PART I. MISSION, GOALS, AND EXECUTIVE SUMMARY

A. MISSION AND AREAS OF FOCUS

The mission of the Florida Institute of Government at Florida International University is to assist local government employees at all levels, from elected officials and senior managers to line staff, in becoming more efficient and effective in delivering services to the public while maintaining the highest standards of ethics in our democratic system of government. This is accomplished through training, applied research and technical assistance programs.

B. ORGANIZATION, EXTERNAL TRENDS AND STRATEGIC DIRECTIONS

1. Organizational Issues
   A new Director of the Metropolitan Center was appointed in November of 1999. An Associate Director of Research Programs position was filled in May of 2000. A Senior Secretary who will serve both the IOG and the Metropolitan Center has recently been hired.

2. Organizational chart: See next page.

3. Lists of current external advisory board and technical committee members:
   - Merritt Steirhiem, City Manager, City of Miami Lakes
   - Lee Feldman, City Manager, City of North Miami
   - Jack Eads, City Manager, City of Coral Gables
   - Ron Levy, Councilperson, City of Islamorada
   - Roger Carlton, Vice President, Lockheed Martin
   - Beverly Phillips, former Miami-Dade County Commissioner
   - Yocce Galiano, Assistant Manager, Village of Pinecrest
   - Cynthia Curry, interim President, Empowerment Zone
   - Johnny Winton, Commissioner, City of Miami
   - Steve Spratt, Special Assistant to Mayor Penelas, Miami-Dade County

4. External trends
   - Governments at all levels are facing increasing pressure to deliver quality goods and services at minimum cost. A skeptical public that is mistrustful of government will not tolerate tax increases since it believes government is wasteful and requires the same “reengineering” that many corporations undertook fifteen to twenty years ago. This pressure to “do more with less,” is unlikely to abate. If anything, it is likely to increase, and force public managers to constantly re-evaluate how they go about doing their business, which may even result in third party contractual arrangements with private and non-profit entities. Training, technical assistance and applied research conducted by the IOG is designed to help governments cope with the increasingly tight fiscal environment in which they operate. It is the driving force behind much of the IOG’s agenda.

5. Strategic directions and areas of emphasis
   Accountability has become increasingly important for all governments. As the University discovered in its recent SACS visitation, the ability to document actual outcomes of public policy decisions and budget allocations is of critical importance for many of the IOG’s clients. Hence, one of the most important themes of the IOG, and an area in which we hope to build a distinctive competence, is the area of performance measurement. Performance measurement in local government is in its infancy, but experience and literature in the area are growing, and we hope to take advantage of this with workshops and training that facilitate the implementation of performance measurement throughout Southeast Florida.

A second emphasis in coming years will be increasingly applied in the areas of public financial management and public program evaluation. We expect to build on past work done in this area and to develop a regional reputation for work in this area.
C.2000-2001 ANNUAL ACCOMPLISHMENTS

The Institute of Government’s primary contributions to the University focus on Goals I and III, which are “Well Educated Students” and “Applied Problem Solving.” These are not done to the exclusion of the University’s other goals, but does suggest that these would be the most appropriate headings and emphases of the IOG’s work.

Long Range Goal 1 (University Goal I. Urban, Environment, Health, Information): To involve increased numbers of undergraduate and graduate students in the IOG’s training and applied research agenda. This will provide the students with a better understanding of the operating environment in which they will work. It will also provide them with projects and accompanying funding for papers and dissertations.

Accomplishment: In 2000-2001, the IOG funded two Ph.D. graduate students and worked with three interns from the College of Education Adult Education/Human Resource Development program. The two Ph.D. students have been given funding to complete research projects, which will lead to the completion of their doctoral dissertations. The three interns were given the opportunity to work with training professionals, design training course evaluations and review training contracts to better their understanding of the field.
**Long Range Goal 2 (Urban):** We would like the IOG to become recognized throughout the state and region for its expertise in local government performance measurement.

2000-2001 Objective: We will establish a consortium of local governments from Dade, Broward, Monroe, and Palm Beach Counties. This approach has been utilized in North and South Carolina with great success. This consortium would serve as a clearinghouse for appropriate measures, and the information systems needed for their implementation.

Accomplishment: Nine cities in Miami-Dade and Broward counties have become the first participants of the consortium. This partnership has presented new opportunities to be followed by our Ph.D. students.


2000-2001 Objective: Our wish is to develop a certificate for public managers that will assist them with the acquisition, development, and implementation of information systems technology in their workplaces. Our objective will be to develop series of perhaps seven sessions that will deal with this increasingly important topic.

Accomplishment: A series was created with fourteen sessions in conjunction with the School of Policy and Management as a possible for credit class. Although the topic seemed to be of interest to many public managers, local municipalities did not support the program and the offering had to be cancelled the two times it was offered.

**Long Range Goal 4 (Urban):** A revamping of the IOG curriculum to reflect more material in the areas of public financial management.

2000-2001 Objective: We will offer new courses in spreadsheet analysis, balance sheet analysis, forecasting techniques, and related topics as part of a “Public Financial Management for Non-Finance Employees” program of studies.

Accomplishment: New curricula and offerings for AY 2001-2002

**Long Range Goal 5 (Urban):** Continuation of City of Miami Training in Diversity, Ethics, Communications Skills, and Related Topics.

2000-2001 Objective: To complete the five-year training program and begin the discussions for a new training contract.

Accomplishment: Training program completed to the satisfaction of the City of Miami and a commitment for a new training contract obtained.

Use of Results for Program Improvement: Helped the City of Miami to create a training program that coincides with their job development program.

**Long Range Goal 6 (Urban):** To provide information and technical assistance to local governments about specific operational issues, major policy questions and other technical questions.

Measurable Outcome: Number of research projects completed, extent recommendations were followed; number of technical assistance efforts provided and extent recommendations were followed.

2000-2001 Objective: To provide at least two externally funded draft reports.

Accomplishment: Worked on two technical assistance programs, one with a county agency, the other with a non-profit quasi-government agency.

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**D. 2001-2002 ANNUAL GOALS**

**Long Range Goal 1 (University Goal I. Urban, Environment, Health, Information):** To involve increased numbers of undergraduate and graduate students in the IOG’s training and applied research agenda. This will provide the students with a better understanding of the operating environment in which they will work. It will also provide them with projects and accompanying funding.
2001-2002 Objective: We would like to fund four students at the IOG in the coming year. In addition to assisting the IOG with applied research, we expect these students to be actively involved with training and strategic planning efforts, which will further bolster their academic training. We would also like to assist the College of Education, Adult Education/Human Resource Development program in placing interns with municipal governments within Miami-Dade and Broward counties.

Long Range Goal 2 (Urban): We would like the IOG to become recognized throughout the state and region for its expertise in local government performance measurement.

2001-2002 Objective: The IOG has discussed funding with Private funding sources to increase the consortium to twenty-five members.


New 2001-2002 Objective: Develop a new training seminar that will introduce public managers to possible solutions that is less rigorous, yet still helpful.

Long Range Goal 4 (Urban): A revamping of the IOG curriculum to reflect more material in the areas of public financial management.

New 2001-2002 Objective: The 'open enrollment' training sessions have been replaced by a concerted effort to create regional training partnerships which have begun to operate with several small municipalities within a region working together on training issues. The new objective is continuing this program of regional training partnerships that benefit smaller cities and increase the number of partnerships.

Long Range Goal 5 (Urban): Continuation of City of Miami Training in Diversity, Ethics, Communications Skills, and Related Topics.

New 2001-2002 Objective: Continue to develop training program with the City of Miami and begin discussion on a new contract for next year.

Long Range Goal 6 (Urban): To provide information and technical assistance to local governments about specific operational issues, major policy questions and other technical questions.

Measurable Outcome: Number of research projects completed, extent recommendations were followed; number of technical assistance efforts provided and extent recommendations were followed.

New 2001-2002 Objective: To provide at least two externally funded draft reports.

E. Executive Summary

1. Activities – Prior Year

   a. A new open enrollment calendar for both the fall and spring terms is being implemented. A concerted effort is being made to obtain a larger training contract from the City of Miami. A new series of important local topics called 'American Assemblies' will be begun. An attempt to create joint training for smaller cities will be attempted. The Performance Measurement symposia that occurred last year will be made into a seminar which we intend to market in other Florida cities with the help of the main Institute of Government office in Tallahassee. Also to provide technical expertise to cities in need.

   b. One of the many new training offerings for the fall and spring are two sections on Geographic Information Systems or GIS in conjunction with the FIU Library. There will be an effort made in the spring to create workshops for high school Juniors and Seniors that have an interest in leadership roles once in college. Also, based on the offerings being made on the new training schedules, a new effort will be made to establish contact with local government officials to create new training contracts.

   c. Students will participate this year in many of the activities of the Institute. From helping design training sessions to actively participating on needs assessment contract work. We anticipate as many as four students working on IOG projects throughout the year.

   d. In the new training offerings, courses will be taught by many faculty members, Keith Revell, Howard Frank and Don Klingner to name a few.

2. Activities – Coming Year

   a. A new series of important local "hot" topics will be begun. A concerted effort is being made to obtain a larger training contract
from the City of Miami. Create more joint training for smaller cities within regions will be attempted. Also to provide technical expertise to cities in need.

b. Students will continue to participate in many of the activities of the Institute. From helping design training sessions to working on needs assessment contract work. We anticipate as many as four students working on IOG projects throughout the year.