STRATEGIC AREA:
GENERAL GOVERNMENT

MISSION: *"To provide good government and support excellent public service delivery."*

MIAMI-DADE
COUNTY

STRATEGIC AREA:
GENERAL GOVERNMENT

In order to deliver excellent public services, the County relies on internal support services such as human resources, finance, strategic management and budgeting, grants coordination, auditing, procurement, information technology, fleet and facilities, and construction management. These services take place behind the scenes, but are essential to our success.

Other services are inextricably tied to the overall functioning of government. We provide information on all County services through the 311 Answer Center and our web portal. We facilitate the democratic process by administering elections. We promote sustainability concepts throughout County government and the entire community.

These County Services Matter To YOU If:

You have ever voted, or plan to vote • You want your tax dollars to be used efficiently and effectively • You have ever called 911 or 311 • You use the County's web site to pay your water bill, search the library catalog or look up the appraised value of your home • You want to reduce the carbon footprint of your community and your government • You want your community to prepare for climate change

GENERAL GOVERNMENT GOALS:

- *Friendly government*
- *Excellent, engaged workforce*
- *Efficient and effective service delivery through technology*
- *Effective management practices*
- *Goods, services and assets that support County operations*
- *Green government*
- *Free, fair and accessible elections*
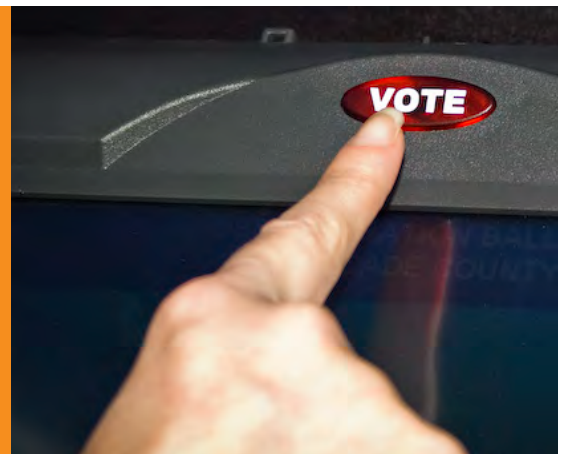
KEY PERFORMANCE TARGETS INCLUDE:

- *Increase resident satisfaction with the quality of customer service from employees from 45 percent to 50 percent*
- *Train 100 percent of middle managers and front line supervisors in leadership development*
- *Ensure key technology systems including 911, e-mail, mainframe and network are available 99.99 percent of the time*
- *Maintain or improve current bond ratings*
- *Increase the percentage of purchases valued up to $500,000 that are processed in 90 days or less from 70 percent to 75 percent*
- *Decrease the time to report countywide election results from 4.25 hours to 4 hours*
- *Reduce the community's greenhouse gas emissions from 29.2 million metric tons to 26.28 million metric tons*

OBJECTIVES:

Provide easy access to information and services - Increase resident satisfaction with 311, the County website and the availability of information about County services; decrease the average speed of answer and the abandoned call rate at the 311 Answer Center

Develop a customer-oriented organization - Increase resident satisfaction with customer service

Foster a positive image of County government - Increase the percentages of County residents who agree that the County delivers excellent services, continuously improves itself, and uses taxes wisely

Improve relations between communities and governments - Decrease the percentage of residents who think racial and ethnic tension is a problem in their neighborhood; increase resident satisfaction with the County's efforts to promote positive relations between people

As government agencies at all levels bring their services online, Americans are turning in large numbers to government websites to access information and services. Fully 82 percent of internet users (representing 61 percent of all American adults) looked for information or completed a transaction on a government website in (the past year).

(Smith)

SAMPLE STRATEGIES:

- Train County employees how to assist customers with information
- Strengthen municipal and other civic partnerships that promote seamless, collaborative government
- Develop internal procedures to ensure rapid and fair resolution of customer issues
- Ensure consistent message through branding initiatives
- Provide quality targeted messaging to individual customers
- Integrate awareness of cultural diversity into the delivery of all County services

311 Abandoned call rate
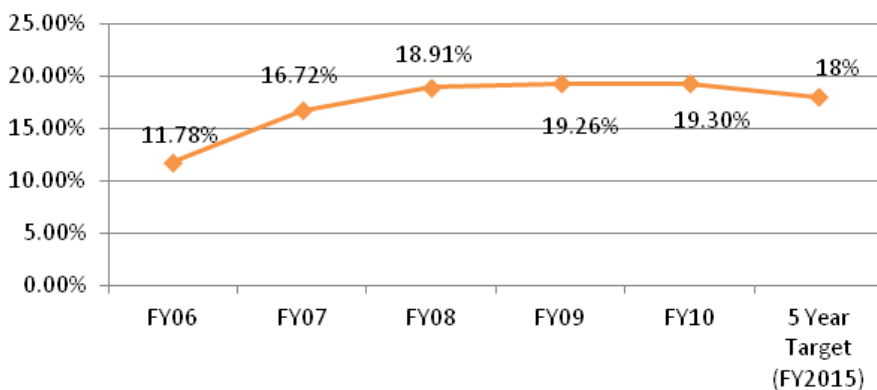
STRATEGIC AREA:
GENERAL GOVERNMENT

GOAL: *Excellent, engaged workforce*

OBJECTIVES:

**Attract and hire new talent** - Hire employees more quickly

Develop and retain excellent employees and leaders - Increase employee training; train all mid-managers and front line supervisors in leadership development; increase the effectiveness of training

Ensure an inclusive workforce that reflects diversity - Increase the number of employees trained in fair employment practices; increase the number of interns with disabilities

Provide customer-friendly human resources services - Increase the percentage of employees receiving electronic pay stubs; increase the percentage of departments tracking employee time and labor electronically

Approximately 23 percent of the County workforce… and more than half of senior managers and executives are eligible to retire within five years.
(MIAMI-DADE COUNTY INTERNAL SERVICES DEPARTMENT)

Employment recruitment period (days)

Year	Days
2006	93
2007	60
2008	43
2009	49
2010	45
5 Year Target (FY2015)	45
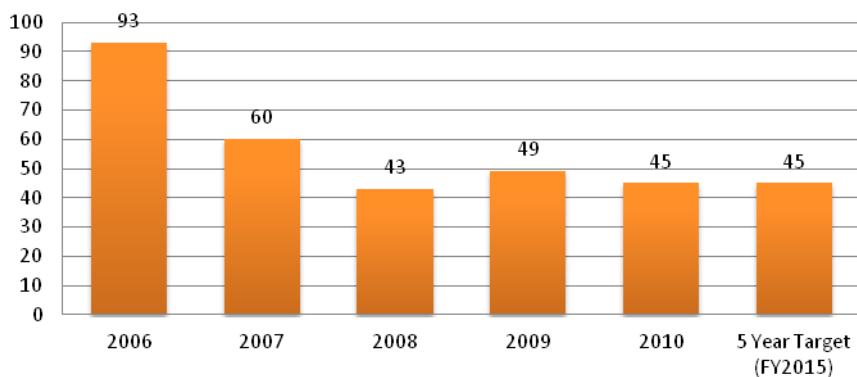
SAMPLE STRATEGIES:

- Position Miami-Dade County as an employer of choice
- Implement succession planning across the county
- Promote employee accountability through individual performance management tools
- Proactively work with departments to address significant fair employment / diversity issues
- Expand the availability of online services for departments, employees and job seekers

GOAL: *Efficient and effective service delivery through technology*

OBJECTIVES:

Ensure available and reliable systems - Ensure 911 network and phone system and County mainframe, network and e-mail are available 99.99 percent of the time

Effectively deploy technology solutions - Increase department satisfaction with the Information Technology Department; increase the percentage of technology projects successfully completed on time and on budget; complete the radio modernization project

Improve information security - Ensure all public facing and critical servers have current patches installed; maintain the percentage of machines with up to date antivirus software at over 95 percent; train all new hires in identify theft prevention within three months; maintain 100 percent compliance with payment card industry standards for information security

It is imperative that our digital infrastructure not only survive, but thrive, to enable increased government efficiency and innovation.

(LOHRMANN)

SAMPLE STRATEGIES:

- Modernize and migrate from existing legacy systems and infrastructure; reduce dependence on end of life technologies

- Develop requisite technical skills through employee development initiatives

- Utilize an effective governance model for overseeing technology business decisions

- Support implementation of Peoplesoft ERP

- Implement identity and access management tools to ensure security

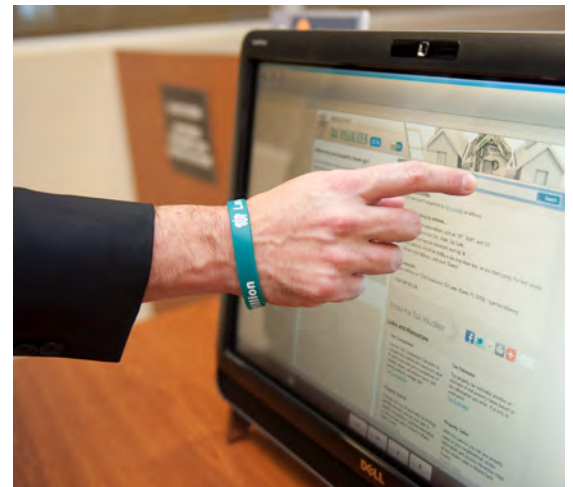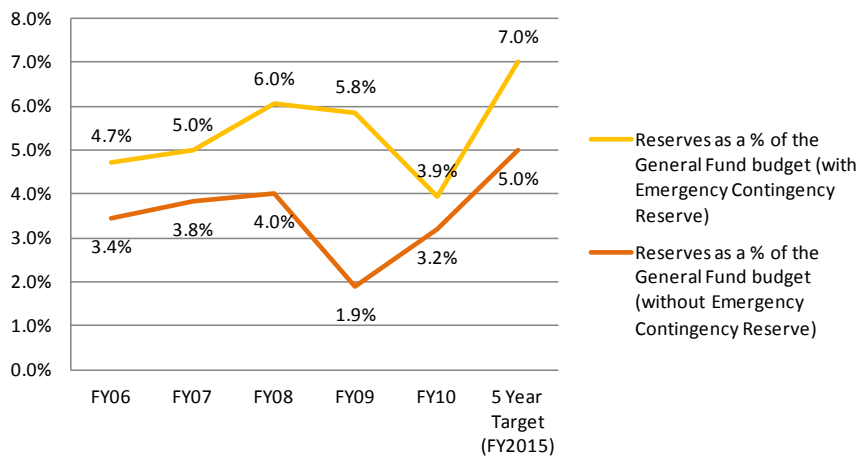**GOAL:** *Effective management practices*

OBJECTIVES:

Provide sound financial and risk management - Maintain bond ratings at 2010 levels or better; ensure interest earned on County investments exceeds the six-month average of the 180 day Treasury Bill

Effectively allocate resources to meet current and future operating and capital needs - Increase resident satisfaction with the value received for County taxes and fees; increase the percentage of residents who agree that the County uses tax dollars wisely; reduce the price of government per capita; ensure a balanced budget

Miami-Dade County should be a model for other local governments in utilizing innovation and cutting-edge techniques for implementing a successful performance management system.
(DeMaio)

Reserves as a percentage of the General Fund Budget

Reserves as a % of the General Fund budget (with Emergency Contingency Reserve): FY06 4.7%, FY07 5.0%, FY08 6.0%, FY09 5.8%, FY10 3.9%, 5 Year Target (FY2015) 7.0%

Reserves as a % of the General Fund budget (without Emergency Contingency Reserve): FY06 3.4%, FY07 3.8%, FY08 4.0%, FY09 1.9%, FY10 3.2%, 5 Year Target (FY2015) 5.0%

SAMPLE STRATEGIES:

- Improve internal controls through strengthened procedures, training, and internal and external assessment
- Continuously support process and performance improvement
- Continuously modernize personnel policies and practices to improve operational efficiency and effectiveness
- Promote accountability through performance management and reporting

OBJECTIVES:

Acquire "best value" goods and services in a timely manner - Maintain or reduce processing times for County contracts; decrease the percentage of contracts that are not competed

Provide well maintained, accessible facilities and assets - Ensure preventive maintenance is performed on vehicles timely; ensure all new construction is compliant with the Americans with Disabilities Act

Utilize assets efficiently - Ensure facility operating costs are lower than private sector benchmarks; increase the average mileage of retired vehicles

SAMPLE STRATEGIES:

- Utilize best practices procurement models and innovative methods to procure goods and services
- Provide workshops and training on procurement issues and skills for key staff in user departments
- Implement preventive maintenance programs for facilities and fleet
- Integrate life-cycle costing approaches in capital improvement processes

Percentage of purchases valued up to $500,000 that are processed in 90 days or less

	FY08	FY09	FY10	5 Year Target (FY2015)
	52%	73%	70%	75%
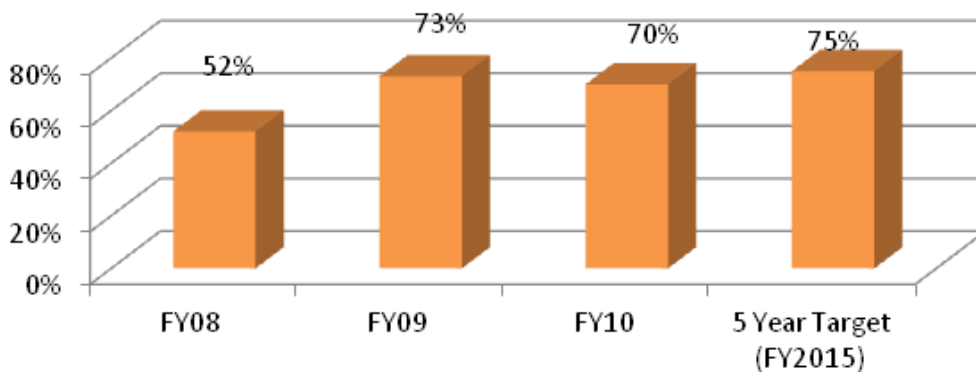
GOAL: *Green government*

OBJECTIVES:

Reduce County government's greenhouse gas emissions and resource consumption - Decrease the County's electricity consumption; decrease the County's greenhouse gas emissions resulting from electricity and fuel use

Lead community sustainability efforts - Maintain community water consumption at acceptable levels; decrease the community's water consumption and greenhouse gas emissions

SAMPLE STRATEGIES:

- Implement the County's Sustainability Plan, *GreenPrint*
- Increase energy efficiency of County facilities and fleet
- Promote sustainability awareness among the County workforce
- Implement green purchasing policies and programs
- Encourage public transit use and ride sharing
- Promote local development and use of alternative fuels and other clean energy sources
- Lead partnerships to increase the availability and affordability of local and/or organic foods

Community greenhouse gas emissions (metric tons of CO_2 equivalents) (millions) (calendar year data)

2006	2008	5 year Target (2015)
31.2	29.2	26.28
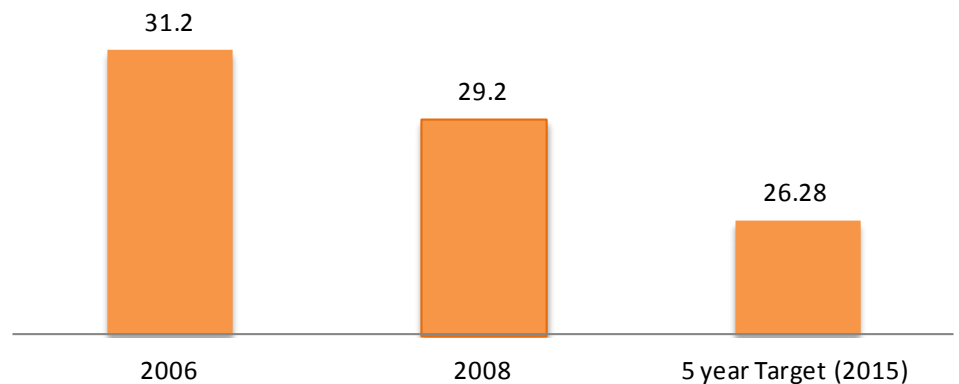
GOAL: *Free, fair and accessible elections*

OBJECTIVES:

Provide eligible voters with convenient opportunities to vote - Increase the voter registration rate; ensure municipal satisfaction with election services; ensure all polling places are compliant with the Americans with Disabilities Act

Maintain the integrity and availability of election results and other public records - Report election results more quickly; post and audit Campaign Treasurer's reports more quickly; ensure prompt response to public records requests; ensure compliance with financial disclosure requirements for public officials and employees

Qualify candidates and petitions in accordance with the law - Process all submitted petitions

SAMPLE STRATEGIES:

- Provide voter registration and voting information to the general public, schools and other community groups
- Ensure timely coding and printing of ballots for all elections
- Efficiently manage voting equipment, supplies and polling
- Use technology (e.g. Electronic Document Management System (EDMS), the Internet) to efficiently store and provide public information

Percentage of county residents who are registered to vote
(U.S. citizens 18 and older)
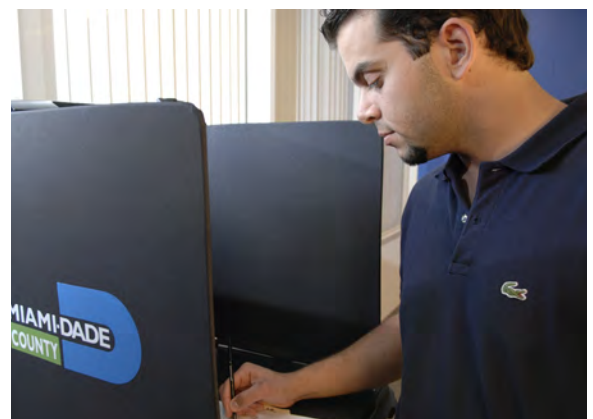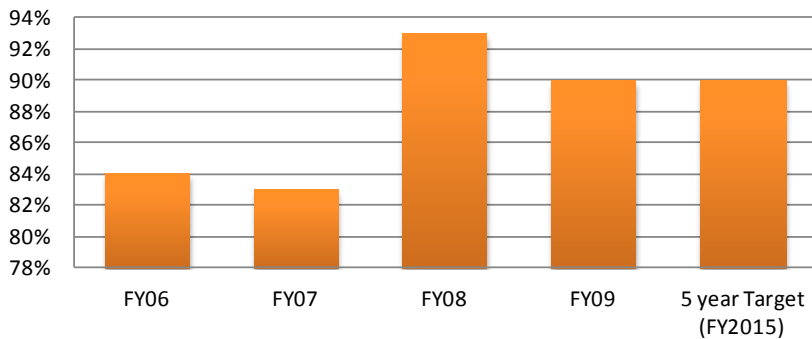
Residents who have been convicted of a felony and have not had their civil rights restored or who have been adjudicated mentally incapacitated are not eligible to vote.