIR
Overall satisfaction with Information Technology—Technical Direction & Standards	62%	38%
Overall satisfaction with Information Technology— Radio Services	75%	25%
Overall satisfaction with Information Technology— Telephone Services	80%	20%
Overall satisfaction with Information Technology— Network Services	84%	16%
Overall satisfaction with Information Technology— Desktop Services	90%	10%
Quality of service for Information Technology— E-Gov Applications	91%	9%
Overall satisfaction with Information Technology— Other Applications	87%	13%

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
User friendly e-government sharing information and providing expanded hours and services *(priority outcome)*	■ Give community a single point of contact ■ Provide community with web and telephone access ■ Make appropriate information and services available 24 hours per day electronically by working with departments to identify similar opportunities for service delivery improvements and establish key common service for integration into automation efforts ■ Expand employee availability to community via voice mail ■ Provide Community Access Network through libraries, parks, kiosks, etc. ■ Implement systems to allow public access to County Commission information	■ Percent of users (residents, visitors, employees, etc.) satisfied with electronic/ technology access to services and information (percent of users from survey) ■ Percent of operations, services and programs available through website access by FY 2008-2009
Available, reliable systems	■ Modernize County computer network ■ Interconnect all departments ■ Implement network management processes and tools ■ Ensure network reliability ■ Create a central technology call center ■ Develop a countywide security and infrastructure architecture ■ Enhance computer system reliability	■ 99% of end-to-end systems availability

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
Responsive service deployment and resolution of technology problems	■ Establish a standards process ■ Publish and maintain technical standards ■ Establish a building code for IT architecture ■ Initiate a data warehouse effort ■ Simplify computer configurations ■ Train staff in standardized core competencies	■ 50% of IT routine problems resolved within 24 hours ■ 75% of IT critical problems resolved within 4 hours
Smart, Coordinated IT Investments	■ Select appropriate sources for IT services ■ Apply managed competition and outsourcing to gain efficiencies and effectiveness ■ Coordinate major IT purchases to achieve economies	■ Dollar value of cost reductions (total cost of ownership)

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
Technology projects completed as planned	■ Improve management of IT resources ■ Create broader IT classification structure requiring broader and more flexible skill sets	■ 70% of projects completed as planned (on-time, on-budget)
County processes improved through information technology *(priority outcome)*	■ Implement imaging and electronic document management ■ Create and process County forms online ■ Produce reports on-line ■ Improve integration of department and Countywide systems ■ Develop, pilot and implement mobile computing projects ■ Work with departments to identify priorities to improve department-specific processes	■ Dollars saved through information technology investments

G O AL

ATTRACT, DEVELOP AND RETAIN AN EFFECTIVE, DIVERSE AND DEDICATED TEAM OF EMPLOYEES

One of Miami-Dade County's strengths has been its ability to attract a large, diverse and talented pool of employees. Customer departments report a 58% or higher approval rating with the various human resources services provided to them. Payroll services, employee benefits, labor relations and fair employment practices all were ranked as "standout" services when surveyed by other departments. Key challenges to the human resource process could lie in customizing services to fit the needs of an ever-diversifying population, if the County is to keep and attract the best employees.

2003 ENABLING STRATEGIES SURVEY RESULTS–HUMAN RESOURCES

SURVEY QUESTION (INTERNAL COUNTY USERS)	RESPONSES	
	EXCELLENT/GOOD	FAIR/POOR
Timeliness of service for Human Resources— Recruitment Services	74%	26%
Overall satisfaction with Human Resources— Classification and Compensation	58%	42%
Overall satisfaction with Human Resources— Payroll Services	74%	26%
Overall satisfaction with Human Resources— Employee Benefits	94%	6%
Overall satisfaction with Human Resources— Training Services	86%	14%
Overall satisfaction with Human Resources— Labor Relations	90%	10%
Overall satisfaction with Human Resources—Fair Employment Practices	92%	8%
Overall satisfaction with Human Resources— Employee Recognition	82%	18%

2003 MIAMI-DADE COUNTY RESIDENT SURVEY RESULTS

SURVEY QUESTION (RESIDENTS COUNTYWIDE)	RESPONSES	
Thinking about your most recent experience with a Miami-Dade County employee, how would you rate the following: "The employees that assisted me were courteous and professional."	Agree	52%
	Neither agree nor disagree	19%
	Disagree	29%

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
Expeditiously provide departments with qualified personnel	■ Develop and refine efficient, standardized recruitment procedures	■ Number of working days for end-to-end recruitment (review department component) ■ Number of working days for reclassification ■ Percent of applicants satisfied with recruitment process

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
Retention of excellent employees Motivated, dedicated workforce team aligned with organizational priorities *(priority outcome)*	■ Maximize technology to provide access to and delivery of human resources services ■ Develop and refine employee assessment tools that motivate employees and recognize and reward excellent job performance ■ Develop and implement recognition systems beyond regular compensation ■ Involve leadership in demonstrating commitment to employees success ■ Offer employees greater access to information and input in decisions regarding benefits, training and career opportunities (Compensation Benefits Packages and Career Paths) ■ Enhance countywide approaches for increased employee input in decisions regarding improving workplace health, safety, security and ergonomics ■ Develop a systematic approach to improving employee satisfaction including, monitoring across diverse groups and classifications, and developing corrective action plans for improving the work environment and employee support climate ■ Develop a succession planning approach providing for organizational skillset depth and flexibility	■ Lower staff turnover ■ Percent of employees rating Miami-Dade County as a good place to work ■ Percent employee satisfaction (management versus non-management) ■ Percent of department users satisfied with Human Resources functions

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
Workforce skills to support County priorities (e.g. leadership, customer service, fiscal problem-solving, technology, etc.) *(priority outcome)*	■ Develop training opportunities that provide employees and managers with the competencies that result in increased proficiencies, including a countywide training approach that includes: 　■ Incorporating training as part of daily work 　■ Training at personal, work unit, department and countywide levels 　■ Resulting in solving problems at their source ("root cause") 　■ Resulting in creating opportunities to effect significant change and do better 　■ Enhancing organizational performance in fulfilling societal responsibilities and service to the community ■ Develop leadership training programs ■ Develop internship/mentoring programs ■ Develop team-building approaches ■ Develop a training program to share knowledge throughout the organization	■ Percent of employees who believe that training received in the last 4 months will help improve job performance ■ Number of inter-agency collaborative initiatives to enhance workforce learning opportunities
Workforce that reflects the diversity of Miami-Dade County	■ Work with local educational institutions, community groups, etc., to maximize diversity of applicant pools	■ Diversity in composition of Miami-Dade County employees

G O AL

PLAN, CONSTRUCT AND MAINTAIN WELL-DESIGNED COUNTY FACILITIES IN TIME TO MEET THE NEEDS OF MIAMI-DADE COUNTY

County facilities and structures dot the landscape of South Florida. Maintenance of these structures is a large undertaking and a continuous need. The County utilizes several methods to measure performance and satisfaction levels, such as tracking the percent of construction projects completed within thirty days of the estimated completion date.   Recent calculations showed a rating of 83% of construction projects completed within 30 days of the estimated completion date.

2003 ENABLING STRATEGIES SURVEY RESULTS–ASSET MANAGEMENT

SURVEY QUESTION (INTERNAL COUNTY USERS)	RESPONSES	
	EXCELLENT/GOOD	FAIR/POOR
Overall satisfaction with Asset Management—Custodial Cleaning	54%	46%
Overall satisfaction with Asset Management—Repair & Maintenance	55%	45%
Overall satisfaction with Asset Management— Lease Negotiation/ Management/Renewal	72%	28%
Overall satisfaction with Asset Management—Major Renovation	51%	49%
Overall satisfaction with Asset Management— Service Tickets	62%	38%
Overall satisfaction with Asset Management— Property Acquisition	71%	29%
Overall satisfaction with Asset Management—Surplus Property Disposition	77%	23%
Overall satisfaction with Asset Management—Assets	88%	12%
Overall satisfaction with Asset Management—Material Management Service	81%	18%

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
Safe, convenient and accessible facilities planned and built ready to meet needs *(priority outcome)* Facilities aesthetically pleasing to the community Worker-friendly and worker-functional facilities Well-maintained facilities	■ Work with internal users to develop plans of future facility needs ■ Pursue timely acquisition of land needed for future facilities ■ Design and construct facilities consistent with scope, budget and schedules ■ Maintain an up-to-date space plan through regular reviews of space needs and work with users for small scale reconfigurations ■ Work with internal users and the community to incorporate necessary design elements to ensure facility safety, accessibility, and aesthetics ■ Develop and implement a comprehensive preventative maintenance program for all County facilities ■ Develop and implement specifications/standards and training programs for in-house and contracted maintenance operations for County facilities ■ Develop an effective service ticket process for emergency and unanticipated/ extraordinary service needs	■ Office space utilization index ■ Percent of milestones met ■ Percent of projects completed within budget ■ 100% of facilities meeting ADA requirements ■ 90% of internal customers and residents satisfied with aesthetics of County facilities ■ 90% of internal customers and residents satisfied with functionality of County facilities ■ Reduction in average wait time/wait list for additional space ■ Facility condition index ■ 90% of department users satisfied with quality and timeliness of facility management services

GOAL

PROVIDE QUALITY, SUFFICIENT AND WELL-MAINTAINED COUNTY VEHICLES TO COUNTY DEPARTMENTS

County operations are not limited to an office or building but are also on the go. The County's vehicle fleet takes employees to and from locations to service the community. A large number of mechanics and technicians keep this fleet operating on a day-to-day basis. As vehicles are retired, newer models are featuring more technological enhancements making the need for increased training available to the technical staff.

2003 ENABLING STRATEGIES SURVEY RESULTS–ASSET MANAGEMENT

SURVEY QUESTION (INTERNAL COUNT USERS)	RESPONSES	
	EXCELLENT/GOOD	FAIR/POOR
Overall Satisfaction with Asset Management—Vehicle Maintenance	75%	25%

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
Safe and reliable vehicles ready to meet needs *(priority outcome)*	■ Develop and implement standard maintenance programs to ensure the safe and efficient operation of County vehicles ■ Work with internal users to develop plans for future vehicle needs ■ Conduct regular departmental vehicle assessments, including vehicle utilization rates	■ 80% of department users satisfied with the quality and timeliness of fleet management services ■ Ratios of vehicles to personnel by classification
Worker-friendly and functional vehicles Cost-effective vehicles Fuel-efficient/ environmentally-friendly vehicles	■ Develop and incorporate standards balancing quality, cost, and environmental criteria in purchasing decisions ■ Work with internal users to develop department-specific specifications for the purchase of County vehicles ■ Leverage County's buying power to negotiate/result in improved terms and pricing ■ Pursue cooperative purchases with other governmental entities	■ Cost (acquisition, operating, resale value) within prescribed industry standards ■ 90% of internal customers satisfied with County vehicles

GOAL

ENSURE THE FINANCIAL VIABILITY OF THE COUNTY THROUGH SOUND FINANCIAL MANAGEMENT PRACTICES

Focuses on reserves and effective internal control practices have kept the County operating with a sound financial base. The 2003 management survey of internal support functions of County departments revealed an approval of 82% or higher of County financial and accounting practices. The longer-term concerns for Miami-Dade's finances are demonstrated by the loss of revenue to increased incorporation efforts. New and innovative ways to recapture lost funding are being explored to address the issue, such as taking advantage of economies of scale by establishing mechanisms to provide services to municipalities.

2003 ENABLING STRATEGIES SURVEY RESULTS—FINANCE

SURVEY QUESTION (INTERNAL COUNTY USERS)	RESPONSES	
	EXCELLENT/GOOD	FAIR/POOR
Overall satisfaction with Finance - Compliance/Audits	82%	18%
Overall satisfaction with Finance - Budgeting Services	85%	15%
Overall satisfaction with Finance - Accounting Services	87%	13%
Overall satisfaction with Finance - Cash Investment/Debt Management	98%	2%
Overall satisfaction with Finance - Strategic Management/Best Practices	83%	17%

2003 MIAMI-DADE COUNTY RESIDENT SURVEY RESULTS

SURVEY QUESTION (RESIDENTS COUNTYWIDE)	RESPONSES	
Which of the following best represents your view of incorporation?	Prefer to remain unincorporated	27%
	Prefer to incorporate	24%
	Prefer annexation	2%
	Not sure/need more information	44%
	Other	4%

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
Sound asset management and financial investment strategies *(priority outcome)*	■ Establish system for measuring and monitoring County financial condition regularly ■ Conduct regular external audits and periodic internal audits ■ Establish and implement sound debt management practices	■ Bond ratings ■ Debt coverage ratios ■ Return on investments
Planned necessary resources to meet current and future operating and capital needs *(priority outcome)*	■ Ensure adequate revenue streams ■ Ensure adherence to required reserve levels ■ Ensure a capital plan to assure adequate financial resources for replacement, repair and maintenance of critical assets ■ Ensure effective budgeting and cost accounting practices ■ Ensure effective chargeback mechanisms for internal service costs ■ Develop an effective incorporation strategy	■ 7% Cash reserves

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
Compliance with financial laws and generally accepted accounting principles, etc. Cohesive, standardized countywide financial systems and processes *(priority outcome)* Effective County tax collection and property appraisal process	■ Ensure standardized financial procedures countywide ■ Upgrade and modernize countywide general ledger system ■ Improve accuracy and integrity of the tax appraisal process (e.g., field inspections, electronic documentation, implementation of the Computer Aided Mass Appraisal system, etc.) ■ Improve public service including: 　■ Responsiveness of property appraisal process (e.g., response time for database corrections, information availability, etc.) 　■ Comfort and convenience of tax collection process 　■ Public outreach, education and awareness concerning local taxes ■ Improve accuracy and efficiency of County tax collection process	■ Government Financial Officers Association awards ■ Above average ranking in national financial publications (e.g. Financial World Magazine) ■ Complete submission of certified roll by July 1 to the State of Florida Department of Revenue with subsequent approval ■ Increase compliance with local tax collection by 10% over 5 years

GOAL

DELIVER ON PROMISES AND BE ACCOUNTABLE FOR PERFORMANCE

Since the late 1990's, the County has been continually enhancing its approaches to ensure accountability to the community. Strategic planning and performance measurements provide guidance to departments on operation and development. However, the process of communicating shared organizational priorities to the County's entire workforce takes time. The County's senior management staff have established individual objectives in support of their individual department business plans which in turn support the Countywide Strategic Plan. Each employee is undergoing training to understand their individual importance in achieving the community's desired outcomes outlined in the County's Strategic Plan. However more needs to be done, and this philosophy must be continually reinforced.

2003 MIAMI-DADE COUNTY RESIDENT SURVEY RESULTS

SURVEY QUESTION (RESIDENTS COUNTYWIDE)	RESPONSES		
	Agree	Neutral	Disagree
Miami-Dade County Government delivers excellent public services that address community needs and enhance quality of life	27%	33%	40%
Miami-Dade County Government represents the needs of all its residents	20%	30%	50%
The value of services received for our tax dollars would be better if we incorporate	53%	23%	24%
Taxes would increase if we incorporate	66%	22%	12%
Miami-Dade County Government uses your tax dollars wisely	16%	27%	57%
Miami-Dade County Government takes accountability for its actions	30%	30%	40%
Miami-Dade County Government continuously improves services	25%	34%	42%

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
Alignment of services provided with community's needs and desires *(priority outcome)*	■ Implementation and periodic update of County Strategic Plan	■ Percent of strategic plan out comes with appropriate performance indicators ■ Percent of strategic plan outcomes/strategies supported by Business Plans ■ Percent of community satisfied with value of County services for tax dollars paid
Alignment of priorities throughout the organization	■ Utilize senior leadership to systematically deploy County's values, priorities and performance expectations throughout the organization ■ Develop approach to involve elected officials (Mayor, Board of County Commissioners, Clerk) in deploying County's values and priorities throughout the organization ■ Educate and communicate performance accountability expectations throughout all levels of Miami-Dade County government ■ Implement effective organizational and management practices	■ Percent of employees aware of their component of performance targets ■ Percent of employees aware of their importance to County's values and priorities

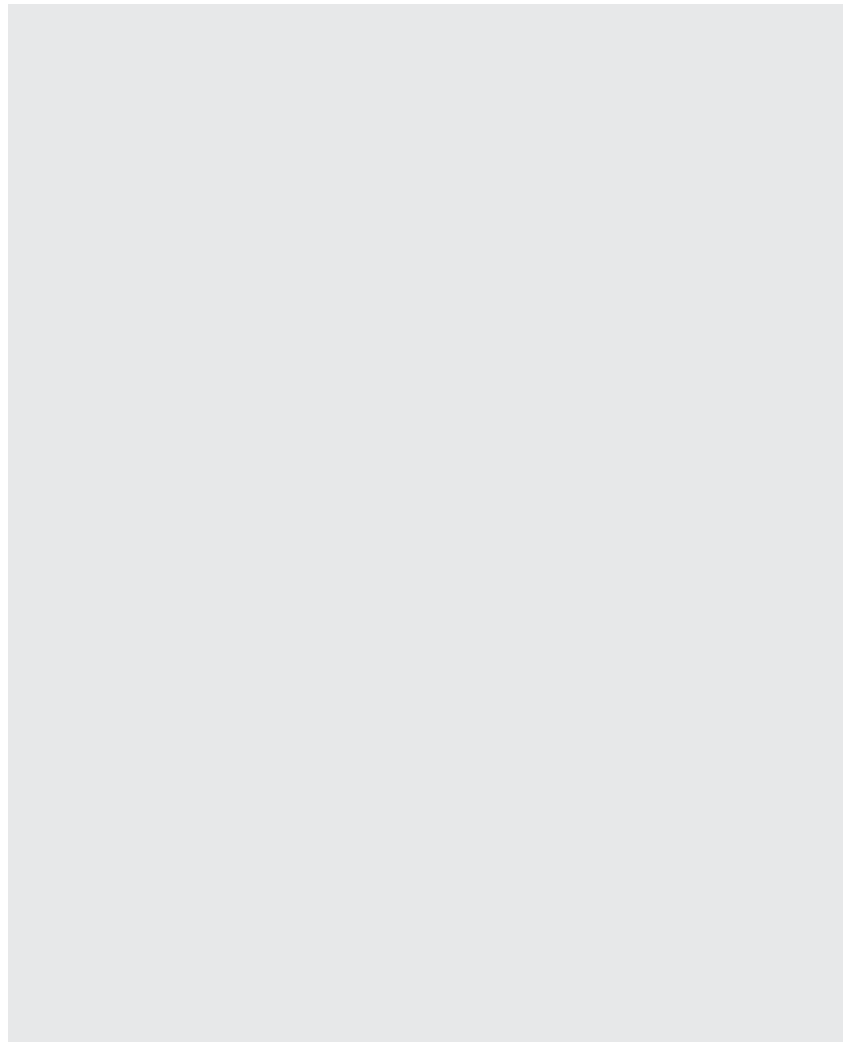| DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
Achievement of performance targets *(priority outcome)*	■ Complete performance measures development and establish a continuous monitoring program ■ Develop mechanisms to ensure integrity of all performance data reported	■ Percent of County achievement of performance targets ■ Overall rating of County service delivery based on percentage of departmental functions meeting annual performance goals
Accountability to the public at every level of the organization *(priority outcome)* Continuously improving government *(priority outcome)*	■ Upgrade and integrate operating and financial management systems (technology) to permit timely and continuous performance monitoring ■ Communicate performance results to the community ■ Establish performance improvement program based on performance results ■ Identify potential key innovations for further improvement of County processes ■ Ensure efficient operation of County processes	■ Above average agency rating nationally e.g. in Governing Magazine "Managing for Results"

GOAL

ENSURE THAT ELECTIONS ARE OPEN, ERROR FREE, CONVENIENT AND ACCESSIBLE TO ALL ELIGIBLE VOTERS

Miami-Dade County made significant strides in improving the elections process, revamping the process to fit the need for quick and accurate results. New, user-friendly voting machines are now utilized, providing better voting records and an easier voting process for voters. Constant voter education and outreach can assist new and older voters on the "touch screen" process, decreasing any errors or miscounts in final tabulations.

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
Educated voters	■ Improve outreach to underserved communities for voter education ■ Improve community relations through special events and media efforts	■ Percent of registered voters out of eligible voters
Opportunities for every registered voter to conveniently cast a vote *(priority outcome)* Votes counted and reported accurately and quickly Integrity of voter records maintained	■ Aggressively pursue the continued implementation and compliance with the Help America Vote Act (HAVA) ■ Streamline Elections Systems Technology ■ Enhance new warehouse layout to centralize and streamline Elections logistics and support ■ Develop and maintain effective departmental policies and procedures ■ Aggressive outreach, recruitment, training & retention of pollworkers throughout the community ■ Improve and coordinate early voting locations ■ Improve accuracy and integrity of voter registration files	■ 99% of polls opening on time ■ Voter satisfaction with process ■ 99% of precinct votes counted and reported within 6 hours after poll closing ■ 100% accuracy between votes cast and votes reported ■ Percent of provisional votes cast ■ Percent of discrepancies of voter roll to voter registration files
Integrity of candidate and public officials public records maintained	■ Monitor federal and state legislation, ensuring compliance with elections-related laws ■ Minimize campaign finance violations	■ 100% of all financial reports filed accurately and timely in compliance with the law

Enabling Strategies *Component*

The Development Process

The Strategic Area Plan for Enabling Strategies was developed by staff of the internal support departments based on needs identified in support of the six service delivery areas. These individuals provided the leadership needed to make the Enabling Strategies Strategic Area Plan a success by:

■ Providing communications linkages to the organizations they worked with every day and with members of their community

■ Interacting with the strategic planning team composed of County staff and with the planning and communications consultants for the project

■ Providing necessary input throughout the strategic planning process, and interfacing with staff to help develop specific goals, strategies, and objectives within the Enabling Strategies Strategic Area

Working together these teams identified strengths and weaknesses, opportunities, challenges and future trends affecting internal support functions in Miami-Dade County, drafted an Enabling Strategies mission statement, and drafted preliminary strategic goals and desired outcomes, and developed specific strategies to be undertaken over the next five years to accomplish the goals, with measurable objectives in each of these areas.

Enabling Strategies *Component*

MIAMI-DADE COUNTY STRATEGIC PLAN