



Miami-Dade County: Becoming a Results-Oriented Government with ActiveStrategy Enterprise®

Case Study | 2009 Update

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Executive Summary

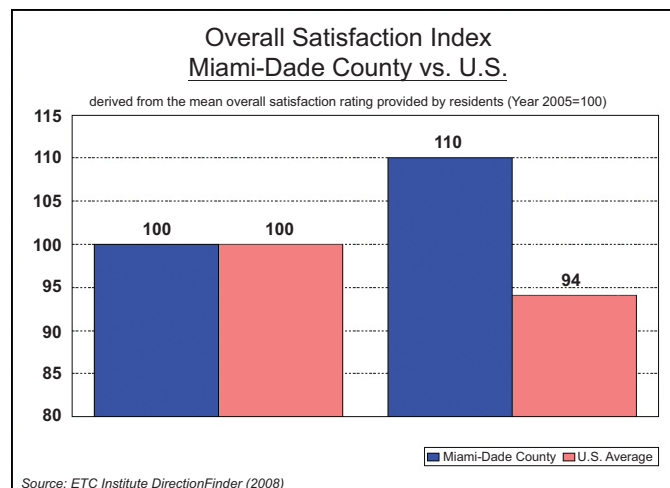
Miami-Dade County, located in Southern Florida, is home to an extremely diverse population of 2.4 million residents. Because many areas of the sprawling county are unincorporated, its government must provide a wider range of services to many of its residents than most counties do. With budgets in excess of \$7 billion and nearly 30,000 employees in 60 departments and offices, managing and governing this diverse and changing county is no small proposition, which makes the progress they've made to date all the more impressive.

In 2004, Miami-Dade County's leadership recognized that it needed a way to more efficiently communicate its most important objectives, to effectively review performance across the breadth and depth of the organization, and to improve outcomes. To address the need for improved alignment, visibility, and scalability, Miami-Dade County began searching for a powerful, connected solution.

"There were two important reasons why we chose to work with ActiveStrategy. The first was how quickly we became comfortable with the expertise and experience of the ActiveStrategy team and the second was that the look and feel of their product was extremely consistent with our strategic management framework. It seemed like it had been built to do exactly what we needed it to do," commented Ray Scher, the Assistant Director for Miami-Dade County's Office of Strategic Business Management.

Since implementing ActiveStrategy Enterprise (ASE) and working closely with the ActiveStrategy strategic management consulting team, the county has achieved tremendous alignment to their strategic plan, improved visibility into performance, and achieved significantly better business outcomes. In fact, Miami-Dade County was named the Overall Performance Management award winner by The Performance Institute and The Council for Excellence in Government in 2007. The county's Park and Recreation Department was also a recipient of the 2009 Florida Sterling Award, which is a program based upon the Malcolm Baldrige National Quality Award program.

And, in what is the county's most important benchmark of success – overall citizen satisfaction – the government has seen a 10 percent rise over the past three years. What makes this even more striking is that in the same time period, the U.S. average has declined by six percentage points.



Balanced Scorecard-Based Business Reviews

Once initial training efforts were well underway, the county institutionalized the use of its performance management system with Balanced Scorecard-based business reviews – meaningful performance discussions that allow participants to examine underlying problems and indicators of future success.

A countywide mandate for regular business reviews ensured that departments were using this new performance framework along with the enabling software effectively. Business reviews were now being conducted by clicking through the actual ASE software, which allowed teams to spot performance gaps in key strategic areas, then click to reveal underlying causes, and easily check up on progress of improvement efforts – all during a single meeting. These proved to be much more productive than previous county business reviews, during which discussions tended to be more superficial, since access to deeper information was not at hand.

To gain an even greater benefit from these ASE-enabled meetings, the county devised a two-tiered business review structure: tier one consists of monthly reviews at the department level, conducted by the department director; tier two is the bi-monthly business review conducted by the Assistant County Managers in the County Manager's Office, which generally focuses on a single strategic area (e.g. Public Safety, Recreation and Culture, Transportation, etc). Data validity, measure relevance, and alignment are the main topics of discussion, along with initiatives to correct underperforming measures.

Thanks to these strategic business review meetings, which are facilitated by ASE software, the county has been able to conduct deeper and more beneficial reviews of performance, allowing key managers to focus not only on how they have been performing to date, but much more importantly on where performance levels need to be and how they will get there.

Mr. Burgess remarked, "ActiveStrategy Enterprise software enables business review meetings to be conducted in a format where all the information is easy to share for consideration and feedback."

The Results

By working with ActiveStrategy and deploying ASE software, Miami-Dade County has been able to become more focused, on track, and aligned with its strategic goals and performance objectives, all the way down and across the nearly 30,000-employee organization. Through the process of cascading and reviewing the Balanced Scorecards throughout the many departments and areas, individual employees have gained a much greater understanding of their own roles in driving the organization's performance. Performance management is now integrated with daily business practices, so employees focus on the achievement of the plans every day – not just once a year during a strategic planning process.

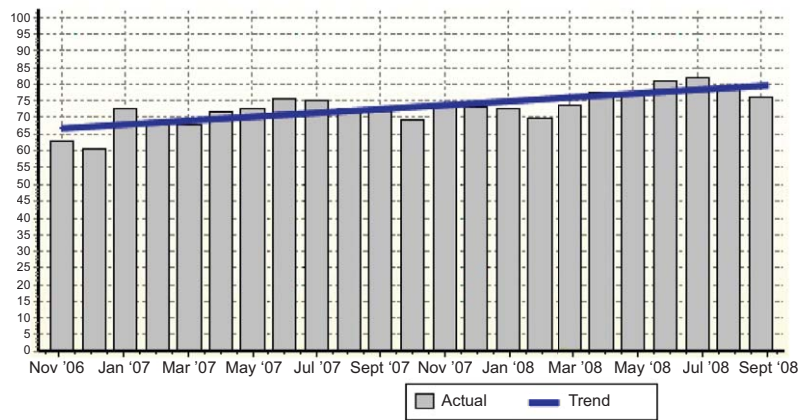
The impact of these efforts can be seen within department outcomes, as well as within the county's highest-level outcomes, such as overall citizen satisfaction. Take for example one very large department, Transit, where the changes have been dramatic:

Performance Management and Measurement Evolution in Miami-Dade County Transit Department

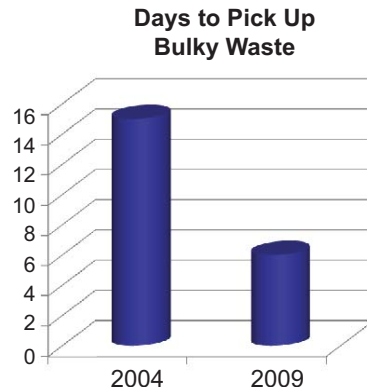
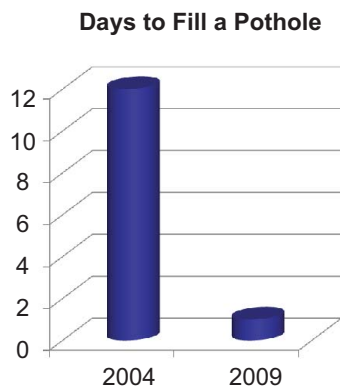
Before	After
Single system-wide measure	Precise measure by route
Monthly data	Daily data
Paper surveys conducted by route supervisors	Automatic vehicle locator
Performance metric based on small sample (limited number of routes)	Performance metric based on actual performance of all routes

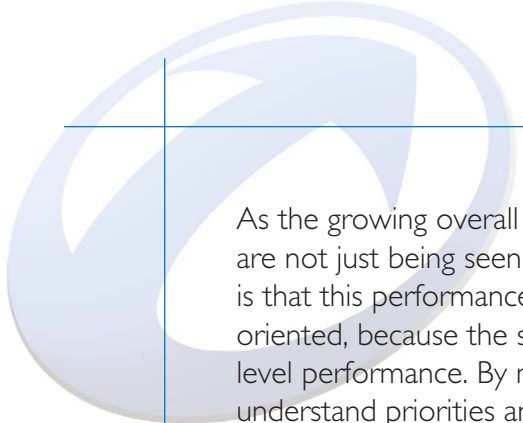
These changes have translated into impressive results, as can be seen in this chart from ASE that tracks overall on-time performance.

On-time Performance / Schedule Adherence - Weekday - Bus (Overall System)



Here are examples of similar results within other county departments:





As the growing overall citizen satisfaction rate for the county indicates, these types of improvements are not just being seen at departmental levels. One reason that overall county results have improved is that this performance management effort has helped the organization become much less silo-oriented, because the system helps shed light on the cross-functional issues that contribute to higher-level performance. By making these issues visible, the county's operating units can more clearly understand priorities and see how their focused efforts are impacting critical outcomes. Mr. Burgess explained that the ASE-enabled strategic review meetings have "facilitated inter-departmental collaboration and provided a forum for identifying cross-cutting strategic themes and operational issues."

The use of ASE has also significantly improved performance data collection and reporting, as individual departments are inputting data in a systematic, standardized fashion, and have retained historical performance measurements in a centralized database. The executive staff is now able to query information at various levels of detail within specific strategic areas or by individual departments. ASE has also enabled more comprehensive analysis of data collected by strategic areas and by individual county departments. This capability has enhanced performance improvement through the implementation of an "initiative process" that can more quickly address performance gaps of under-performing measures.

The Journey Continues

Performance excellence is often described as a journey, rather than a destination, since any organization -- no matter how good -- will always find opportunities to improve. Building upon the major progress made to date, Miami-Dade County has already mapped out next steps in their own journey. The county continues to cascade Balanced Scorecards within ASE down to all applicable business units. Additionally, Miami-Dade has continued working with the ActiveStrategy strategic management consulting team to strengthen the understanding of performance management concepts to all levels of management. Meanwhile, more of the county's departments are applying the Florida Sterling/Baldrige criteria and expect to apply for future awards. As Jennifer Glazer-Moon, Director, Office of Strategic Business Management explained: "We have made such incredible progress in our results-oriented journey. It is exciting to think about what we will accomplish next!"