

**Proposal**

**City of South Miami**  
**Department Performance-Based Audit**

**Prepared for:**  
**City of South Miami, Florida**

**Prepared by:**



**Metropolitan  
Center**

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**June 2, 2010**

# I Statement of Qualifications

## Metropolitan Center at Florida International University

The Metropolitan Center is the leading urban “think tank” in South Florida established in 1997 as an applied research center under the School of International and Public Affairs (SIPA) at Florida International University. The Center has an impressive track record of providing quality services to communities through various planning, economic and financial management studies, including economic and financial assessments, annexation studies, Evaluation and Appraisal Reports (EARs), EAR-based Amendments to Comprehensive Plans; CRA Plans, housing needs assessments and targeted industry studies. In addition, the Metropolitan Center has organized workshops, conferences and retreats as well as public opinion forums to address specific urban issues such as industrial development, affordable housing, community redevelopment and transportation. Our approach to providing consulting services is to customize our services and products to take into account the unique needs of individual communities and/or clients while adhering to recognized methodologies for applied research, survey design and data analysis. The Center houses the ongoing South Florida Regional Database Project which includes asset mapping, best-practice research, and full in-house Remote Sensing and Geographic Information Systems (GIS) capabilities. Moreover, the Metropolitan Center is a Census Information Center (CIS), which allows for early access to release data and data with restricted use.

The FIU Metropolitan Center brings an established applied research capacity to local government planning efforts utilizing cutting-edge research and quantitative data analysis tools and techniques. The Metropolitan Center has a full time team of academic and professional experts in city management and urban planning issues. Located in Downtown Miami, the Metropolitan Center frequently partners with government agencies, private firms and non-profit organizations to build avenues for positive growth. The Metropolitan Center is also at the forefront of public policy research and has a solid record of producing survey research studies in South Florida. Clients of the Metropolitan Center include local government entities, non-profit organizations and private sector firms in South Florida. Our research has served as catalyst for major policy changes and projects in the area of housing, transportation, social services and health services. Some of our survey clients include the Department of Community Affairs of the State of Florida, the Greater Miami Chamber of Commerce, the Broward County Supervisor of Elections Office and Miami-Dade County.

## Project Team

### **Howard Frank, Ph.D., - Co-Principal Investigator**

Dr. Howard Frank is Professor of Public Administration at Florida International University. He has served in a number of administrative capacities at FIU since joining the faculty in 1988 including service as Director of FIU's Institute of Government. His Ph.D. is in Public Administration from the Florida State University. Professor Frank's specialty is in public budget and finance and he will serve as co-principal investigator.

Professor Frank has authored numerous research pieces related to performance measurement. He has also provided training in this area and conducted performance assessments for South Florida Workforce, the Miami-Dade Public Schools and the former Department of Health and Rehabilitative services in Tallahassee.

Professor Frank is currently the *Managing Editor of the Journal of Public Budgeting, Accounting, & Financial Management* and has also assessed Miami-Dade County's implementation of the Active-Strategy performance and budgeting system, also deployed in Miami Beach and Orange County.

### **Edward P. Murray, Ph. D., AICP – Co-Principal Investigator**

Dr. Ned Murray, AICP is the Associate Director of the Metropolitan Center at Florida International University in Miami. Dr. Murray will serve as co-principal investigator (PI) for the Performance-based audit. Dr. Murray has over twenty years of professional and academic experience in city planning. He holds a Ph.D. in Urban and Regional Planning from the University of Massachusetts at Amherst and is a professionally certified planner with the American Institute of Certified Planners (AICP).

Dr. Murray is a leading expert in the areas of urban planning and economic development. He has served as PI on many of the landmark planning studies in Miami-Dade County including the *City of Miami FEC Railway Corridor Strategic Redevelopment Plan*, *Miami-Dade County Economic Development Implementation Plan (EDIP)*, and *MLK Boulevard and 54<sup>th</sup> Street Commercial Corridor Revitalization Plan*. Dr. Murray has served as PI on a number of EARs in Miami-Dade County including the Cities of Miami Springs, West Miami and Sweetwater. Dr. Murray also served as the PI on the *City of Miami Springs 36<sup>th</sup> Street Commercial Corridor Market Study*.

Dr. Murray has also authored many significant economic and housing market studies completed in South Florida in the past five years including the leading studies for Miami-Dade, Palm Beach, Broward and Monroe Counties. He was also the Principal Investigator on the *Broward County Housing Linkage Fee Nexus Study* and *Rental Housing Study for Palm Beach and Martin Counties*. Dr. Murray has recently completed and presented *Housing Market Update and Municipal Scorecard* studies for Palm Beach and Broward Counties and the first *South Florida Workforce Housing Needs Assessment* and *South Florida Workforce Housing Best Practices* studies on behalf of the Regional

Business Alliance. Dr. Murray developed the “Municipal Scorecard for Affordable Housing Delivery©” model which was used in both the Palm Beach and Broward Counties affordable housing needs assessments.

**Maria Ilcheva, Project Manager**

Dr. Ilcheva is a senior researcher with experience and responsibility in a number of areas critical to the Metropolitan Center’s operations, including serving as Principal Investigator and/or Project Manager on a number of contracts and grants. Ms. Ilcheva also serves as Subject Matter Expert in behavioral research, including surveys, polling, evaluations, and focus groups and supervises and maintains quality standards for SPSS statistical analysis for Center projects. Ms. Ilcheva will lead the community survey team for the study and provide analysis of output measures.

Ms Ilcheva’s research experience includes the following projects:

**Miami-Dade Broadband Coalition/South Florida Workforce March–July 2010**

Served as Co- Principal Investigator, supervising the data collection and analysis of business and workforce surveys in Miami-Dade and Monroe Counties.

**Hurricane Mitigation Study July 2007-ongoing, renewed annually**

Manages Data Collection, Analysis and Reporting; Project includes annual Florida resident polls, business surveys and focus groups.

**Women-Led Businesses Leadership Study renewed annually since 2006**

Coordinates survey administration, data input, analysis and reporting.

**Miami-Dade Community Action Agency July 2008-March 2009**

Principal Investigator on a Community Needs Assessment which analyzed the entire County, targeting low-income residents and their overall needs. Project included a survey of low income residents and secondary data analysis to establish areas in need of improvement and programs/services needed.

**Miami-Dade Parks and Recreation Department 2008**

Served as Principal Investigator on a project which assesses auditorium users’ level of satisfaction with facilities, staff and services at the County’s two auditorium facilities. Coordinated data collection, analysis and was responsible for reporting and client relations. Project included surveys of current and potential auditorium audience, as well as surveys with producers and artists.

**Economic Outlook, City of Hialeah. FL 2008**

Economic analysis of City of Hialeah, FL and comparison with the Cities of Miami and Miami Beach.

**Women, Infants and Children (WIC) Price Assessment August 2006-Nov. 2006**

Survey Instrument design, data acquisition and analysis. Responsible for final reporting.

**Downtown Development Authority Baseline Report January-March 2006**

Analyzed data and worked on the final report.

**Broward County Affordable Housing Assessment      December 2005-January 2006**  
Participated in the analysis of data and the final report data preparation and visualization.

**West Grove Youth Services Assessment: Researcher      2005**  
Conducted surveys with children in youth programs and interviews with the coordinators and director of such programs. Responsible for the preparation of the study's final report.

**Research Coordinator: Arts4Learning-Miami      2004- 2005**  
Coordinated research activities for Miami as part of a national study of Arts integration. Responsible for the collection of data, interviews, on-site observations and administering surveys.

**Data Analyst: Health Foundation of South Florida Survey Project      2004**  
Responsible for data collection and analysis of responses from Health Foundation grantees.

**Victoria Lerma, M.A. Research Associate**

Ms. Lerma is a Research Associate at the Metropolitan Center. Ms. Lerma will assist in the study's survey and data analysis. She has conducted economic and housing market analysis on a range of recent studies in South Florida including the *Miami River Economic Assessment, Miami-Dade County Workforce Housing Needs Assessment, South Florida Workforce Housing Needs Assessment and Best Practice Case Studies, Broward County Affordable Housing Needs Assessment* and the *Rental Housing Study for Palm Beach and Martin Counties*. Her previous experience research includes an in-depth analysis of the racial disparity in the criminal justice system in Miami-Dade County and various public opinion polls.

## II Scope of Services

# Metropolitan Center at Florida International University

### **A. Background**

The Metropolitan Center at Florida International University (FIU) will provide professional services to the City of South Miami in the preparation of a City Department Performance-based Audit per Article IV, Section 4 (F) of the City's Municipal Ordinance.

### **B. Tasks and Deliverables**

The FIU Metropolitan Center will perform a performance-based audit of each of the City of South Miami's municipal departments and their respective divisions. The proposed performance-based audit will target "output measures" for each department and division and develop potential performance effectiveness measures based on community input and recognized best practice. This will provide the groundwork for the establishment of possible benchmarks to professional standards and the rollout of a performance-based budget. Specific tasks will include the following:

#### *Task 1*

The FIU/MC will interview individual department heads to document existing mission statements, core services, objectives and performance measures for each City department. The FIU/MC will then prepare a performance-based audit of each department's output measures.

Deliverable: City department performance-based audit of output measures.

#### *Task 2*

The FIU/MC will conduct a South Miami "resident satisfaction survey" to determine the service demands, issues and concerns of the community. The survey findings will provide guidance in the formulation of future departmental objectives and accompanying performance-based effectiveness measures.

Deliverable: South Miami Resident Satisfaction Survey.

#### *Task 3*

Based on the prior findings and analysis, the FIU/MC will prepare for consideration a list of potential performance-based effectiveness measures for each City department and their respective divisions. This task provides the framework for future performance-based audits by laying the groundwork for possible benchmarks to professional standards and the rollout of a performance-based budget.

Deliverable: List of potential performance-based effectiveness measures by City Department.

**C. Project Timeline and Cost**

<b>Deliverable</b>	<b>Duration</b>	<b>Cost</b>
City Department Performance-based Audit of Output Measures	60 days	\$17,000
South Miami Resident Satisfaction Survey	30 days	\$6,000
List of Potential Performance-based Effectiveness Measures by City Department	30 days	\$12,000
<b>Total</b>	120 days	\$35,000

**D. Contact Information**

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