

Merrett R. Stierheim, Superintendent of Schools

SUBJECT: ESTABLISH AN OFFICE OF PERFORMANCE IMPROVEMENT AND RESEARCH THE ESTABLISHMENT OF AN EFFICIENCY AND COMPETITION COMMISSION

At its September 12, 2001 meeting, the School Board earmarked \$500,000 in its 2001-2002 budget for an Office of Planning and Budgeting to advise the Board on resource allocation and program decisions and to verify information presented by the Superintendent. This action was in response to a proposal by Florida Representative Carlos Lacasa, Chairman of the House Appropriations Committee. Through this agenda item, I am recommending an alternative consistent with the Board's action and Rep. Lacasa's proposal. The recommendation is based on successful models I helped introduce to the Miami-Dade County government as county manager.

The recommendation has two components: 1) establish an Office of Performance Improvement (OPI), headed by a staff member who would report directly to the Superintendent; and 2) research the establishment of an Efficiency and Competition Commission (ECC), a citizen advisory panel that would answer directly to the School Board.

Modeled on the county's Productivity Analysis Unit and its successor Office of Performance Improvement, the school district's OPI would consist of productivity-management professionals charged with generating cost savings, more effective operations and better service delivery through the application of modern management technologies and work-site reviews.

The ECC would assist the Board in assessing the cost effectiveness of services districtwide; establish priority areas in particular need of analysis and improvement; guide staff in conducting efficiency analyses; formulate specific recommendations on changes to district operations to increase efficiency and improve long- and short-term cost effectiveness; and monitor the execution of changes implemented to ensure that intended objectives are achieved.

The county's ECC is credited with saving the county \$60 million from its inception in fiscal year 1997-98 through fiscal year 1999-2000. The ECC and OPI are explained in greater detail in my December 4, 2001 memorandum to the School Board.

RECOMMENDED: That The School Board of Miami-Dade County, Florida:

1. establish an Office of Performance Improvement, headed by a staff member reporting directly to the Superintendent of Schools, to generate cost savings, more effective operations and better service delivery throughout the district; and
2. direct the Superintendent to review the structure of Miami-Dade County's Efficiency and Competition Commission and return to the Board in January 2002 with a recommendation for a similar commission.

MRS:jjr

REPLACEMENT

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