

Memorandum



Date: June 24, 2010

To: Honorable Natacha Seijas
Commissioner, District 13

From: George M. Burgess
County Manager

Subject: Information requested at the June 8, 2010 Government Operations Committee

At the June 8, 2010 Government Operations Committee meeting, the Committee considered a proposed ordinance creating the Performance and Efficiency Commission. During the discussion, you requested historical information regarding the previous Efficiency and Competition Commission (ECC), which met from 1997 through 2004.

The ECC was created by then Mayor Alex Penelas in 1997 and was charged with:

- assisting the Mayor and County Commission in conducting a countywide assessment of the cost effectiveness of County government services;
- establishing priority areas in particular need of analysis and efficiency improvement;
- providing guidance and donated resources to County staff in the conduct of efficiency analyses;
- formulating specific recommendations on changes that should be made to County operations to increase efficiency and improve cost effectiveness, including reorganizations, and appropriate incentives such as performance pay and other gain-sharing approaches;
- assisting in determining which County functions should be selected for public/private price and performance competition projects; and
- monitoring the execution of changes implemented to ensure that intended objectives were achieved.

Other priority areas of focus included results-oriented government, public relations, and training and development.

The ECC was comprised of representation from the private sector, academia, labor unions, the County administration and the Board of County Commissioners; the body was chaired by former County Commissioner Jimmy Morales. Initially, the ECC was composed of 11 members; in 2002, it was expanded to 16 members. Originally, the ECC met on a monthly basis; subsequently, it met quarterly, with topic-specific working committees meeting twice per year. The ECC concluded in December 2004 as Mayor Penelas left office.

Over its eight year life, the ECC acted as a sounding board for numerous County efficiency initiatives, including:

- development of a proposal by employees of the Corrections and Rehabilitation Department (MDCR) Food Services Bureau to provide inmate meals at a competitive cost, which culminated in a gainsharing agreement in 1998 between MDCR and the County; the agreement was revised in FY 2008-09, and the program is currently in its twelfth year;
- a managed competition between the Park and Recreation Department (MDPR) and private marina operators in 2000, which also resulted in a gainsharing agreement between MDPR and the County; the agreement was revamped in FY 2008-09 to incorporate performance requirements across a balanced scorecard and the program is now in its tenth year; and

- an efficiency program at the Water and Sewer Department that resulted in employee gainsharing distributions from 2000 to 2005.

The ECC also approved the Countywide Gainsharing Guidelines in 2002, in addition to supporting employee participation and recognition programs and reviewing reports of many departmental efficiency initiatives over the years. A sample report is provided in Attachment 1.

Additionally, the ECC provided support for the County's results-oriented government initiatives, which have since become codified and now form the County's strategic management framework; these include strategic planning, business planning, budgeting for results, and performance management and analysis. In a thank-you letter to ECC members in 2004 (Attachment 2), former Mayor Penelas emphasized the importance of this accomplishment, stating: "The ECC was an early supporter of the idea that government must use its resources efficiently to achieve tangible results for its customers, and we are beginning to see the fruits of that commitment."

For your reference, the final report of the Governmental Structure Task Force (GSTF) is also provided in Attachment 3. The GSTF, chaired by Chairman Moss, was established in December 2004 and met through January 2006; it was charged with addressing issues involving government structure and the County's procurement process. The GSTF analyzed the efficiency and effectiveness of County government with respect to several criteria, including strategic planning and organizational performance.

If you have any questions, please feel free to contact Jennifer Glazer-Moon, Special Assistant / Director of the Office of Strategic Business Management at 305-375-5143, or me directly.

Attachments

c: Honorable Mayor Carlos Alvarez
Honorable Dennis C. Moss, Chairman
and Members, Board of County Commissioners
Jennifer Glazer Moon, Special Assistant / Director, Office of Strategic Business Management
Robert Villar, Director of Policy & Legislative Affairs
Charles Anderson, Commission Auditor

Efficiency and Competition Commission

Master List of All Active and Monitored Efficiency Projects

Project ID	Project Name	Project Status	Project Type	Description
Aviation				
537	Property Management System	Monitor	Other	Procure and implement a computerized property management system.
544	Inventory Bar-coding	Current	Other	Implement bar-coding system to support daily cycle counting for improved inventory control.
814	Automated Security Cashier System	Current	Other	Procure and implement a computerized cashiering system for the collection and reconciliation of monies collected for the processing of ID badges and fingerprints.
820	Reduce Accounts Receivables	Current	Other	Review the account receivable procedures to establish and implement the necessary modifications to reduce accounts receivables by 3%.
829	Enhance Airport Operation Information System (AOIS)	Current	Other	Plan, design, procure, and install the necessary equipment to replace the current FIDS, GIDS, BIDS systems with a single integrated display system.
830	Modernize MIA's special system support for life safety	Current	Other	Modernize MIA's special systems that support life safety and maintenance.
831	Implement Common Use Terminal Equipment (CUTE)	Current	Other	Plan, design, procure, and install the necessary equipment to implement an airport wide Common Use Terminal Equipment System.
832	Modernize MIA's Software Based Applications to Support MIA Divisions	Current	Other	Modernize MIA's software based applications to support MIA functional organizations.
833	Modernize MIA Public Address System Infrastructure	Current	Other	Modernize MIA's special systems that support flight operations, terminal operations and management. Replace the current terminal paging system with a combined paging and fire alarm announcement system developed by MDAD and the AHJ. Install the backbone and infrastructure for the paging system in the North and South Terminals.
834	Modernize MDAD Telecommunication Infrastructure	Current	Other	Modernize and integrate MDAD's telecommunications infrastructure.
344	Review Energy and Utilities Management	Monitor	Efficiency/Process Reviews	Review MIA non-terminal building utility rate allocation to tenants. Consider the potential for energy conservation programs.
447	Automatic Vehicle Identification System	Monitor	Efficiency/Process Reviews	Implement Automatic Vehicle Identification (AVI) system to automatically monitor commercial ground transportation activity and maximize revenue to the Department.
Building				
307	Upgrade Interactive Voice Response System	Current	Efficiency/Process Reviews	Upgrade the Interactive Voice Response System (IVR) to expand information dissemination. The current IVR cannot be expanded because the system is no longer supported by the manufacturer. There are additional features with new systems that may make more services possible.

<i>Project ID</i>	<i>Project Name</i>	<i>Project Status</i>	<i>Project Type</i>	<i>Description</i>
310	Fee Structure Review	Current	Fee Structure Review	Simplify fee structure.
790	Concurrent Review Technology	Current	Efficiency/Process Reviews	Allow several trades to review plans and designs simultaneously.
425	Augmented Structural Plans Reviews	Monitor	Managed Competition/Target Savings Initiative	Save on high cost of consulting service by offering in-house staff to the opportunity to perform piece-rate structural plans reviews in off-duty status.

Building Code Compliance

475	Licensing Application Process	Current	Efficiency/Process Reviews	Review current application process to identify places where automation would be appropriate.
896	Scanning Contractor Records	Current	Efficiency/Process Reviews	Review options for scanning contractor applications and files to reduce the volume of paper documents maintained in storage.
677	E-Commerce Applications	Current	Efficiency/Process Reviews	Add e-commerce applications to Department's Internet site to allow the general public to purchase publications, renew a contractor license, or renew an inspector certification.
678	Wireless Connection for Investigators	Current	Efficiency/Process Reviews	Use laptop computers with wireless connections to assist Code Compliance investigators in conducting roadblocks and issuing citations. These devices will assist staff in issuing citations with increased accuracy, speed, and less support from office staff.

Business Development

302	Review Fee Structure	Current	Fee Structure Review	Assess fee structure to fund the cost of operations.
469	Building Better Diplomacy	Current	Efficiency/Process Reviews	Participative departmental review involving input from employees and management to improve efficiency and effectiveness of operations.
628	Process Review Of Department Operations	Current	Efficiency/Process Reviews	Conduct process review of Department operations. Assess future use of expedite process improvements.
632	Review Selection Committee Process	Current	Efficiency/Process Reviews	Assess process for creating selection committees to review proposals.
708	Expedited Payment Process	Current	Efficiency/Process Reviews	Implement an expedited payment process to assist with mobilization related costs and facilitate prompt payments to Community Small Business Enterprises (CSBE).

Communications

893	On-line Faxing System	Current	Efficiency/Process Reviews	Implement automated on-line faxing system that will provide instant, simultaneous distribution of press releases to the media on county events/activities.
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Community Action Agency

301	Examine Alternatives to Providing Meals	Current	Managed Competition/Target Savings Initiative	Discuss and identify alternatives to purchasing catered meals.
511	Greater Miami Service Corps Funding (GMSCF)	Current	Other	GMSCF will seek funding through collaborative efforts with non-traditional sources.
731	Self Help Customer Satisfaction Survey	Current	Other	Conduct random phone calls to families listed on self-sufficiency rosters to determine customer satisfaction with services.

Project ID	Project Name	Project Status	Project Type	Description
762	Consolidated Grant Process	Current	Other	Manage all grant applications through a Grants and Contract Monitoring Coordinator.
763	IT Needs Assessment	Current	Other	Assess IT needs agency wide to incorporate an Information Technology Division that would meet the agency's infrastructure, applications, database and support/training needs. This Division would then result in a more coordinated and streamlined approach to managing the department's IT resources and initiatives.
766	Quality Assurance Team	Current	Efficiency/Process Reviews	Improve efficiency and effectiveness of programming and service delivery.
509	Head Start Family Information Services (HSFIS)	Monitor	Efficiency/Process Reviews	This will help the program determine eligibility for enrollment, identify family service needs, provide program level demographic statistics, and track delivery of services to Head Start families.
730	Project Impact Shuttering Program	Monitor	Other	Install code approved shutters on the homes of the elderly.
732	Self Help FATHERS Project	Monitor	Other	To increase parenting skills, a partnership has been established with the Family Court and for participants to engage in intensive training.

Community and Economic Development

298	Review Community Development Division Process and Customer Service	Current	Efficiency/Process Reviews	Implement consultant's recommendations for the Community Development Division.
388	Employee Participation Program	Current	Efficiency/Process Reviews	Participative departmental review involving input from employees and management to improve efficiency and effectiveness of departmental operations.
518	Review Oversight and Functions of Community Redevelopment Agencies	Current	Efficiency/Process Reviews	Review the appropriateness and/or compatibility of this function and its related responsibilities with the OCED strategic mission, goals, and funding sources. This review will include administrative oversight.
577	Ensure that Revolving Loans Have Higher Recovery Ratios	Current	Other	Implement new procedures to increase recovery ratios of revolving loans.
578	Establish Multi-year Funding Process	Current	Efficiency/Process Reviews	Multi-year funding will streamline grant administration for the County and grantees.
580	Ensure that 1.5 Unexpended Ratio Goal is Met	Current	Efficiency/Process Reviews	Ensure that no more than 1.5 years of CDBG appropriations are unexpended, as required by USHUD.
583	Conduct Review of Urban Development Division	Current	Efficiency/Process Reviews	Conduct process and functional placement review of Urban Development Division to identify bottlenecks and streamlining opportunities.
92	OCED and Housing	Monitor	Organizational Studies	Review functions for potential duplication of responsibilities; identify opportunities for economies.

Consumer Services

340	Review Landside for Streamlining and Competition	Monitor	Efficiency/Process Reviews	Includes traffic, taxi control and parking, landside specialists, all curbside work and security where applicable.
658	Enhanced Collections	Monitor	Efficiency/Process Reviews	Increased focus on collection of outstanding citations.

Corrections and Rehabilitation

161	Efficiency and Effectiveness Analysis	Current	Efficiency/Process Reviews	Participative departmental review involving input from employees and management to improve efficiency and effectiveness of departmental operations.
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<i>Project ID</i>	<i>Project Name</i>	<i>Project Status</i>	<i>Project Type</i>	<i>Description</i>
686	Objective Jail Classification	Current	Other	Classification system that relies upon a narrow set of well-defined legal factors and personal characteristics of an inmate.
687	Acquisition of Construction Management Positions	Current	Other	The Department has reclassified five positions to Trades and Construction Management (TCM) positions thus, reducing the need for contractual assistance on capital projects.
866	CORESTAT	Current	Efficiency/Process Reviews	Correctional Organization of Responsive and Efficient Systems Through Accountability and Teamwork (CORESTAT) is an analysis, evaluation and accountability tool established to promote efficiency within the different components, units, and facilities of the department.
6	Review Potential for Optimizing Use of Sworn Officers	Monitor	Efficiency/Process Reviews	Review Corrections operations for most effective assignment of officers and civilians.
7	Utilize Sentenced Labor for County Work	Monitor	Efficiency/Process Reviews	Use inmate labor for maintenance and roadway labor.
13	Food Services	Monitor	Managed Competition/Target Savings Initiative	Consider extension and terms for new MOU and determine new target levels.
467	Recoup Costs Through Fees	Monitor	Fee Structure Review	Review fees charged to inmates in order to recover costs.
477	Reprogramming North-Dade Detention Center	Monitor	Other	By reprogramming North-Dade Detention Center, the Department can more efficiently utilize available staff and save funds.
478	BI Voice Profile	Monitor	Other	Provide voice identification for Pretrial Release (PTR) clients who are out of custody.
684	FTO (Field Training Offices) Program	Monitor	Other	FTOs will provide facility-based training for departmental employees as mandated by the Florida Department of Law Enforcement and ACA standards.

Criminal Justice Community

17	Examine Ideas for Reducing Average Length of Stay	Current	Efficiency/Process Reviews	Examine alternatives to reducing length of stay in the County's correctional system.
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Cultural Affairs

446	Employee Participation Program	Current	Efficiency/Process Reviews	Participative departmental review involving input from employees and management to improve efficiency and effectiveness of departmental operations.
599	Approval of Grants Less Than \$10,000	Current	Efficiency/Process Reviews	Obtain authority to issue small grants without seeking BCC approval.
670	Tourist Development Council Grants Efficiencies	Current	Efficiency/Process Reviews	Expedite grants payments and streamline quarterly approvals process for the Tourist Development Council (TDC) grants program.
598	Restructure Grants Timetable	Monitor	Efficiency/Process Reviews	Streamline and expedite approvals process and identify methods to eliminate redundancies in the grants processing timetable.

Economic Development Departments

634	Evaluate Agency Interaction	Current	Organizational Studies	Coordinate and consolidate back office operations and streamline policies in OCED, MMAP, Empowerment Trust, and Urban Revitalization Task Force.
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Project ID	Project Name	Project Status	Project Type	Description
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Elections

97	Increase Use of Technology	Current	Efficiency/Process Reviews	Assess use of additional technology.
587	Use Laptops at Precincts to Answer Voter Registration Questions	Current	Efficiency/Process Reviews	Laptops would contain comprehensive voter registration information to determine voters' status and to reduce backlogs at the downtown call center.
651	Employee Participation Program	Current	Efficiency/Process Reviews	Participative departmental review involving input from employees and management to improve efficiency and effectiveness of departmental operations.
704	Accelerate Notification of Incomplete Voter Registration Applications	Current	Efficiency/Process Reviews	Determine if voter registration applications are incomplete at the time they are received and notify individuals of incomplete forms by phone.
440	Same Board Precincts	Monitor	Organizational Studies	Three poll worker positions have been eliminated at 68 small precincts.
441	Improved Computerized Processing	Monitor	Efficiency/Process Reviews	Freeze two positions and monitor performance following departmental technology improvements.
586	Use High School and College Students as Poll Workers	Monitor	Efficiency/Process Reviews	Recruit and train students to work at polls during elections.
705	Use Intranet for Registration and Election Information	Monitor	Efficiency/Process Reviews	Hard copy information notebooks containing registration and election information with intranet version.
706	Provide Lists of Registered Voters and Election Results on CD	Monitor	Efficiency/Process Reviews	Provide lists of registered voters and election results available on CD, further reducing personnel, material and printer repair costs.

Employee Relations

127	Recruitment Process	Monitor	Efficiency/Process Reviews	Review of recruitment process.
211	Outsource PC and Other Platform Training	Monitor	Managed Competition/Target Savings Initiative	
664	Data Mart Pilot Project	Monitor	Efficiency/Process Reviews	Pilot project to establish a Miami-Dade County Data Mart (a 'bank' of standardized personnel information on file from which reports may be drawn) for Personnel/Payroll/Finance applications
717	Online Forms For ERD Functions	Monitor	Other	Enable employees and the public to access ERD related forms and services online.
718	Human Resources Management	Current	Efficiency/Process Reviews	Continue to assess support services for all service departments to ensure that all personnel needs are effectively and efficiently met.
719	Compensation Research	Monitor	Other	Maintain compensation research materials in an electronic data management system.
743	Employee Participation Program	Monitor	Efficiency/Process Reviews	Participative departmental review involving input from employees and management to improve efficiency and effectiveness of departmental operations.
788	Interactive Voice Response (IVR) System	Monitor	Efficiency/Process Reviews	Implement an IVR system to allow job applicants to obtain detailed information about current job listings.
796	Countywide Pay Plan	Current	Other	Conduct a comprehensive review of the County's Pay Plan and its Classification Plan and develop a method and model to simplify both.

Project ID	Project Name	Project Status	Project Type	Description
812	Payroll Re-Write	Current	Efficiency/Process Reviews	Re-write the Employee Master File portion of the payroll system facilitating future development of an enterprise HR system and allow ITD to make system modifications more easily.
665	ASD Efficiencies	Monitor	Efficiency/Process Reviews	Streamline and automate various system and business processes within the Administrative Services Division.

Enterprise Technology Services Department

148	Employee Participation Program	Current	Efficiency/Process Reviews	Participative departmental review involving input from employees and management to improve efficiency and effectiveness of departmental operations.
348	Explore Alternatives for Reducing Cost of Cellular Phone Services	Current	Cost Reduction	Review options to add cellular phones to local service contracts and other cost management options such as paying a cell phone allowance in lieu of providing cell phone services.
355	Assess Network Maintenance and Management Services	Current	Managed Competition/Target Savings Initiative	A Working Group is studying methods of providing network maintenance and management. Assess the use of managed competition/TSI for consolidation of services.
471	Managing Legacy Computer Systems	Current	Other	Reviewing ways to manage legacy computer systems while freeing up current employees to work on more modern systems.
492	Local Telecommunications Service RFP	Current	Other	Develop an RFP to award a contract for Countywide local telecommunications service.
608	Examine Voice Over Internet Protocol (VOIP)	Current	Other	Explore opportunities for using Internet protocol instead of phone line to carry voice data.
609	Assess Use of Wireless Networks	Current	Other	Study feasibility of using wireless networking systems instead of traditional hard-wired systems.
610	Measure and Improve Customer Service	Current	Other	Review current customer service efforts including surveys.
346	Review Whether ITD Should Install Light Bars	Monitor	Managed Competition/Target Savings Initiative	Determine the best method of installing police and various County safety vehicles for light bars.
452	Toll-free Calls to Broward and Monroe Counties	Monitor	Cost Reduction	Work with telephone services vendor to eliminate charges to calls made from SPCC to Broward and Monroe Counties.
716	New Micromedia Contract	Monitor	Other	New micromedia (fiche and film) contract resulted in lower fees charged by vendor.

Enterprise Technology Services Dept. (E-Gov)

774	Web Portal Online Payments	Current	Other	Implement online payment of county fees and fines available on miamidade.gov.
776	Web Portal Content Conversion	Current	Other	Convert County online information to the design of miamidade.gov. Implement a countywide 'web guide' that captures all elements of design, policy, navigation, etc for miamidade.gov.
873	eGovernment Economic Model	Current	Other	Analyze and implement a more efficient economic model for the pricing and billing of eGovernment services.
878	Citizen Access to Internet	Current	Other	Develop fee-based kiosks providing Internet access in County libraries.
885	Electronic and Online Payments	Current	Other	Implement technologies to facilitate electronic payments of fees by County residents.

<i>Project ID</i>	<i>Project Name</i>	<i>Project Status</i>	<i>Project Type</i>	<i>Description</i>
886	Employee Services Online	Current	Other	Use web-based applications and services to provide employees with information and tools to help to conduct business online.
887	Portal Release 2	Current	Other	Update current portal technology to provide citizens additional services.
888	Answer Center - Single Point of Contact	Current	Other	Use "311" methodology at the Answer Center to provide residents a single point-of-contact for government information.
775	Web Portal Activity	Monitor	Other	Monitor the steady growth in usage of the web portal.

Environmental Resources Management

871	Hybrid Vehicle Deployment and other Sustainable Practices	Monitor	Organizational Studies	Deployment of hybrid vehicles and implement other sustainability practices to decrease the consumption of irreplaceable resources.
722	SDGC Satellite Office/Remote Parking/Take Home Vehicle Program	Current	Efficiency/Process Reviews	Establish a program to determine cost savings and effectiveness of using the South Dade Government Center (SDGC) as a satellite office for DERM. Additionally, evaluate the effectiveness of allowing inspectors and technicians to park in remote County facilities near home and the effectiveness of a take home vehicle policy.
723	Automated Tracking System For Data Requests	Monitor	Efficiency/Process Reviews	Staff developed tracking system which allows for automated documentation of requests and responses. Staff time can be saved by avoiding manual tracking and filing of requests and focusing on customer service.

Finance

214	Implement the Use of Purchase Cards	Monitor	Efficiency/Process Reviews	Implement a pilot project for the use of purchase cards for small purchases under \$500.
551	Unclaimed Check Website	Current	Other	Recipients of County payments will be able to find their unclaimed checks, as the County's Website will be linked to the State of Florida's Abandoned Property section.
553	Accounts Payable Policy and Procedure Review	Monitor	Efficiency/Process Reviews	Review of current policy and procedures for County accounts payable processes to assist departments with troubleshooting, training, and implementing more efficient streamlined procedures after the entire payable cycle has been reviewed.
746	Credit and Collection System	Current	Other	Implement an automated collection system to track, monitor and collect on monies owed to the County.
747	Online Tax Certificate Sale	Current	Other	Conduct annual tax certificate sale online and provide County held tax certificates for sale online year-round.
828	FAMIS Reports On-line	Current	Efficiency/Process Reviews	Implement an Output Management Product for FAMIS users with PC related tools for viewing reports and data mining tools.
875	Tax Collector Field Enforcement Review	Current	Efficiency/Process Reviews	Perform process review of all enforcement functions to study feasibility of consolidating efforts
174	Discount for Prompt Payments	Monitor	Cost Reduction	Review county contracts to determine if there is potential to take advantage of prompt payment discounts. Institute a program to allow future contracts to include negotiated prompt payments discounts
176	Countywide Credit and Collection Operations	Monitor	Efficiency/Process Reviews	Analyze Countywide credit and collections as managed in the various departments. Review processes and make policy recommendations to remove duplication, and to coordinate and consolidate credit and collection efforts. Include web-based initiatives. The County hired two collection agencies to help with our efforts.

<i>Project ID</i>	<i>Project Name</i>	<i>Project Status</i>	<i>Project Type</i>	<i>Description</i>
436	Implement AP 3-Way Match	Monitor	Efficiency/Process Reviews	Implement 3-way match accounts payable process. Include decentralized departmental invoice input into financial system.
552	ACH Electronic Funds Transfer Payment Option	Monitor	Cost Reduction	Complete and evaluate the pilot program for ACH (Automatic Clearing House) electronic funds transfer payment option.
810	CD FAMIS Reports	Monitor	Efficiency/Process Reviews	Replace microfilm for FAMIS reports with CDs via an electronic transfer to the vendor that currently provides the County with microfilm.
<i>Fire and Rescue</i>				
199	Review County-initiated Ambulance Service	Current	Revenue Enhancement	Review contractual arrangements for the provision of County-initiated ambulance service. Determine where cost savings can be achieved.
372	Technology Alternatives to Improve Response Time	Current	Efficiency/Process Reviews	Emergency notification and dispatch improvements.
470	Employee Participation Program	Current	Efficiency/Process Reviews	Participative departmental review involving input from employees and management to improve efficiency and effectiveness of operations.
605	CPAT Mentoring	Current	Other	Provide a Candidate Physical Agility Test (CPAT) mentoring program for firefighter candidates to reduce associated costs and afford a higher passing rate. This will also improve the recruitment of female candidates and reduce liability.
640	Oracle Records Management	Current	Other	Implementation of a comprehensive Records Management System for the Fire Department to include the following applications: Accounts Payable, Accounts Receivable, Procurement, Inventory, Order Entry, Fixed Assets, Human Resources, Training, and Project Costing.
765	Telestaffing	Current	Other	Identify, purchase, and implement a software program that will automatically do daily rostering, personnel assignments, and tracking.
861	Reducing Employee Injuries and Loss of Time	Current	Other	Implementing a comprehensive health and wellness program that promotes health and safety awareness and helps to reduce the number of employee injuries and the amount of time lost due to on the job injuries.
34	Wellness Center/Workers' Compensation Clinic	Monitor	Efficiency/Process Reviews	Pilot project to provide medical clinic services to fire fighters with the expectation to reduce workers' compensation claims costs and work-related absences.
196	Rollout of Civilian Safety Inspectors	Monitor	Revenue Enhancement	Hiring additional civilian and uniform inspectors to perform selected fire safety inspections has resulted in meeting departmental responsibilities and producing budget and taxpayer savings.
197	Research Options for Maintaining Fire Properties and Grounds	Monitor	Efficiency/Process Reviews	Developing Policies and Procedures manual for improving the facilities management and maintenance.
200	Review Billing and Collection Rate for Emergency Services	Monitor	Revenue Enhancement	Collection agency contract.
330	Fire Hydrant Maintenance	Monitor	Efficiency/Process Reviews	The hydrant maintenance program ensures that hydrants are readily operational during emergencies and provides documentation of the hydrants in need of repair.
381	Aircraft Insurance Premium Reduction	Monitor	Cost Reduction	Reduce the cost of aircraft insurance.
442	Patient Transport Squads	Monitor	Efficiency/Process Reviews	Two squads of basic life support ambulance crews were added to speed transport of stabilized emergency call subjects.
597	Fire Inspection Automation	Monitor	Other	Inspection results documented and available in real time via wireless handheld computers.

Project ID	Project Name	Project Status	Project Type	Description
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695	Facility Preventive Maintenance	Monitor	Other	Provide staff and support materials to perform preventative maintenance on Department facilities in a routine, systematic manner.
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General Services Administration

145	Employee Participation Program	Current	Efficiency/Process Reviews	Participative departmental review involving input from employees and management to improve efficiency and effectiveness of departmental operations. The program is AIM - Airport Improvement Matters.
162	Energy Efficiency Analysis - County Buildings	Current	Efficiency/Process Reviews	Conduct energy audits of County-owned buildings and institute energy conservation programs where appropriate and economical.
189	Review All Parking Operations	Current	Revenue Enhancement	Examine potential for metering unmetered parking facilities.
190	Review Office Space Design and Configuration Services	Current	Managed Competition/Target Savings Initiative	Consider methods for contracting these activities or institute targeted savings initiative.
415	Employee Participation Program	Current	Efficiency/Process Reviews	Participative departmental review involving input from employees and management to improve efficiency and effectiveness of departmental operations.
701	Networked Fuel Card Processing System	Current	Efficiency/Process Reviews	Install a networked fuel card processing system for decentralized fuel card issuing for faster customer service.
276	Divest of Surplus Lands	Monitor	Efficiency/Process Reviews	Review the inventory of County-owned surplus lands and divest these properties where practicable.
426	Contaminated Oil Filtration Systems	Monitor	Cost Reduction	Install specialized oil filtration technology on heavy equipment to reduce the frequency and cost of oil changes.

Housing

164	Section 8 Program Review	Current	Efficiency/Process Reviews	Assessment of program to streamline Section 8 private rental housing program process and implement best practices for improved customer services and program efficiency.
169	Development and Loan Administration Automation Program	Current	Efficiency/Process Reviews	Purchase and install computer software and appropriate hardware to automate all Development and Loan Administration Division functions related to the Surtax, SHIP and HOME programs.
147	Public Housing Projects	Monitor	Cost Reduction	Memorandum of Understanding (MOU) with employees based on cost and service quality comparisons to private sector management firms. Employee Demonstration of Growth and Efficiency Program (EDGE)
285	Surtax Balances and De-obligation Processes	Monitor	Efficiency/Process Reviews	Review process for reducing large surtax balances and assess options for simplifying de-obligation processes. The surtax balance comes from commercial real estate transactions. This money can only be used for loans for first or second mortgages for low income residences or for builders who develop property in at risk neighborhoods. The previous process took a long time for approval.
497	Task Force for In-House Work	Monitor	Other	Establish a task force for small in-house projects to minimize time, cost and long procedures. This process will provide better service and quality of work to our residents.
726	Wire Transfers	Monitor	Efficiency/Process Reviews	Use wire transfers for mortgage closings and Section 8 checks to landlords.

Project ID	Project Name	Project Status	Project Type	Description
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Human Services

318	Medicaid Billing	Current	Efficiency/Process Reviews	Determine if Medicaid billing can be improved to increase services to clients. Consider hiring a consultant.
319	Perform Technology-Innovations Study	Current	Efficiency/Process Reviews	Enhance departmental operations and confer with private sector on areas best suited for technological innovations.
443	Employee Participation Program	Current	Efficiency/Process Reviews	Participative departmental review involving input from employees and management to improve efficiency and effectiveness of departmental operations. Program entitled "Strategic Planning and Employee Participation Program."
444	Direct Invoicing and Payments	Current	Efficiency/Process Reviews	Computerized direct billing and payments will reduce invoice processing with the state by 90 days and accelerate payments to childcare providers by five days.
683	Automate Internal Departmental Request for Procurement	Current	Efficiency/Process Reviews	Automate the Internal Departmental Request to Procure Form, including online approval.
685	Automate Internal Departmental Personnel Action Request	Current	Efficiency/Process Reviews	Automate the Internal Departmental Personnel Action Request, including online approval.
754	Compare Performance with Private Providers	Current	Managed Competition/Target Savings Initiative	Compare in-house and private sector performance for elderly and child development services in terms of efficiency and effectiveness.
755	Shared Contract Monitoring	Current	Efficiency/Process Reviews	Share contract monitoring duties with non-County funders in order to maximize resources and eliminate duplication of efforts.
758	Uniform Application for Similar Grant Programs	Current	Other	Work with non-County funding agencies to develop a uniform application for similar grant programs, in order to simplify the funding process for grants.
877	DHS Facilities Maintenance	Current	Managed Competition/Target Savings Initiative	Undertake a managed competition project for preventive maintenance of selected DHS facilities.

Library

445	Employee Participation Program	Monitor	Efficiency/Process Reviews	Participative departmental review involving input from employees and management to improve efficiency and effectiveness of departmental operations. Program entitled "Recommendations for Optimizing Library Effectiveness." (ROLE)
890	Procurement & Installation of Network Equipment	Monitor	Cost Reduction	Procurement and installation of network equipment allowing for partial staff, rather than vendor, maintenance of the network allowing for faster service and a reduction in the cost of maintenance from the vendor.
217	Operations and Staffing Analysis	Monitor	Efficiency/Process Reviews	Analysis of operations staff resulting in the creation of a new classification to supervise circulation functions at large branches allowing for the shifting of high level librarians to public service functions.
493	Interlocal Agreement with Key Biscayne	Monitor	Efficiency/Process Reviews	Through an interlocal government agreement between the County and Key Biscayne, branch hours can be extended in Key Biscayne.
494	Interlocal Agreement with Aventura	Monitor	Efficiency/Process Reviews	Through an interlocal government agreement between the County and Aventura, Aventura branch will have more of certain publications available.
495	Free Connectivity to the Internet	Monitor	Efficiency/Process Reviews	Miami-Dade Public Library System receives free Internet access through the Florida Information Resources Network (FIRN), a network provided by the State Department of Education to public education entities in Florida.

Project ID	Project Name	Project Status	Project Type	Description
652	Library Security	Monitor	Cost Reduction	Substitution of two Level 3 security guards for two off-duty police officers at North Dade regional branch.
668	SEFLIN Membership	Monitor	Efficiency/Process Reviews	The Miami-Dade Public Library System is a member of the Southeast Florida Library Information Network (SEFLIN), a non-profit membership organization of Southeast Florida libraries.
694	High Efficiency Air Conditioning Filters	Monitor	Efficiency/Process Reviews	Replace existing paper A/C filters with high efficiency plastic filters at all 34 sites.
859	Revised Procedure for Processing Service Agreements for SMART Tutors	Monitor	Cost Reduction	The procedure for processing the Service Agreements for SMART tutors was streamlined during FY01/02.
860	Fiction Selection List	Monitor	Cost Reduction	Replacing in-house gathering of book reviews to create fiction selection list with selection list from vendor.
889	Addition of Bookmobile Service Stops	Monitor	Efficiency/Process Reviews	Expand service to include stops at four additional agency locations without incurring any additional costs. This is accomplished by dropping off and picking up books and other materials at these designated locations for distribution by the agency. These mini-stops are done between regularly scheduled stops.

Medical Examiner

265	Examine Additional Ways to Use Asset Sharing Funds	Current	Revenue Enhancement	Defray General Fund costs through acquisition from other sources, such as the Law Enforcement Trust Fund.
593	Assess Equipment Options for Developing Photographs	Current	Cost Reduction	By leasing new equipment, the Department could reduce developing costs and possibly market its services to other agencies such as Jackson Memorial Hospital. The Department estimates the new equipment, which has an estimated life of seven to eight years, would pay for itself in two to three years.
653	Use of web-based software for operations	Current	Efficiency/Process Reviews	By purchasing web-based software at a cost of \$300,000, the various bureaus within the Department will be able to interrelate electronically.
37	Determine Essential v. Non-Essential Services	Monitor	Efficiency/Process Reviews	Determine whether the Medical Examiner should discontinue hosting classes and training for other jurisdictions and how much revenue is generated by the service.

Metro-Miami Action Plan

794	Implement Efficiencies from the AMS Audit Report	Monitor	Other	Implement efficiencies as noted in the framework AMS audit report.
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Miami-Dade Transit

43	Fleet Maintenance	Current	Managed Competition/Target Savings Initiative	Review and benchmark fleet maintenance for managed competition or targeted savings initiative for mid-life overhaul of transit rail cars.
46	Bus Operator Absenteeism/Overtime Reduction	Current	Efficiency/Process Reviews	Implement measures to reduce absenteeism and overtime consumption to best practices levels.
50	Inventory Management	Current	Efficiency/Process Reviews	Consider alternatives to increase efficiencies in inventory management
230	Implement Route Efficiency Improvement Program	Current	Efficiency/Process Reviews	Analyze use of full size and mini buses with potential swapping to improve route efficiency.

<i>Project ID</i>	<i>Project Name</i>	<i>Project Status</i>	<i>Project Type</i>	<i>Description</i>
394	Implement New Fare Collection System	Current	Efficiency/Process Reviews	Implementing a new system that will provide reporting and allow more pre-paying to increase cash flow.
515	Trip Planning on the Web	Current	Other	Using GIS technology, this system will allow passengers to have real time planning of their transit trips with real information on the location of buses and trains.
516	Fare Purchase Through Electronic Media	Current	Other	This application will allow the public to purchase fares with credit cards through the WEB, phone, and for-payment kiosks.
622	Efficiency Improvements on Selected Routes	Current	Managed Competition/Target Savings Initiative	Assess alternatives and costs for providing services on new or current routes.
761	Fleet Maintenance	Current	Managed Competition/Target Savings Initiative	Create competition for the maintenance of various transit vehicles.
827	Metromover Component Shop	Current	Managed Competition/Target Savings Initiative	To rebuild electrical and electro/mechanical assemblies. To support rebuilding of worn or defective parts resulting from major vehicle inspections (10 year overhauls) and rebuilding wayside track components.

Office of Capital Improvement

771	Centralized Database	Current	Efficiency/Process Reviews	Develop a centralized database for capturing the County's capital improvement projects in a uniform manner.
772	Standards and Specifications for Construction Projects	Current	Organizational Studies	Develop County standards and specifications for construction projects.
770	Expedite Ordinance	Monitor	Organizational Studies	Provide relief to departments by freeing up staff time used in the preparation of agenda items and to the BCC by reducing the number of individual items placed on the agenda.

Office of CIO

418	CIO Goal #2: Use IT to Improve County Processes	Current	Efficiency/Process Reviews	Establish methods to help improve county processes.
419	CIO Goal #5: Simplify and Standardize the County's IT Environment	Current	Cost Reduction	Establish Countywide enterprise licenses to drive costs down and enhance standardization.
420	CIO Goal #1: Use E-government to Expand County Hours and Service	Current	Efficiency/Process Reviews	Expand County hours and services through e-government.
421	CIO Goal #4: Make Smart, Coordinated IT Investments	Current	Efficiency/Process Reviews	Ensure that services are delivered in a responsive and cost-effective manner & that purchasing procedure is consolidated where feasible.
422	CIO Goal #6: Modernize the County's Computer Network	Current	Efficiency/Process Reviews	Provide a simple, reliable transport to help employees streamline and automate the flow of information and work.
474	CIO Goal #3: Improve Management of County IT Resources	Current	Efficiency/Process Reviews	IT governance process will provide countywide management of IT resources, and will facilitate deliberative IT decisions.
476	Electronic Document Management System (EDMS)	Current	Efficiency/Process Reviews	CIO is implementing electronic imaging systems with three departments: Employee Relations, DERM, and Building.
767	Answer Center Automation	Current	Efficiency/Process Reviews	Improve the County's ability to manage the CIO's telephone interface to the public. Establish a single telephone number that provides a seamless access for citizens to County departments.

<i>Project ID</i>	<i>Project Name</i>	<i>Project Status</i>	<i>Project Type</i>	<i>Description</i>
769	Employee Services Online	Current	Efficiency/Process Reviews	Creation of web-based applications and services to provide employees with information and tools to help to conduct business online.
804	Consolidation of IT Functions	Current	Organizational Studies	Assess opportunities for countywide consolidation of IT services. Include managed competition, target savings initiatives, outsourcing, reorganization, data center and network consolidation.
<i>Office of Public Transportation Management</i>				
393	Joint Development Opportunities Assessment	Current	Revenue Enhancement	Continue to assess joint development opportunities at retail, commercial, and office space projects at Metrorail and other locations.
<i>Office of Strategic Business Management</i>				
204	Corporate Sponsorship	Current	Revenue Enhancement	Assess sponsorship opportunities associated with County programs and assets.
805	Beverage Vending/Corporate Sponsorship	Current	Efficiency/Process Reviews	Review countywide beverage vending environment and develop a unified solicitation for corporate sponsorship agreement.
874	Grants Coordination	Current	Efficiency/Process Reviews	Maximize grant opportunities and assist County departments and community-based organizations in the identification and development of grant funding.
876	Resident Satisfaction Surveys	Current	Other	Survey Miami-Dade County residents to assess government performance and satisfaction.
<i>Office of the Clerk/Judicial Administration</i>				
433	New Traffic Court System to Reduce Number of Officer Appearances	Monitor	Efficiency/Process Reviews	Examine alternatives to reduce amount of appearances officers need to make in traffic court.
<i>Park and Recreation</i>				
65	Marinas	Current	Managed Competition/Target Savings Initiative	RFP soliciting bids from private operators and Park and Recreation Department employees for operation and management of the six County-owned marinas. Gainsharing MOU developed with Park and Recreation employees.
70	Adopt-a-Park Sponsorship Programs	Current	Cost Reduction	Adopt-a-Park could benefit the Department through commercial/benefactor contributions of money and services to programs, maintenance, and amenities.
224	Operation and Maintenance of Tennis Centers	Monitor	Efficiency/Process Reviews	Operation and Maintenance of Tennis Centers
501	Improve Service Through Program Partnerships	Monitor	Efficiency/Process Reviews	Provide for systemic proposals for CBO programs to improve service levels, focus efforts of CBO providers on identified needs, and establish systemic evaluation and selection. Also provide coaching certification, parent training and background checks through the National Alliance of Youth Sports for all CBO program providers.
574	Improve Golf Management System	Current	Organizational Studies	Centralize management of golf courses to maximize revenues. Evaluate, select and implement software to automate tee time reservations including internet access, apply standard rates and provide for pro-shop management statistical reports for improved performance measurement and fiscal accountability.
623	Park Maintenance	Monitor	Efficiency/Process Reviews	Review maintenance functions including shop operations for parks and other facilities considering targets.

Project ID	Project Name	Project Status	Project Type	Description
66	Larry and Penny Thompson Campground MOU	Monitor	Competitive Savings Target	Campground employees and Park and Recreation Department management have committed to meet specified improved profit margins over three years starting FY1999-00.
151	Employee Participation Program	Monitor	Efficiency/Process Reviews	TEAMS (Together Everyone Achieves More Success) is an employee-management forum that uses volunteer workgroups to develop ideas to improve the efficiency and effectiveness of departmental operations.
499	Deering Estate - Increase Revenue Stream	Monitor	Revenue Enhancement	Develop and implement a comprehensive revenue plan that explores opportunities to provide a high level of service to the public while maximizing potential revenues to continue on the road to self-sufficiency.
801	Reassess Park Fees	Monitor		Reassess fees to set at round numbers (including tax).

Planning and Zoning

379	New GIS Layers	Current	Other	Implement zoning resolution and Comprehensive Development Master Plan (CDMP) layers.
713	Implement IMPACT Group Recommendations	Current	Efficiency/Process Reviews	Implement IMPACT Group recommendations.
313	Implement Ideas From DPAC	Monitor	Other	Implement ideas from the Development Process Advisory Committee (DPAC).

Police

23	Civilianization, Labor Efficiency and Operational Improvements	Current	Efficiency/Process Reviews	Study use of civilians instead of uniformed officers where appropriate.
255	Use of Mobile Computing Units (MCU)	Current	Efficiency/Process Reviews	Use of Mobile Computing Units (MCUs) to provide mobile access to field officers and to allow for electronic reporting.
473	Employee Participation Program	Current	Efficiency/Process Reviews	Participative departmental review involving input from employees and management to improve efficiency and effectiveness of operations.
479	Probation and Parole Program	Current	Efficiency/Process Reviews	This program will reduce the number of opportunistic crimes, such as burglaries, auto thefts, and robberies by repeat offenders.
590	Service Provider Agreements	Current	Other	Provide information regarding MDPD services to newly incorporated cities.
689	Adoption Outreach Project	Current	Other	Provide care, housing, and adoptive homes for the more than 22,000 stray and unwanted animals annually.
850	Pharmaceutical Diversion	Current	Other	Investigate illegal sources of pharmaceuticals.
253	Contract Private Company for Off-Duty Scheduling and Billing	Monitor	Efficiency/Process Reviews	Explore alternatives for off-duty scheduling and billing.
480	Implement Digitized Palm Print System (APPS)	Monitor	Other	Digitize palm prints.
482	Pre-trial Conference Program	Monitor	Efficiency/Process Reviews	This was developed in cooperation with the Office of the Clerk to more effectively schedule appearances by police officers and witnesses in traffic court. This will reduce associated costs and compensation.
588	Euthanasia Incinerator Alternative	Monitor	Other	Alternative method of disposing of dead animal remains.

<i>Project ID</i>	<i>Project Name</i>	<i>Project Status</i>	<i>Project Type</i>	<i>Description</i>
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Procurement Management

412	Procurement Process	Current	Efficiency/Process Reviews	Continue to implement and further enhance procurement procedural efficiencies and resources.
416	Review Fee Structure	Current	Fee Structure Review	Evaluate amount and structure of certain user fees currently assessed by DPM for A/E and Design-Build procurements, and the 2% surcharge on purchases by other jurisdictions from Miami-Dade County contracts.
487	Procurement of IT Goods and Services	Current	Other	Coordinate IT purchases with the CIO's working group on procurement.
641	Implementation of E-Procurement	Current	Efficiency/Process Reviews	Evaluate the opportunities and applications for using the Internet and other online transactions to streamline and improve the County's procurement processes, and implement recommendations on short and mid-term bases.
645	Contract Competition and Participation by Small and Minority Businesses	Current	Efficiency/Process Reviews	Introduce legislative and system improvements strengthening the use of full and open competition and identifying the role of the Competition Advocate.
738	Streamlining of Affidavits and Certification Processes	Current	Efficiency/Process Reviews	Streamlining of Affidavits and Certification Processes
739	Obtain Additional Efficiencies via Amendments to A.O. 3-2 and 3-16	Current	Efficiency/Process Reviews	Amend A.O. 3-2 and 3-16 clarify and reform procurement processes.
825	Alternative Procurement Methods	Current	Efficiency/Process Reviews	Use of non-traditional procurement methods.

Property Appraisal

907	Electronic Data Management Services (EDMS) - Property Appraisal	Current	Efficiency/Process Reviews	EDMS Unit developed in the Information Services Division. The main function of the unit will be to ensure the timely exchange of Value Adjustment Board Hearing information according to the Florida Statutes. The secondary function will be to identify and apply the EDMS process to existing documentation within the Department.
740	Clerk of Court Imaging Module	Current	Efficiency/Process Reviews	Establish a technical interface with the Clerk of Court's new optical imaging system. This will allow automatic entry Clerk of Court documents into the Property Appraiser database.
180	Personal Property Revenue Enhancement	Current	Revenue Enhancement	Continue outside audit of companies' asset listings subject to tangible personal property assessment.
505	Employee Participation Program	Current	Efficiency/Process Reviews	Participative departmental review involving input from employees and management to improve efficiency and effectiveness of departmental operations.
741	Consolidated Exemption Application	Current	Efficiency/Process Reviews	Consolidate exemption forms into one. This will reduce redundancy for applicants, reduce paper load, and allow easier application processing.
843	Computer-Aided Appraisal System	Current	Efficiency/Process Reviews	Implement a Computer Aided Mass Appraisal System (CAMA) to improve sales, income, and cost analyses for residential, commercial, and industrial properties.
526	Implementation of Department Internet Website	Monitor	Efficiency/Process Reviews	Monitor savings generated by decrease in phone calls attributed to the customer service website.

<i>Project ID</i>	<i>Project Name</i>	<i>Project Status</i>	<i>Project Type</i>	<i>Description</i>
Public Works				
900	Customer Service and Technological Improvements	Current	Efficiency/Process Reviews	Technology improvements include, but not limited to: customer renewal of Causeway Transponders via the Internet; developing a software application for handheld computers for Public Works field crews; testing contract bidding on the web; allowing access to recorded plats on the Internet; rewrite of the Traffic Concurrence Geographical System layer; the Traffic Signals and Signs fiber optic upgrade, and electronic document management systems for right-of-way and special taxing districts documents.
57	Traffic Signalization Maintenance and Repair	Monitor	Managed Competition/Target Savings Initiative	Investigate opportunities for improving repair processes and reducing costs including installation of street signs.
533	Install Light Emitting Diode (LED) Lamps	Current	Efficiency/Process Reviews	Replace traffic signal lamps with light emitting diode (LED) to generate electrical savings and increase illumination.
835	EPP Projects	Current	Efficiency/Process Reviews	Public Works has implemented several EPP projects department-wide to enhance efficiency and streamline operations.
Seaport				
40	Best Practices Analysis of Maintenance Services	Current	Efficiency/Process Reviews	Conduct "Best Practices Analysis" on the Work Order System.
191	Review Parking Operations	Current	Revenue Enhancement	Review port parking operations for automation improvements.
273	Automation Of Ship Berthing Process/Implement Harbor Master	Current	Efficiency/Process Reviews	Procure automated system to schedule ship berthing.
448	Automated Facilities Management System	Current	Efficiency/Process Reviews	Provide maintenance division the control mechanism necessary to perform preventive and corrective maintenance while tracking incoming service requests.
627	Container Crane Electrification	Current	Other	Electrification of the Seaport's ten container cranes will make the cranes non-dependent on diesel generators and fuel for power. These cranes will be more environmentally friendly and less expensive to operate in the long run (Seaport will not need to purchase fuel or maintain expensive fuel apparatus).
729	Gantry Crane Downtime	Current	Managed Competition/Target Savings Initiative	Reduce excessive crane downtime from 1% to .5% per business plan. Gantry cranes are on rails and are used to load and unload containers from large vessels.
844	Traffic Circulation Enhancement	Current	Efficiency/Process Reviews	Increase traffic circulation throughout seaport. Emphasize improving cruise-related traffic flow to and from the Seaport by segregating cruise from cargo traffic. Increase efficiencies by eliminating manual labor associated with directing traffic.
894	Variable Frequency Drives (VFD)	Current	Efficiency/Process Reviews	Installation of VFD's to reduce electrical costs and prolong life of equipment.
274	Track Energy Savings Through Conservation Programs	Monitor	Efficiency/Process Reviews	Implementation of energy efficiency programs.
Solid Waste Management				
854	Transition Automated Collections Pilot to Programmed Routes	Current		Begin full implementation of automated collection routes with an objective to have at least 40 to 50 routes automated by fiscal year end.

Project ID	Project Name	Project Status	Project Type	Description
203	Employee Participation Program	Current	Efficiency/Process Reviews	Increase efficiency and competitiveness by encouraging employee participation in developing efficiency improvement initiatives.
225	Employee Initiated Route Size Increases	Current	Managed Competition/Target Savings Initiative	There is potential to further increase route size, particularly on Thursday and Friday collection days. This initiative is targeted at providing a financial incentive for employees to voluntarily accept a larger route size. Consider use of new technologies for refuse pick-up with a TSI/gainsharing component.
402	Pilot Program for Automated Garbage Collection	Current	Efficiency/Process Reviews	Implement a pilot program for specialized garbage trucks that use automated devices to collect containers issued to households.
458	Analyze Alternatives for Serving New Areas and Municipalities	Current	Managed Competition/Target Savings Initiative	Address the potential for collecting garbage and trash from Miami-Dade County Municipalities, commercial establishments, etc., to take advantage of the DSWM's economies of scale.
459	Enhance Back to Basics Public Awareness	Current	Other	Expand public educational program to focus on the level of service provided by the County, including types and amounts of setouts, bulky waste collection, use of trash and recycling centers, and disposal of hazardous household waste.
463	Universal Truck	Current	Efficiency/Process Reviews	Study possibility of using a universal collection truck that is capable of performing the same function as the two types of trucks that are currently used.
464	Individual Performance Evaluations Through Consistent Procedures	Current	Efficiency/Process Reviews	Develop quantifiable performance standards for each work area and classification and provide additional performance incentives for employees.
465	Equipment Replacement - Improved Technologies	Current	Efficiency/Process Reviews	Review procedures for replacing equipment in a more timely manner to minimize breakdowns and to improve safety, efficiency and productivity.
466	Reanalyze Present Routing Balancing Criteria	Current	Efficiency/Process Reviews	Analyze the criteria for routing to balance the routes. Evaluate and revise procedures for establishing garbage collection routes to improve uniformity of collection work effort and time required.
490	Voluntary 4x10 Schedules for Residential Enforcement Officers	Current	Efficiency/Process Reviews	Allow Residential Enforcement Officers in the residential section to volunteer to work 10 hour-day, 4 days a week schedule.
879	Department of Solid Waste Management Update of Strategic and Master Plan	Current	Other	Develop update to strategic plan to include a fee adjustment for FY 03-04.
397	Review Bulky Waste Dispatching Efficiencies	Monitor	Efficiency/Process Reviews	Reduce bulky waste response time and increase bulky waste pick-up efficiencies.
398	Review Bulky Waste Equipment Efficiencies	Monitor	Efficiency/Process Reviews	Review the method and type of equipment used for bulky waste pick up. Consider using equipment with improved technology.
399	Implement Enforcement Value Analysis Recommendations	Monitor	Efficiency/Process Reviews	Analyze relocating enforcement staff for other duties.
454	Decentralize Trash Equipment Staging	Monitor	Efficiency/Process Reviews	Locate vehicles closer to service areas to reduce travel time and distance between collection vehicle parking and routes. This will improve links to the community and enhance the level of service and response.
455	Automation of Operation Daily Roster	Monitor	Efficiency/Process Reviews	Automate the daily roster operations to replace existing manual process and increase supervisor productivity. System will eliminate manual daily activity reporting (DAR) during hurricane emergencies, which has required additional temporary staff.
456	Reorganization of Trash Management	Monitor	Efficiency/Process Reviews	Reorganize staffing of trash and recycling centers to increase accountability.
460	Privatization of Household Chemical Waste Collection	Monitor	Efficiency/Process Reviews	Privatize household chemical waste collection.

<i>Project ID</i>	<i>Project Name</i>	<i>Project Status</i>	<i>Project Type</i>	<i>Description</i>
461	On-line Bulky Waste Scheduling	Monitor	Efficiency/Process Reviews	Allow residents to make bulky waste request on - line.
667	Substitute Lime Rock with Fine Soil for Daily Landfill Cover	Monitor	Other	Per FDEP rules, a Class I landfill must receive daily cover on the daily in-place (Class III landfills receive weekly cover). The Material used for daily cover in Miami-Dade County landfills is lime rock. The Resources Recovery facility generates substantial quantity of fine soil as a byproduct, which can be used as landfill daily cover instead of limerick, with substantial savings to the County.
784	Trash and Recycling Centers/ Illegal Dumping Billing Policy	Monitor	Other	Institute fee to residential units in DSWM service area not receiving residential curbside collection services to enable their use of the Trash and Recycling Centers and to address equity issues for those who receive DSWM services, but have not paid for benefits received (illegal dumping, enforcement and pickup).

Team Metro

103	Automation of Code Enforcement and Case Management	Current	Efficiency/Process Reviews	Procure and institute computer based systems for code enforcement and case management.
278	Investigate One-Stop-Shopping for Public Convenience	Current	Efficiency/Process Reviews	Investigate providing more services and information at Team Metro locations to increase the level of services to the public.
368	Performance Standards - Code Enforcement	Current	Efficiency/Process Reviews	Institute performance standards in the Code Enforcement unit and monitor department performance with respect to these standards.
371	Answer Center	Current	Efficiency/Process Reviews	Centralized call intake.
437	Countywide Lien and Collection Operations	Current	Efficiency/Process Reviews	Revise process to transition selected lien procedures related to code enforcement from Finance to Team Metro.
675	Community Assessment & Outreach Tracking Program	Current	Efficiency/Process Reviews	Increase outreach through door-to-door visits.

Urban Revitalization Task Force

539	Building 5A Security	Monitor	Cost Reduction	Improve Building 5A surveillance and reduce security expenses between 7:00 p.m. and 7:00 a.m.
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Water and Sewer

75	Water and Sewer Services	Current	Efficiency/Process Reviews	POWER initiatives; process is ongoing.
251	Examine and Reduce Unaccounted for Water Loss	Current	Efficiency/Process Reviews	Reduce unaccounted for water losses from WASD water distribution system.
404	Purchase Methane Gas from Solid Waste Department	Current	Revenue Enhancement	Purchase methane gas at reduced price by negotiating contract with the company that has rights to withdraw and sell gas from Solid Waste's South Dade land fill.
617	Customer Service Enhancement	Current	Efficiency/Process Reviews	Improve customer service and reduce wait times for phone calls. Conduct customer survey.
679	Transition of Consent Decree/ Settlement Agreement programs to WASD	Current	Efficiency/Process Reviews	Transition of all Consent Decree/Settlement Agreement (CD/SA) programs to MDWASD.

<i>Project ID</i>	<i>Project Name</i>	<i>Project Status</i>	<i>Project Type</i>	<i>Description</i>
809	WASD MOU	Current	Gainsharing	The Department, The Office of Performance Improvement (OPI), and the Unions (Government Supervisors Association of South Florida and AFSCME Local 121) are developing a Memorandum Of Understanding (MOU) that will assist with measuring performance and rewarding employees through gain-sharing. The Department is developing two sets of performance measures and targets: one department-wide and the other by assistant director group. These measures will be used for the first year of the MOU (FY04)
880	WASD 5-Year Financial/Efficiency Plan	Current	Other	Develop WASD five year efficiency program and financial plan and tie to a multi-year MOU.
<i>Project Count: 291</i>				

ALEX PENELAS, P.A.

ALEX PENELAS, ESQ.

December 22, 2004

Mr. Jose Rodriguez
KPMG
1 Biscayne Tower, Suite 2800
Miami, FL 33131

Dear Mr. Rodriguez:

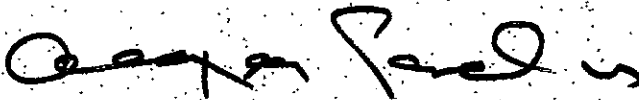
I would like to take this opportunity to express my heartfelt thanks for serving as a member of the Efficiency and Competition Commission (ECC).

I created the ECC on December 3, 1997 for the purpose of improving efficiency and cost-effectiveness in County government. The ECC brought together highly respected private and public sector executives, such as yourself, who volunteered their time, experience and expertise to explore innovative methods of achieving excellence in Miami-Dade County.

The ECC has realized significant accomplishments through the dedicated efforts of its members. Your support was invaluable to the success of such progressive initiatives as employee participation programs, reorganization studies, various managed competition and gainsharing initiatives and the establishment of performance targets based on best practice or industry standards, for example. Perhaps more significant than any individual project or initiative, however, has been the growing integration of "results oriented government" concepts into County government, as evidenced by the incorporation of performance information into the County's strategic planning, business planning, resource allocation and performance evaluation processes. The ECC was an early supporter of the idea that government must use its resources efficiently to achieve tangible results for its customers, and we are beginning to see the fruits of that commitment.

Since the ECC is a committee I created, it continued during my term in office. Now that my term as mayor has concluded, I would like to thank you for contributing to Miami-Dade County's future through your efforts on the Efficiency and Competition Commission.

Sincerely,



Alex Penelas

Miami-Dade County Governmental Structure Task Force Summary of Findings Final Report

January 2007



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Executive Summary

- The Miami-Dade County Governmental Structure Task Force was created on December 14, 2004 by Resolution 1490-04 sponsored by former Chairman Joe Martinez to address concerns involving the County's government structure and procurement process. The Task Force was established with four Commissioners as voting members: Commissioner Moss, designated as the Chairman, Commissioner Seijas, Commissioner Sosa, and Commissioner Heyman.
- The Task Force conducted research regarding various forms of local government structure. Based on the research findings, the Task Force adopted four broad categories to serve as the criteria for judging the effectiveness and efficiency of local government structures:
 - Human resources and financial management
 - Strategic planning and organizational performance
 - Customer focus
 - Information technology
- The Task Force reviewed the application of the criteria to local governments across the country. An assessment of Miami-Dade County's performance in these areas showed demonstrable improvements in recent years.
 - The Task Force urges continued use of the adopted criteria to evaluate County government and recommends the establishment of a new County performance assessment group to champion these efforts.

Executive Summary (cont.):

Summary of Key Results

Over the past five years, the County's key accomplishments have included...

In the area of Human Resources and Financial Management:

- Partnered with the Harvard University Kennedy School of Government to provide a performance leadership course, which is the initial component of a comprehensive training program for executives and middle managers, currently under development.
- Expanded Department Director authority to recognize employees
- General Fund reserves corresponding to over 5% of the General Fund budget; growing Countywide and unincorporated emergency contingency funds
- Recognition Awards from the Government Finance Officers Association (GFOA):
 - Certificate of Achievement for Excellence in Financial Reporting—for the 24th year in a row, and
 - Distinguished Budget Presentation Award, reflective of the County's commitment to adhering to the highest standards of governmental budgeting
- Implementation of Enterprise Resource Planning (ERP) financial software at the Aviation and Water and Sewer Departments and continued plans for future rollout Countywide
- Ongoing transition to a fully automated recruitment system

In the area of Strategic Planning and Organizational Performance:

- Roll-out of the first-ever Countywide Strategic Plan
- Approval of the "Governing for Results" ordinance
- Alignment of resource allocation decisions with Strategic Plan goals
 - Systematic measurement and monitoring of Strategic Plan/Business Plan implementation, including the use of an automated performance management system

Executive Summary (cont.):

Summary of Key Results

Over the past five years, the County's key accomplishments have included...

In the area of *Customer Focus*:

- Increasing resident satisfaction as measured by customer surveys
- Resident satisfaction higher than national averages for large jurisdictions
- Secret Shopper program to measure direct customer service quality
- Customer-focused technology initiatives including 311 Call Center and web portal improvements (see below)

In the area of *Information Technology*:

- Implementation of 311 Call Center to provide a single point of access for non-emergency government services
- Enhancements to the County's award winning web portal, including customer-friendly applications such as video on demand and web pages devoted to the land use and permitting process and housing programs
- Establishment of IT governance process and project management office
- Increased training for IT personnel

Executive Summary *(cont.)*

- The Governmental Structure Task Force reviewed close to 4,000 procurement items over the past five years and found that the Board of County Commissioners overturned the County Manager's procurement recommendation following a bid protest on only six occasions. The Task Force also reviewed recent improvements in the County's procurement process.
- The Task Force endorsed two Resolutions to the Board of County Commissioners comprising its findings and recommendations for improving the County's Community Periodicals Program and the Sunset Review of County Boards process.
- The Task Force conducted its work over the course of twelve sunshine meetings in the Commission Chambers.

Task Force Creation and Structure

- The Miami-Dade County Governmental Structure Task Force was created on December 14, 2004 by Resolution 1490-04 sponsored by former Chairman Joe Martinez to address concerns involving the County's government structure and procurement process.
- The Task Force was originally established for a twelve month period; however, the term of the Task Force was extended by ordinance to November 19, 2006 to allow additional time for the Task Force to complete its work. The Task Force has met on twelve occasions to fulfill its charge as outlined in its authorizing legislation.
- The Task Force was established with four Commissioners as voting members: Commissioner Moss, designated as the Chairman, Commissioner Seijas, Commissioner Sosa, and Commissioner Heyman.
- The Mayor was invited to serve as a fifth voting member.
- The County Manager's Office, County Attorney's Office, and the Office of Strategic Business Management were assigned to provided staff support to the Task Force.

Task Force Objectives and Adopted Criteria

- Resolution 1490-04 charged the Task Force with:
 - developing criteria to identify effective and efficient structures of local government in this country,
 - applying the criteria to evaluate the effectiveness and efficiency of Miami-Dade County government, and
 - reviewing the procurement process and procurement matters that have been presented to the Board in recent years.
- At the March 24, 2005 meeting, the Task Force adopted four broad categories to serve as the criteria for judging the effectiveness and efficiency of local government structures:
 - Human resources and financial management
 - Strategic planning and organizational performance
 - Customer focus
 - Information technology

Research Methodology

- In selecting the criteria and determining how to best evaluate the effectiveness and efficiency of local government structures, the Task Force considered a wide variety of sources:
 - A survey of relevant literature
 - A survey of multiple jurisdictions around the country
 - A Review of excellence awards and initiatives including
 - The Florida Sterling Council
 - The Baldrige National Quality Program
 - Governing.com's Grading the Counties 2002 Report
 - The Balanced Scorecard Institute
 - Presentations to the Task Force by former Miami-Dade County Manager and 2006 International City/County Management Association Distinguished Service Award recipient Merrett R. Stierheim and others

Research Findings:

Governance Structure

- There are two main forms of local government in the United States:

1. Mayor-Council

- *Weak Mayor Form*: The Council has executive and legislative functions and the mayor possesses ceremonial and somewhat limited authority in administrative and budget matters.
- *Strong Mayor Form*: The elected mayor is responsible for day-to-day operations of government, with almost total administrative control, including authority to hire and fire department heads. The mayor is also responsible for development of the budget.

2. Council-Manager

- An elected governing board exercises both executive and legislative functions. The board appoints a professional Manager to supervise government operations and implement policy directives of the board.

- The emerging trend is a hybrid of both models.

Research Findings:

Governance Structure

- In his presentation to the Task Force, former County Manager Merritt Stierheim advocated for the Council-Manager form of government for Miami-Dade County. According to Mr. Stierheim:
 - The Council-Manager form has been in existence for almost 100 years in the United States and emerged as an attempt to end cronyism, nepotism, and mismanagement in government.
 - The Council-Manager form is modeled after the corporate world, in which company stockholders elect a Board of Directors and the Board in turn selects a president to run the company. In the public sector version of this structure, citizens who own public assets elect a Board of Commissioners and the Commissioners in turn select a professional manager to run the operations of the government and implement the legislative directives.
 - County managers, similar to corporate presidents, must be qualified to manage a complex organization; be professionally trained; and possess skills, experience, education, integrity, and other qualities inherently necessary for the position.
 - The majority of large council-manager cities have strong bond ratings.

Research Findings: Governance

Structure Survey

- The Office of Strategic Business Management conducted a survey of 22 local governments (15 counties; 7 cities) regarding their form of governance.
- Survey Results:
 - Council-manager: 10 counties
 - Mayor-Council: 10 jurisdictions
 - *strong mayor* - 5 cities; 1 joint city/county; 2 counties
 - *weak mayor* - 2 cities
 - Two counties had alternate forms of government
- Authority of Council, Mayor and Manager:
 - In all jurisdictions surveyed, the Board/Council had legislative and procurement authority and the power to appoint and/or confirm the Manager.
 - In Strong Mayor jurisdictions, the Mayor had authority to appoint the manager and department heads, and was responsible for annual budget preparation.
 - In Council-Manager jurisdictions, the Manager had the authority to appoint department heads and award contracts within a threshold; moreover, the Manager was responsible for day-to-day government operations and annual budget preparation.

Criteria for Effective and Efficient Government:

Human resources and financial management

- **When evaluating an organization's Human Resources and Financial Management, the following questions should be considered:**
- **For Human Resources...**
 - Does an organization have the necessary tools in place to obtain the employees it needs?
 - Does an organization maintain an appropriately skilled workforce?
 - Does an organization motivate employees to perform effectively in support of its goals?
- **For Financial Management...**
 - Does an organization have mechanisms in place that preserve stability and fiscal health?
 - Does an organization make sufficient financial information available to policymakers, managers, and citizens?
 - Does an organization have appropriate control over financial operations?

Grading the Counties (2002): Human resources and financial management

- In 2002, *Governing Magazine* did an extensive evaluation of counties across the nation in key governance areas, including Human Resources and Financial Management.
- Miami-Dade County scored above average in the Human Resources category and average in the Financial Management category (see grid below).
- Overall, counties did an excellent job with financial reporting; most counties had a good structural balance in their budgets and strong reserve funds.
- Lack of a unified county personnel system hampered human resources efforts, and tight job market of the 10 years preceding the study forced many counties to revise their recruitment and merit pay policies.

Criteria	Average Grade for All Counties	Miami-Dade County
Human Resources	C+	B-
Financial Management	B-	B-

Summary of Key Results: Human resources and financial management

- In the past five years, Miami-Dade County has achieved the following key results in this area:
 - The County has entered into a partnership with the Harvard University Kennedy School of Government to provide a performance leadership course; the course is the initial component of a comprehensive training program for executives and middle managers, currently under development.
 - Department Directors have expanded authority to design employee recognition programs under Administrative Order No. 7-30.
 - General Fund reserves now correspond to over 5% of the General Fund budget; Countywide and unincorporated emergency contingency funds have increased.
 - In 2005, the County won two major awards from the Government Finance Officers Association (GFOA):
 - Certificate of Achievement for Excellence in Financial Reporting—for the 24th year in a row, and
 - Distinguished Budget Presentation Award, reflective of the County's commitment to adhering to the highest standards of governmental budgeting.
 - The Aviation and Water and Sewer Departments have implemented Enterprise Resource Planning (ERP) software, including financial and time collection modules. Ongoing ERP rollout Countywide continues to enhance the County's human resources and financial business processes.
 - The County is currently transitioning to a fully automated, paperless recruitment system.

Criteria for Effective and Efficient Government:

Strategic Planning and Organizational Performance

- **When evaluating an organization's strategic planning and organizational performance, the following questions should be considered:**
- **For Strategic Planning:**
 - How does an organization set its strategic direction and determine its key action plans, their deployment and measurement?
 - Does an organization have a system in place to ensure that allocation of resources properly supports strategic goals?
- **For Organizational Performance:**
 - How does an organization develop indicators and evaluative data that can measure progress toward results and accomplishments?
 - Do leaders and managers use results data for policymaking, management, and evaluation of progress?

Grading the Counties (2002): Strategic Planning and Organizational Performance

- In the 2002 “Grading the Counties” project conducted by *Governing Magazine*, Miami-Dade scored above average in the Managing for Results category (see grid below).
- Only 25 percent of the counties evaluated had formal countywide strategic plans; strategic planning was more common at the department level, but plans often lacked a common format.

Criteria	Average Grade for All Counties	Miami-Dade County
Managing for Results	C+	B-

Summary of Key Results: Strategic Planning and Organizational Performance

- In the past five years, Miami-Dade County has achieved the following key results in this area:
 - The County's first-ever Strategic Plan was formally unveiled in 2004.
 - The "Governing for Results" ordinance was approved by the BCC in 2005.
 - Resource allocation decisions are now formally aligned with Strategic Plan goals.
 - The County formally measures Strategic Plan/Business Plan implementation through customer surveys and other performance data, which is tracked through Active Strategy Enterprise (ASE), a web-based performance management system that is fully implemented throughout the County.
 - Performance data is analyzed by departments on a monthly and quarterly basis to guide management decisions.

Strategic Planning and Organizational Performance:

Results Oriented Government Legislation

- Strategic planning and results orientation have been widely integrated into legislation at all levels of government across the nation.
- 36 of the 50 states have adopted this type of legislation.
- The federal government enacted a comprehensive management framework under its Government Performance and Results Act of 1993.
- Many local jurisdictions have implemented administrative, if not legislative, requirements for strategic planning and performance measurement.
- **With the adoption of the Governing for Results Ordinance on July 7, 2005, Miami-Dade County became a leader among local governments.**

Strategic Planning and

Organizational Performance:

Miami-Dade County Strategic Management Model

- The Miami-Dade County Strategic Management Model consists of...

Planning

- Strategic Plan
 - On September 21, 2004, Miami-Dade County launched its first-ever Strategic Plan.
 - The Strategic Plan serves as the community's roadmap that will take it from where it is today to where it wants to go in the coming years.
- Departmental Business Plans are developed on the basis of the Strategic Plan.
- Resource Allocation is based on Departmental Business Plans.

Measurement & Monitoring

- The County measures/monitors Strategic Plan implementation success through...
 - Customer surveys
 - Secret Shopper Program
 - 311 Answer Center data
 - Departmental performance measures
 - Management appraisals based on performance

Strategic Planning and Organizational Performance:

Performance Management System

- The County has implemented Active Strategy Enterprise (ASE), a web-based performance management system to track performance data throughout the County.
- The system is the primary tool for county staff to develop their business plans and set targets for their priority measures, objectives and initiatives. It displays and organizes information through interactive screens which permits users to “drill-down” from long-term strategic issues to tactical measures. Performance measures are aligned to goals and objectives identified in the Countywide Strategic Plan.
- Results are reviewed monthly in departmental business review meetings and quarterly with the County Manager and his executive team.
- Performance data is used to help guide management decisions, identify under-performing metrics and implement targeted improvement actions.

Criteria for Effective and Efficient Government: Customer Focus

- When evaluating an organization's Customer Focus, the following questions should be considered:
 - Does the organization use appropriate strategies to monitor and react to the concerns of stakeholders?
 - Does the organization measure customer satisfaction relative to similar organizations?
 - Does the organization effectively communicate the results of its activities?



Note: Governing Magazine did not address customer focus in its 2002 *Grading the Counties* study.

Summary of Key Results: Customer Focus

- In the past five years, Miami-Dade County has achieved the following key results in this area:
 - The County now conducts detailed resident satisfaction surveys biennially, with surveys in 2003 and 2005. Overall, satisfaction with County services is increasing and exceeds national averages for large jurisdictions.
 - Performance results are communicated to customers through the Progress Report to the Community (mailed to all Miami-Dade residents' homes and available in many County offices) and through the County's website: <http://www.miamidade.gov/results/>.
 - Individual County departments elicit customer feedback through department-specific surveys and other methods.
 - The County's Secret Shopper program was implemented to measure the quality of direct customer service via telephone and face to face contact. Shopping results are used to recognize excellent service as well as to develop corrective action plans where improvement is needed.
 - Technology initiatives such as the 311 Call Center and web portal enhancements (described under the Information Technology section) have significantly improved the customer experience.

Customer Focus:

Resident Satisfaction Survey

- The Resident Satisfaction Survey is an integral part of measuring the County's progress in achieving Strategic Plan goals. The County conducted surveys in 2003 and 2005.
- The 2005 survey was conducted by ETC Institute, a nationally recognized, independent research firm.
- The survey covers all major service areas and provides an overall view of the County; results from the survey are used to help guide policy and resource allocation.
- Results from the survey are communicated to residents through the Progress Report to the Community (mailed to all Miami-Dade residents' homes and available in many County offices) and through the County's website: <http://www.miamidade.gov/results/>.
- The most recent survey indicated that 51% of the Miami-Dade residents surveyed indicated they are very satisfied or satisfied with County government services overall. This satisfaction rate is higher than the average for large urban areas, which is 47% nationwide (*data provided by ETC Institute*).
- The survey also indicated high levels of resident satisfaction with Miami-Dade's public safety services, parks and libraries.

Customer Focus:

Secret Shopper Program

- The County created a Secret Shopper program to measure the quality of direct customer service via telephone and face to face contact. The program provides departments feedback by evaluating service delivery to the public at customer interface points.
- 21,000 shopping experiences have been completed countywide since the inception of the program.
- All County departments were shopped during the first two years of the program, giving a comparison from one year to the next. In general, departments' scores are often positive.
- Half of all departments are now shopped each year, in addition to those shopped by special request.
- Departments that are shopped receive both a summary and detail of results. Departments' scores are also listed on their performance measurement scorecard. High-scoring departments receive letters of commendation for their performance. Low-scoring departments must submit an action plan to address their service deficiency and improve performance.
- The evaluations are used as a tool to recognize areas that are delivering excellence as well as identify areas that need improvement.
- The County receives inquiries from other jurisdictions that want to set up similar programs of their own.
- Management responsibility was recently transferred to the County's Government Information Center (GIC) to leverage Center staff expertise and improve program coordination.

Criteria for Effective and Efficient Government: Information Technology

- When evaluating an organization's Information Technology, the following questions should be considered:
 - Do IT systems enable the organization to communicate with and provide services to its customers?
 - Do IT systems provide information that support agency needs and strategic goals?
 - Does the organization conduct multi-year, organization-wide IT planning?
 - Do IT systems form a coherent architecture?

Grading the Counties (2002):

Information Technology

- In the 2002 “Grading the Counties” project conducted by *Governing Magazine*, Miami-Dade scored below average in the Information

Technology category.

- County IT challenges of previous years included:
 - Duplicate technology initiatives across departments
 - No rationale for investments
 - No funding mechanism for countywide initiatives
 - Lack of project management and planning
 - Staffing issues

Criteria	Average Grade for All Counties	Miami-Dade County
Information Technology	C+	D+

Summary of Key Results:

Information Technology

- In the past five years, Miami-Dade County has achieved the following key results in this area:
 - The 311 Call Center commenced operations in 2004, providing a simplified, single point of contact for residents seeking non-emergency information and services.
 - Customers now have access to a wide range of government information and services 24 hours a day through the County web portal; recent portal improvements include video on demand and web pages devoted to the land use and permitting process and housing programs.
 - A formal technology governance process and project management office were established to provide centralized review and funding of large technology initiatives.
 - The County has increased training of IT personnel and was named by Computerworld as one of the 100 Best Places to Work in IT in 2005.

Information Technology:

311 Answer Center

- On November 29, 2004, Miami-Dade County activated its 311 Answer Center, taking its level of customer service to the next level and providing County management with an unparalleled management tool.
 - On the customer service side, the 311 Answer Center...
 - Provides simplified, single point of contact for residents seeking non-emergency information and services, replacing less effective and less efficient agency-based call centers.
 - Responds to over 100,000 citizen calls monthly, handling an estimated call volume of 2.5 million in FY 06-07.
 - Is multi-jurisdictional, the first such call center in the nation.
- As a management tool, the 311 Answer Center...
 - Allows for real-time, county-wide tracking and reporting of performance metrics.
 - Assists in the County's ability to respond to unanticipated events by steering non-emergency calls away from 911.

Information Technology:

County Web Portal

www.miamidade.gov

- The County's web portal, available 24/7, gets high survey marks from users and enjoys growing popularity.
- An estimated 70% of Miami-Dade County residents have internet access.
- The County's web portal and department websites have received over 18 million visits.
- From 2004 to 2005, there was a 100% increase in customer portal usage.
- Popular online services include:
 - Payment of taxes and fees (property taxes, water and sewer bills, parking tickets, etc.).
 - Building permit applications (24,981 online permits in 2004)
 - Job applications.
- Popular online information includes:
 - Property and neighborhood information (5,000 daily visits to "My Home" and "My Neighborhood" sites).
 - Webcasts of County Commission and Committee meetings.
- Improvements put in place within the last year include video on demand and web pages devoted to the land use and permitting process and housing programs.

Information Technology:

Technology Management Improvements

- Since 2002, Miami-Dade County has made significant improvements in its management of information technology. Areas in which the greatest improvements have occurred include...
- **Strategic Goals and Planning**
 - There has been an alignment of technology functions under the Chief Information Officer to ensure cohesion and strategic focus.
 - An IT governance process has been implemented to provide centralized review of large technology initiatives.
 - The governance process is the basis for project funding recommendations to the County Manager.
 - The governance process ensures that new initiatives conform with IT Strategic Goals.
 - As part of the process, departments are required to submit a structured business case for all new desired initiatives.
 - A project management office tracks all projects approved in governance as well as any projects greater than 120 hours.
 - Benefits attributed to the governance process include...
 - Shared solutions—the needs of multiple departments being met by the same project.
 - Comprehensive costing and planning of projects.
 - Alignment of projects with infrastructure.
 - A methodology for assessing project benefits to the County and the public.

Technology Management Improvements (cont.)

- **Architecture**
 - Infrastructure is being established that promotes cross-boundary participation, as with "My Neighborhood," allowing County web pages to be service based, not agency based.
 - Security protocols are kept up to date.
 - IT has survived 142,427 attempts to infect its network with viruses and 824,602 spam.
 - Risk/vulnerability assessments of system are routinely conducted.
 - Employees are trained for security awareness.
- **Training**
 - Investment in employee training is up.
 - An on-going leadership training program has been established.
 - Project management certification has increased (50% of PM's).
 - Training was one of the criteria for the Computerworld's 100 Best Places to Work in IT 2005 award received by the department.

Recent County Recognition Awards and Initiatives

- The County received 17 National Association of Counties (NACO) Achievement Awards in 2006, recognizing excellence in a wide range of program categories administered by 13 different departments.
- In 2005, the County won two major awards from the Government Finance Officers Association (GFOA):
 - Certificate of Achievement for Excellence in Financial Reporting—for the 24th year in a row, and
 - Distinguished Budget Presentation Award, reflective of the County's commitment to adhering to the highest standards of governmental budgeting.

Recent County Recognition Awards and Initiatives (cont.)

Florida Sterling Council:

- The County selects individual departments to participate in the Sterling Performance Excellence Challenge, affording participants a framework and assessment mechanism for understanding organizational strengths and opportunities for improvement.
- Sterling criteria include: Leadership; Strategic Planning; Customer and Market Focus; Measurement, Analysis and Knowledge Management; Human Resource Focus; Process Management; and Organizational Performance Results.
- In 2006, nine County departments underwent the Sterling Challenge:
 - Cultural Affairs
 - DERM
 - Fire
 - Library
 - Parks
 - Police
 - Team Metro
 - Transit
 - Water and Sewer
- In Spring 2006, these nine departments were recognized at the 14th Annual Sterling Conference Awards Ceremony.
- In 2007, an additional 6 departments plan to undergo the Sterling Challenge and Miami-Dade Transit, who previously went through the Challenge, has applied for the Governor's Sterling Award.



Recent County Recognition Awards and Initiatives (cont.)

Procurement Management Awards:

- Winner, **Pareto Award, 2006** – National Institute of Governmental Purchasing (NIGP)
- Winner, **Outstanding Agency Accreditation Award, 2006** – National Institute of Governmental Purchasing (NIGP)
- Winner, **NACO Achievement Award, 2006** – National Association of Counties (NACO)
- Winner, **Achievement of Excellence in Procurement Award, 2006** – National Purchasing Institute (NPI)
- Winner, **Manager of the Year Award, 2006** – National Institute of Governmental Purchasing (NIGP)

Recent County Recognition Awards and Initiatives (cont.)

Information Technology Awards:

- Winner, **Best of the Web, 2004** – Center for Digital Government
- Winner, **Best in Class, 2004** – National Association of County Information Officers
- Winner, **Special Achievement in GIS, 2005** – ESRI
- Winner, **100 Best Places to Work in IT, 2005** – Computerworld

Procurement Management: Bid Protest Statistics

Research by the Department of Procurement Management indicated that over the past five years, the County Manager made approximately 4,000 award recommendations to purchase goods and services. Approximately 1% of these were protested; only 6 were overturned by the Board.

	FY2001 -02	FY2002 -03	FY2003 -04	FY2004 -05	FY2005 -06	Totals
Number of Protests Filed	8	8	8	9	8	41
Number of County Manager's Award Recommendations Overturned by BCC	2	2	1	1	0	6

Procurement Management: Bid Protest Statistics (cont.)

Bid Protests – County Manager’s Recommendation Overturned by Board of County Commissioners FY2001-02 through FY2005-06	
Month/Year	Name
10/2002	RFP 300: Seats for Crandon Park Tennis Center
10/2002	1247-2/05 OTR: SW Trophies, Plaques and Award Ribbons
03/2003	RFP 351: Enterprise Asset Management System Software
02/2004	7368-4/08: Automated Garbage Trucks
12/2004	7578-3/10: Medical Transport Billing and Collection Services
09/2005	RFP 407: Small Low Floor Transit Buses

Procurement Management:

Key Improvements

Recent improvements in the County's procurement processes include:

- Delegated authority to the County Manager to advertise all solicitations without prior Board approval.
- Expedited Purchasing Program Pilot which allows the County Manager flexibility to use various procurement techniques and streamlining efforts to provide best-value procurements.
- Reduction of the bid protest period from ten to 3 County workdays.
- Permanent waiver of procurement agenda items to the next full Board after Committee approval.
- Rescission of the period required for Board reconsideration of contract awards.
- Reduction in the number of days to forward successor contracts to the Board from 60 to 30 days.
- Selection Committee reform to simplify the requirements for creating committees and to ensure that members are qualified to evaluate and select the best product(s) or service provider(s).

Procurement Management:

Accessing Federal Contracts

- Miami-Dade County is developing a strategy for securing access to Federal GSA contracts.
- DPM is working closely with the Office of Intergovernmental Affairs and the County Attorney's Office to develop affirmative legislative language and seek sponsorship for the proposed legislation.
- DPM is also working with the National Institute of Governmental Purchasing, the National Association of Counties, the National League of Cities and other organizations to coordinate advocacy efforts in support of accessing these contracts.
- If County access to Federal contracts is achieved through the legislative process, contracts established under full and open competition, with favorable pricing, terms and conditions will be sought out.
- Where there are opportunities to include certified small business entities, contracts will be competed locally.

Procurement Management: User Access (UAP) Fees

- Pursuant to Miami-Dade County Budget Ordinance No. 03-192, most County contracts are subject to the County User Access Program (UAP).
- Under the UAP, the vendor providing goods or services submits invoices at the contract price; however, the user agency deducts a 2% UAP fee from the vendor payment and remits the 2% fee to DPM. The County retains the UAP fee to support procurement operations.
- As contracts expire, and options to renew are exercised, DPM includes and/or negotiates inclusion of the UAP language.
- As of December 2006, the County has received \$16,209,530 in UAP revenue.

Future Action Items

- Resolution on Sunset Review of County Boards
- Resolution on Community Periodical Advertising Program
- Creation of a new Miami-Dade County performance assessment group