


Memorandum



Date: December 9, 2021

To: Honorable Chairman Jose “Pepe” Diaz
and Members, Board of County Commissioners

From: Daniella Levine Cava
Mayor 

Subject: Directive 211533 – Education Compact with Miami-Dade County Public Schools

The following information is provided in response to Resolution No. R-748-21, adopted by the Board of County Commissioners on July 20, 2021, sponsored by Senator Rene Garcia, directing the County Mayor to explore the feasibility of negotiating a renewed interlocal cooperation agreement or education compact between Miami-Dade County and Miami-Dade County Public Schools.

On March 7, 2006, via Resolution No. R-293-06, the Board approved the creation of a joint task force composed of members from Miami-Dade County (County) and Miami-Dade County Public Schools (M-DCPS) to explore opportunities for greater cooperation and collaboration between the two entities recognizing that such a joint venture could promote innovation and efficiencies and allow both entities to leverage resources and reduce costs. Through the task force, the County and M-DCPS conducted a comprehensive review of each entity’s resources, contracts, and systems in the areas of procurement, communications, finance and debt management, facilities usage and land use, transportation and transit, policy and legal support, emergency management, training and development, technology, after school programming, and safety and security, to see where joint ventures or agreements would be feasible and beneficial for the two entities.

On July 6, 2006, the Board received an initial report on the status of the joint task force, Legistar Item No. 061703 (attached) and based on this report, certain areas were identified as appropriate to explore collaboration and consolidation between the two parties. For example, based on the report, the parties were to review and assess the possibility of consolidating the County’s 311 Answer Center with M-DCPS’s call center services and explore collaborative partnerships for grant applications and grant opportunities.

Following the Board’s approval of the Miami-Dade County Public Schools/Miami-Dade County Education Compact Implementation Report and Program, teams comprised of staff and subject matter experts from both entities convened regularly to review Areas of Opportunity. Each group began the task of identifying current areas of collaboration, areas where improvement was needed and to develop plans for immediate and future joint efforts that would benefit both the County and the School System. The discussions between the representatives of both parties resulted in several successful collaborations that have significantly increased innovation, efficiency and the general working relationship between the County and School Board and have positively benefited all residents of Miami-Dade County. Today, local residents enjoy greater safety and protection as a result of the strengthened and seamless emergency management protocols that were adopted following the conversations and more effective facilities usage and land use agreements are now standard between both bodies. The sub-groups met frequently after the School Board and Commission authorized the discussions and several recommendations and agreements produced by the teams were presented to the Board of County Commissioners and adopted over the next several years.

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Given the passage of time since the joint task force was created, it would be beneficial to reconvene a new task force or working group to review the outcome and results from the work of the prior joint task force, and to explore the feasibility and benefits of the County negotiating a renewed interlocal agreement or education compact with M-DCPS. I have spoken to Superintendent Carvalho about the importance of resuming this dialogue and he too recognizes the benefits of renewing a more formal discussion with the County to explore potential areas of collaboration. Possible areas for review include transportation, technology, procurement, professional development, ladders to success, the Peace and Prosperity Plan, emergency management, early childhood issues, fire academy, resiliency and climate mitigation, comprehensive planning, and libraries. In preparation for this discussion, I have asked staff to create an inventory of the many existing agreements between Miami-Dade County and M-DCPS that are already in place.

Per Ordinance No. 14-65, this report shall be placed on the next available Board meeting agenda.

Should you require additional information, please contact George Andrews at George.Andrews@miamidade.gov.

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Memorandum



Date: July 6, 2006

To: Honorable Chairman Joe A. Martinez and Members
Board of County Commissioners

Agenda Item No. 12(B)4

From: George M. Burgess
County Manager

A handwritten signature in black ink, appearing to read "G. Burgess", written over the printed name of the County Manager.

Subject: Report on Status of Joint Task Force with Miami-Dade County Public Schools

On March 7, 2006 the Board of County Commissioners approved the creation of a Joint Task Force to explore opportunities for collaboration between Miami-Dade County and the Miami-Dade County School Board. This report is provided to you as an update on the status of the Task Force's review and efforts.

Task Force members - Assistant County Manager Alina Hudak and Associate Superintendent Alberto Carvalho - have challenged departments to fundamentally change the way each organization thinks, collaborates, and operates. Based on the direction provided by the Board of County Commissioners, nine areas of collaboration have been identified for the initial efforts of the Task Force, including: economies of scale, technology, training and development, debt management, facilities and land usage, emergency management, transportation, grants, and communications. Once the opportunities were identified, each organization designated members to work together as a subgroup of the Task Force, matching their areas of expertise with a particular area. Additional areas of collaboration will continue to be identified, including increased use of shared public safety resources and training.

This integrated approach has helped to capitalize on the best resources of each organization. This report is provided as a framework for this evolving partnership. Specific efforts have been made to identify those short-term projects which can be accomplished within the next twelve months, in addition to the longer term opportunities such as land use and facilities planning. Attachment 1 provides expanded detail about each of these programs and a report on all of the discussions that have been initiated by the Task Force to date.

In the coming months, an interlocal agreement between the County and the School District will be developed, in order to provide the structure necessary to institutionalize the agreement and relationship between our organizations. This interlocal will be submitted for appropriate Committee and Board approval. It is expected that these efforts will continue to evolve as the partnership continues to grow and stabilize. Through the leadership of both Boards and the direction provided by our leadership teams, these relationships and many more are continuing to evolve to become more tangible and results oriented.

The benefits of such collaboration are many. Continuing these efforts and looking forward to the many efficiencies that will be gained by this valuable collaboration, a standing status report will be provided to the Board at each joint meeting of the County and School Board twice a year. Already, substantial progress has been made toward shifting the principles of each organization to think collaboratively and talk openly. I am committed to continuing this energy and institutionalizing this effort for years to come.

A handwritten signature in black ink, appearing to read "Alina T. Hudak", written over the printed name of the Assistant County Manager.
Assistant County Manager

Economies of Scale

In addition to the joint bid for cellular phones and other wireless devices already underway, we have identified additional products and services for potential joint purchases. A review of various goods and services is ongoing and is expected to yield a significant savings and reduced cost to both entities. Attachment 2 is a matrix of large items that each entity currently procures and those from which both would benefit combining.

The implementation of joining contracts for routine, off-the-shelf products will be determined by a review of the expiration of existing contracts, budgetary limitations, and specification development. Once this review is complete, a contract can be established within 12 months. We are currently reviewing existing contracts for Classroom Supplies; Office Supplies; Paint; Chemical Supplies; Fire Extinguishers; Fire Alarm Supplies; Copy Paper; Food Services; and Hand and Power Tools. Both entities purchase these items and the likelihood for joint participation is possible either by accessing one another's existing contract or by establishing a joint contract.

The implementation of joint purchases for services requires a more thorough review of the expiration of existing contracts, budgetary limitation, the input of each entity's end users and subject matter experts; a deliberate review of technical requirements, the forecasting of planned projects; the preferred procurement method (RFP or ITB) and the operational requirements of the entity. Some service purchases, such as Fire Extinguisher Services, Dust Control Services, and Landscape Services can be simple and implemented within 12-months. Both entities purchase these items and the likelihood for joint participation is possible either by accessing one another's existing contract or by establishing a joint contract.

More complex services will require greater collaboration with technical and operational personnel. We will be looking at the feasibility of jointly purchasing services for Building Management Systems; Fire Alarm System Services; HVAC Services; Copying Equipment (while not a service, it is a complex purchase); Trash and Garbage; Lot Clearing and Debris Removing (non-emergency); and Tree Trimming and Stump Grinding.

Fleet Management & Fuel

There is potential for collaboration in the area of fleet and fuel. There are three areas that the Task Force has identified for consideration this year, including 1) availability of fuel, particularly during emergencies, 2) the use of a cardless fueling system and 3) Equipment Management Systems.

Additional opportunities will be explored as we become more familiar with each other's business practices in fleet operations. The potential exists for both entities to learn from each other by comparing salary and compensation packages for technicians and other shop personnel, job requirements and training schedules.

While a more formal review of these areas will take place later, in the short term, the County and the School District will be sharing technical training opportunities on an informal basis. Both entities will continue to make arrangements for training courses of their own personnel, and will now begin to alert each other when there is space available in any particular class. This coordination will improve the efficiency in these divisions and allow employees more options and flexibility in their training choices.

A formal review of each organization's fleet and fuel contracts is still in progress. Ongoing discussions and greater familiarity of each other's contracts will allow for learning from each other's experiences and better economies of scale where appropriate joint contracts may be utilized.

Availability of Fuel

The County and the School Board share similar challenges in the availability of diesel fuel for essential operations. Both organizations face substantial challenges in meeting their own needs for diesel fuel in the aftermath of a storm. During such an emergency, both organizations are willing to make informal arrangements to discuss individual situations as they arise. The availability of fuel is dependent on many variables. It is important that Miami-Dade County, the School District, and all municipalities have reliable

sources of supply. At this time, the consensus of both entities is not to rely on a single source of supply or procurement method for our combined fuel requirements. During this upcoming storm season, staff from both entity's procurement and fleet organizations will work collaboratively to assist each other whenever possible. In the future, as the Task Force continues its work and a better understanding of each other's operations is gained, there may be the potential to arrange for the redirecting of fuel loads or transfers of needed gallons.

The County has recently advertised a replacement solicitation for the purchase of gasoline and diesel fuel countywide. This will allow the County to purchase fuel for daily operations and to improve fuel supply availability during declared emergencies. The School District has also revised the terms of their fuel bid in light of experiences during the hurricane season last year. At this time, it is not feasible to combine our purchasing efforts for fuel, but discussions continue regarding the use and storage of fuel during emergencies.

Economies of scale in procuring storage tanks could be achieved by working together in the procurement of storage tanks, without having to share their individual ownership. GSA Fleet has begun exploring the purchase of fuel tanks in order to increase storage capacity. The results of their research and solicitation process will be shared with the School District. Regular communication with the School District on this issue will help alleviate potential conflicts with the limited amount of vendors available to do this type of work as both organizations pursue increasing fuel reserve capacity.

Fuel Cards

The School District has implemented the same system of cardless fueling that the County has been using. In the past, a number of School police vehicles have utilized GSA Fleet Management sites for fueling. However, with the implementation of the new system, fueling by School vehicles at our sites will cause a discrepancy in their mileage and fuel consumption statistics. Two alternatives are being considered in order to alleviate this situation. There is the possibility that the two cardless systems can be set up to communicate the desired data with each other. Depending on the reliability of the data transferred and the costs involved, we may consider the expense to make both systems compatible to allow DCPS and County employees additional convenience for fueling. If this arrangement is cost effective, there is the possibility that each organization's fueling sites will become available to each other's employees.

If this exchange is not cost effective or operationally desirable, then the School District may consider asking that the County deactivate the fuel cards currently issued to School vehicles so that they will only use School fuel sites, providing greater integrity to their vehicle data. At this time, County vehicles do not have access to School District fuel sites. GSA Fleet Management operates 29 fueling sites throughout the County, and the School Board operates 8 facilities throughout the County.

Equipment Management Software

GSA Fleet Management is actively pursuing the selection of a new equipment management system that is comprehensive, user friendly, and capable of interfacing with financial and procurement systems. During the discussions of the Task Force subgroup, the County has learned that the School Board has a system they are currently using that may meet the County's needs. School Board staff will be providing a copy of the RFP that led to the selection of this fleet software, and further site visits and technical reviews will take place to evaluate this opportunity further.

Risk Management

Miami-Dade County and the School District administer employee health insurance benefits very differently. In approaching a joint procurement of health insurance, it is important to consider each organization's funding philosophy. MDCPS is fully insured, while MDC is partially self-insured. Being self-insured makes the employer responsible for all costs associated with the program, whereas being fully insured places the full burden on the insurance company. Being self insured is generally less costly because of the associated administrative and profit savings. The School Board has considered becoming self-insured, but has historically decided against it.

There would likely be no economies of scale to be gained by merging the two employee groups for the purpose of purchasing health insurance. The advantage to be gained by "the law of large numbers" is that you produce a pool of both good and bad risks. Both entities are large enough on their own to produce such a blended pool of risks.

Based on the demographics of the County's employee base, it is quite possible that the County's experience would have a negative impact on the School District's rates. The County's workforce is older and it is likely that our claims costs would be higher and may have a negative impact on their rates. The reverse could also be true, in that their claims experience may hurt the County's position.

The County's plan designs are substantially different than the School District's plans. For example, the School District requires hospital deductibles, higher co-payments for office visits and prescriptions, and deductibles on HMO benefits that the County does not require. Attachment 3 compares the benefits of each plan. In addition, it is important to note that the School District only offers one carrier. Though the carrier provides multiple plan options, employees cannot choose between different carriers, as County employees can. And finally, the School District has a different contribution philosophy than the County. Both of these factors would be significant to any vendor being considered to be offered to both employers.

As you are aware, County staff is in the process of gathering information from our employees regarding their healthcare concerns in order to formulate a healthcare strategy. Employee surveys were mailed to all employees in April, followed by a series of focus groups to generate additional dialog and clarification of the survey responses. In June, an employee workshop will be conducted in the Commission chambers to provide the results of both processes and allow employees the opportunity to respond or have additional discussions with staff. Following the workshop, staff will provide the Manager with a comprehensive analysis of our findings, along with our recommendations to address the concerns of employees and deal with the long term impact of health insurance costs to the County.

The School District recently went through a comprehensive RFP process for health insurance coverage. As a result of the RFP, the incumbent vendor, United Healthcare, was recommended by staff and approved by the School Board. They will continue to be the sole carrier for health insurance benefits, offering a variety of plan options. The contract is effective January 1, 2007 for a one year period, with an additional one year option to renew. As a result of the competitive process, United lowered the current healthcare premiums.

The Task Force continues to work with the School District to explore other opportunities in risk management i.e., workers' compensation, voluntary benefit programs, and an investigative services contract. From a timing perspective, it is difficult to determine what opportunities there might be until such time as our analysis is complete and future recommendations and policy directions can be considered jointly with the school system.

Financial Services

The School District has been able to access the County's contract for arbitrage related to fiscal year 05/06. Arbitrage computations are required by IRS regulations. For each bond issue, the consultant computes the interest earnings in excess of the interest paid on the tax exempt bonds. The contract calls for a flat rate per bond issue that is paid for each year that the computation is performed. In as much as Miami-Dade County is a frequent issuer of debt, the County rate is very competitive. The School district has utilized this contract and has found it to be most advantageous.

The current arbitrage contract is due to expire in November 2006, therefore a new RFP will be issued shortly. The Task Force will continue this effort and is exploring opportunities to issue a joint RFP for fiscal year 06/07. We will combine the number of bond issues for both entities, thereby increasing our economies of scale and anticipating very competitive rates again. Although the contract will need to be bifurcated so that the Board of County Commissioners approves its portion and the School Board approves its portion, both entities can both benefit from the combined solicitation and combined procurements.

The Task Force is exploring the opportunity to jointly utilize the services of First Southwest Financial Services for investment management services. Miami-Dade County has issued an RFP and selected First Southwest as an advisor for Cash Management purposes. The consultant assists the County in evaluating investment options, verifies that the investments are within the established investment policy and brings investment product information to the County's attention. The School District is interested in accessing the contract as well, and will soon present this proposal to the Treasury Advisory Committee. The potential for reduced costs derived from economies of scale is significant.

Technology

Miami-Dade County has collaborated with the School District to utilize available school information in the GIS application in support of the MDPD Sexual Predator/Offender Ordinance. The County has been actively working with the School District to use the District's GIS technology to locate and document any and all facilities providing services for children within Miami-Dade County. The School District is currently using Magellan Systems to track school facility information in a central database. The long term benefit from Magellan Systems would be more accurate school facility information available to the County to enhance the County's web site. The current activities in support of this initiative are as follows:

- The School District provides MDC with quarterly updates of school locations. MDC aligns the school locations layer to the property file.
- The School District provides MDC with yearly updates of charter schools.
- MDC provides the School District with quarterly/annual updates of the GIS Public Access CD which includes more than 155 GIS layers including the school location layer.
- MDC provides the School District weekly updates of the street network via a File Transfer Protocol (FTP) site.
- MDC creates and maintains the School District attendance boundaries on a yearly basis through a service agreement.

Additionally, the passage of more recent sexual offender and predator legislation has resulted in a need to update and enhance the GIS mapping capabilities.

- Effective December 1, 2005, in accordance with the Florida Jessica Lundsford Act, H.B. 1877, all sexual offenders and predators are required by law to re-register, in person, twice a year. The legislation also requires background screening for all contractual personnel who are permitted access on school grounds when students are present or when contract personnel has direct contact with students.
- Miami-Dade Ordinance 05-206, effective December 15, 2005, prohibits sexual offenders and predators convicted of certain crimes from living within 2,500 feet of any school, and prohibits property owners or lessors from renting real property to certain sexual offenders or predators if such place is located within 2,500 feet of a school.

The School District is working with ETSD, 311, and MDPD to provide GIS information on school boundaries and for adjacent properties so the GIS layer can be enhanced and verified. The delivery date for this information from the District is mid-June 2006.

The Technology Group of the School District and the County has identified additional areas of opportunities which will be explored. Determinations will be made if there are synergies to be gained by both groups working collectively or leveraging an existing solution. The areas that have been identified for further evaluation include:

- Explore options of leveraging vendors for Disaster Recovery Planning
- Evaluate opportunities to collaborate on ERP strategic direction
- Joint efforts on wireless initiatives (there is currently a joint bid)

Customer Service

The School District is working with the County's 311 Answer Center to assess the opportunity for consolidating call center services. This will involve 311 taking calls for the School District, beginning with their main line, and later their District locations. Currently, the School District has limited capability to handle calls, and lacks the type of supporting technology that supports the 311 operation today. Rather than invest in a similar type of operation, they are interested in partnering with the County to improve their customer service efforts and leverage the capabilities that 311 has to offer.

Toward this end, both organizations have been working together to understand requirements and develop a strategy for working together. Traffic studies are underway, which will serve to measure current call volumes at the School District so that 311 can provide a proposal, including the staffing necessary to support the School District's operations. The School District will be expected to fund the necessary expansion. It is expected that the traffic studies and analysis will be completed this summer and 311 will be able to provide the School District with this proposal.

311 currently provides support to school related inquiries during emergency situations, such as hurricanes. Learning from last hurricane season, we have worked closely with the School District to improve the information housed in our 'knowledgebase' and to formalize agreements to ensure information is maintained current.

Training & Development

Many exciting opportunities exist in the collaboration of training and development programs. The County's Employee Relations Department (ERD) has a good relationship with the School District. Both the County and the School Board have prioritized this effort and are working together to identify tangible programs that will continue to benefit both entities for years to come.

Currently, the County and the School District have at least two long term collaborative partnerships. Miami-Dade County and Miami-Dade County Public Schools have a two year partnership, which includes the South Florida Workforce Investment Board, to recruit and train bus maintenance technicians placing County residents into Miami-Dade Transit (MDT) positions. The Bus Maintenance Technician Training Program has been very successful. MDT has hired approximately 80 students from the Robert Morgan and Miami Lakes Education Centers. Individuals not placed in the MDT program have secured high wage employment in the private sector.

The School District's Miami Lakes Educational Center has a long term partnership with the Department of Solid Waste Management (SWM). This program trains internally recruited and qualified SWM employees for the Waste Truck Driver 1 and the Trash Truck Driver 1 and 2 positions. The program teaches how to drive the appropriate truck and operate the equipment. Those successfully completing the program exit with the applicable Florida driver license and are eligible to add their names to a SWM promotions list. The School District has at least one faculty member assigned to the truck driving oriented program.

Hard to Fill Positions

ERD has identified a list of occupations that have proven difficult to recruit. In general, these occupations may be categorized as Construction/Building Trades and Other Skilled Occupations.

Construction or Building Trades: The School District offers training on the construction and building trades in conjunction with the Trade Unions. The School District is committed to expanding construction related programs in order to meet the pre-journeyman needs of the County and the community at-large where these trades are in very high demand. At this time, the County faces difficulties in recruiting certified Electricians and A/C Refrigeration mechanics. ERD will be working with the Building Code Compliance Department and the School District to develop and present solutions to the Miami-Dade Building Trades Qualifying Board that will facilitate the training and apprenticeship requirements of these positions.

Other Skilled Occupations: The County's list of hard to fill occupations has been shared with the School District. The School District is researching the skill sets required for these occupations to determine if there are existing job preparatory programs that may train in a related skill set. In some cases this research includes a job review with the appropriate department, i.e. Public Works for bridge repair. This is a large-scale project that will continue to be a priority for the Task Force. The County is continuing to work with the Adult and Vocational Education section of the School District to identify new recruitment opportunities and match them to those positions which are difficult to fill.

Career Laddering

Career Laddering addresses the ascending stages by which an employee can progress in the organization and identifies the skills required to do so. High performing organizations define and support career ladders and their supporting training programs for purposes of operational improvement, succession planning, and employee satisfaction. ERD is in the process of exploring these opportunities through job family studies and brain storming sessions with departments, such as Fire and Police, regarding their dispatchers. The School District may operate and/or customize multiple programs for existing County employees who wish to advance in the organization. These programs may include, but are not limited to:

Commercial Truck Driving: The School District can provide training and third party testing to those employees wishing to become Automotive Equipment Operators (road equipment oriented). The cost for this instruction, if the students are training for a promotion, will be \$1.80 per hour plus books, if County vehicles are used. If District vehicles are used, a nominal cost for fuel will be incurred.

Customer Service Training: Lindsey Hopkins Technical Education Center has recently been accredited by the National Retail Federation to provide their nationally recognized curriculum and award their association's credential.

Business Technology Education and/or Basic Computer Education: For individuals to advance in the administrative fields and for those wishing to enhance efficiency at all levels.

GED/High School Completion and Adult Basic Education/ ESOL: Employees without a high school diploma or GED and those with limited English skills have limited opportunities for career enhancement and promotion. Other employees could benefit from enhanced basic education and English language skills. Once successfully completed, these programs would open opportunities not previously available to the employees.

ERD will be conducting a needs assessment and analysis of the opportunities available across the County and determine their feasibility. The analysis will identify training requirements and career paths within County job families. This will require assessing departmental need, completing job analysis and reviewing existing internal training offers. Miami-Dade County requirements will be compared to the School District's training opportunities. ERD will conduct a preliminary assessment of the opportunities and develop a detailed project plan for review and development by June 30, 2006.

Internships and Training Academies

The School Superintendent is in the process of a secondary school transformation that will reorganize the high schools into small learning communities (SLC). Within this transformation is the formation of Choice Zones that will provide students throughout the District the opportunity to attend career academies of choice. Successful programs such as the Leadership Academy, the International Baccalaureate, the MAST Academy and New World School of Arts will be kept intact and new academies under new concepts of education will be added. This restructuring will be introduced in phases starting with the 2006-2007 school year.

Phase One establishes small learning communities in 12 schools across the District. This project is still under review and the identified schools and themes are subject to change before implementation. It is the goal of the School District to ultimately provide every high school senior the opportunity of an internship to prepare him/her for the workplace. Currently about 5,000 high school seniors have internship opportunities. In the 2006-2007 school years, the goal is tentatively set for 9,000.

Close collaboration and consultation between the organizations during the next six months and thereafter will strengthen the experience for the students and assure benefit for the cooperating County department. ERD will collaborate with the District in the development of internship logistics, website development, the resolution of larger issues associated with the Jessica Lunsford Act, and the development of academy scope. The County will actively participate in the School District's career days and job fairs.

Miami-Dade County Academy of Rescue & Fire

With the strong support of the Board of County Commissioners, Miami-Dade Fire Rescue and the School District have been working together to establish the Miami-Dade County Academy of Rescue & Fire which is scheduled to roll-out in the fall of 2006. Miami-Dade Fire Rescue (MDFR) is actively participating in program development and student recruitment. MDFR is currently visiting high schools to survey 9th and 10th graders regarding their interest in the fire service. They are developing a website that will allow the students and parents to access information on the Academy and learn more about the program. A presentation and video have been developed by MDFR that introduces the students to the fire service and the many possibilities for employment within their department. This will help to inform students about the program and identify the number of students countywide who are interested in order to identify the most advantageous placement of this Academy.

The Parent Academy

In August, 2005, the District introduced The Parent Academy with the goal of empowering parents to be effective advocates for their children through information-sharing, skill-building, and personal development. The Academy aims to increase parental involvement in their children's education in order to enhance student success in the classroom. The Academy is a year-round initiative and classes are offered in facilities all over the County.

The County is working with the District to expand The Parent Academy into County facilities. Beginning in August 2006, classes will be offered to County employees through the Lunch & Learn Series. Some classes will be held in the conference rooms on the 18th floor of the Stephen P. Clark Center, which has a capacity to accommodate up to 120 individuals. The County is evaluating other County buildings as possible locations where The Academy may be established: The Parent Academy offers a variety of classes which include literacy, household, financial, and time management skills; effective parent-teacher communication; and career preparation skills. Following are some examples of courses offered:

- M-DCPS 101, Navigating the School System
- Financing Your Child's Education
- PASSport To Success Series
- Positive Discipline
- Achieving the Dream, Owning Your Own Home

South Florida Work Force Development One-Stop Career Centers

Miami-Dade Transit (MDT) and the South Florida Workforce (SFW) have a very successful partnership with the Miami-Dade County School Board. Through the SFW network of Career Centers, MDT recruits and assists applicants for the Bus Operator recruitment and the Bus Maintenance Apprenticeship Program. MDT, SFW and the School Board are exploring new opportunities for cooperative efforts in recruitment and training for MDT workers. These opportunities include, but are not limited to: training for the Commercial Driver's License and the Bus Operator civil service tests, new and incumbent worker training programs, and recruiting new workers from the Adult and Vocational education programs graduating class.

Debt Management

Participation in financial advisory committees is an important partnership being expanded between the Miami-Dade County and the School District.

The County Manager's Finance Committee assigns bond transactions to bond underwriting firms based on governing ordinances. Currently, the School District's Chief Financial Officer is their representative on this committee. This level of participation allows for financial executives to be exposed to financing transactions that the County is contemplating and thus explore the opportunities to potentially utilize similar transactions for the School Board.

The School Board's Treasury Advisory Committee (TAC) meets on a quarterly basis and reviews debt issuance plans and results, investment policies and results, and any other treasury related initiatives. Because of increased communications developed by the Task Force, it was proposed that the County's Finance Director, Rachel Baum, participate on the (TAC). On May 18, 2006, the TAC met and recommended Ms. Baum's appointment. The School Board staff is preparing an item with this recommendation for their June 14, 2006 School Board meeting. By the next TAC meeting in August, Ms. Baum should be a member of the Committee. Ms. Lilly Monzon-Aguirre, Director of the Finance Department's Bond Administration Division, has served as a member of the School Board's Audit Committee for the past several years.

The County's Investment Advisory Committee (IAC) meets on a quarterly basis to review the performance reports on the County's investments. The investment advisor, First Southwest, attends these meetings and updates the Committee on the performance of County's investments, the compliance with the investment policy as well as providing an update on the economy in general and the investment market. The County is amenable to allowing the School District's Treasurer to participate on this committee. The input that would be provided by the School Board's professional would enhance the knowledge base of the IAC and be beneficial to the performance of each organization's investment portfolios. The County will propose a modification to the resolution governing the IAC which is currently balanced as to ethnicity and gender.

Another joint participation being explored is to jointly utilize investment management services. The County issued an RFP and selected First Southwest as its advisor for Cash Management purposes. The School District is interested in accessing the contract as well.

One of the critical issues facing both the County's and School District's Finance Departments at this time is the review and implementation of new financial, procurement and human resource systems through the Enterprise Resource Planning (ERP) process. In order to enhance this effort and continue learning from each other's experiences, the Task Force is creating an ERP implementation review group to include the County, School Board, some municipalities, and possibly expanding it to include tri-county participation. The ERP review group will enable the County and the School Board to learn from each other as both organizations move forward with various aspects of their ERP projects. This effort will provide additional support and improve the knowledge base related to implementations of ERP systems, and be one way to mitigate risks which may be encountered during these large scale implementation projects.

Facilities and Land Usage

The primary objective of this subgroup is to focus on the collaborative planning of facilities and land usage opportunities, instead of reacting to emergencies as they arise. Leasing and property issues will be an ongoing point of collaboration for this group. Both agencies will continue to hold regularly scheduled meetings to discuss current property and capital needs. Improved communication and joint planning will benefit both organizations and the community in the long term.

Parks

A master joint use agreement is in place between the County and the School District that allows both agencies to administratively approve joint use of facilities. In particular, many of the parks that are situated next to a public school are already sharing facilities, as well as operating and maintenance costs. For example, in some sites, park athletic fields are developed partly on park and partly on school owned property and are available for use by the school athletic program and after school and weekend park users. This has been a successful partnership for both organizations for a number of

years. In order to identify future opportunities, the agreement will be reviewed and evaluated annually, prior to August 1st, to determine if revisions are needed to provide greater flexibility and efficiency.

Construction Capital

The phases of construction and capital planning have been reviewed by both organizations, including the selection of professional services, design, construction, project management training and procuring services in order to identify areas where the two agencies could work together. It was concluded that it would be difficult to tie together capital construction projects in general because specifications for school construction are different than County construction projects. There are, however, opportunities for sharing specialized contracts for specific types of facilities like athletic fields, including field lighting; courts and playgrounds, irrigation, parking lots and other facilities. Although the ability to share contracts with one another already exists, there is no mechanism in place to do this. The Facilities and Land Use group will continue working together to create specialized contracts that will allow for the shared usage of certain facilities as described above. An interagency agreement governing this process will be established and presented to the Board for approval.

Planning/Zoning, Land Use

Currently there is an interlocal agreement between the County and the School District for public school facility planning in Miami-Dade County which governs the coordination in this area. Due to new growth management legislation, the interlocal must be amended and a public school concurrency system must be implemented by January 2008. Accordingly, staff recommends continuing to work on jointly establishing concurrency level-of-service standard for schools implementing concurrency reviews into the County's existing development review processes such as public hearings, plats and building permits.

Facilities Planning

The subgroup has discussed the various phases of facilities planning and the opportunities for coordination. The County and the School Board are developing a systematic process for identifying opportunities early in the planning process. Too frequently, opportunities are lost because of differing development schedules and a lack of mutual review of facility site plans. A committee comprised of school facility planners and County planners from the Department of Planning and Zoning, the Park and Recreation Department and General Services Administration will develop a methodology for regular review of facility plans. In order to create a tool for identifying opportunities early in the planning process, the subgroup recommends that both the County (Parks, GSA, etc.) as well as the School Board, provide a GIS-based layer of their respective planned projects (similar to the MPO's Transportation Improvement Project's 5-year Plan). The committee will investigate the feasibility of using the MPO's GIS-based map that depicts future educational facilities with future proposed transportation facilities improvement, in order to include future County projects.

Emergency Management

Pet Friendly Hurricane Evacuation Center

The County's Office of Emergency Management (OEM) is working together with the Animal Services Department and the School District to offer a pet-friendly hurricane evacuation center in the northern part of the County for the 2006 hurricane season. A memorandum of understanding will be developed between the two parties before June 1, 2006 to outline responsibilities. By June 1, 2007, the group will also designate a school in southern Miami-Dade County as a pet-friendly hurricane evacuation center. In the meantime, Animal Services will continue using the Sunshine Pavilion at the Miami-Dade County Fairgrounds as the pet-friendly hurricane evacuation center. A site visit to Miami Norland Senior High School has recently been completed. If this facility is not satisfactory, we will utilize North Miami Beach Senior High School as the North end Pet-Friendly shelter this year.

Community Emergency Response Teams (CERT) at Schools

CERT members assist others in their neighborhood or workplace following an event when professional responders are not immediately available to help. The CERT program includes instruction that provides teams with the skills and knowledge necessary to effect a rapid and effective rescue operation. The

components of the twenty-hour CERT course include: disaster preparedness, team organization, disaster psychology, medical operations, damage assessment, fire suppression, light search and rescue, and terrorism awareness. OEM will coordinate with the District to develop CERT teams at each school. The District's Safety Department is reviewing the CERT curriculum. Both organizations are reviewing the feasibility of offering CERT training to the District's staff, and will be determining the number of schools that can be trained by December 31, 2006. OEM has submitted a budget request to the BCC to augment the CERT program and increase the number of training dates available to the community.

Transportation

Transit Discounts for School Employees

Miami-Dade Transit (MDT) is working with the District to introduce the Corporate Incentive Program to their employees. Director Bradley presented the program at the April 18, 2006, School Board meeting. The School Board authorized the Superintendent to evaluate the implementation of employee transportation benefits and rideshare programs in partnership with MDT and South Florida Commuter Services, and requested MDT to report back to the School Board at the July 12, 2006 Board meeting. Similar to the program initiated by MDT for County employees, the Corporate Incentive Program will benefit School District employees who work in the downtown area. Employees will receive the Metropass at a discounted rate of \$65.00, a saving of \$10.00 through a pre-tax payroll deduction. MDT and the School Board conducted a follow-up meeting on April 25, 2006 to develop an implementation plan. At that time, it was decided to initiate a pilot program considering the District's employee population of 45,000 employees. MDT expects full implementation of the pilot program by August 2006.

Grants

Opportunities for increased cooperation and collaboration also exist in the areas of revenue maximization and grants. A number of opportunities already exist for resource and information sharing, training, and collaborative grant applications. Both offices serve as a grants clearinghouse for their respective organizations and, as such, can serve as a central point of contact for matters pertaining to revenue maximization and grants. Resource and information sharing would involve communicating funding opportunities, conducting research and sharing data sources, and identifying community partners. Capitalizing on the existing staff and in-house training resources of each organization, collaborative grant writing or grants management trainings and workshops will be held jointly. The most promising area for collaboration involves the potential for development and submission of joint funding proposals or grant applications. Subject areas that may lend themselves to such collaborative efforts include security, after-school or summer programs, health or wellness, hazard mitigation, truancy prevention, anti-gang initiatives, technology, arts and culture, education, libraries, and transportation. The Task Force will continue to work together to identify these grant opportunities as they arise in order to maximize the revenue of each organization.

Communications

The County is working with the School District to agree on protocols governing School announcements through the County's Emergency Operations Center briefings when the EOC is activated. The School District is studying the possibility of broadcasting EOC twice-daily briefings on WLRN Channel 17 during hurricanes and other emergencies. WLRN will test capacity to broadcast the week of May 8. If broadcasting capacity is confirmed, School District staff and the County will draft protocols for briefing broadcasts. If not, staff will present costs involved in creating the requisite broadcasting capacity.

Department of Procurement Management Miami-Dade County and Dade County School Board Cooperative Contracting Purchasing Opportunities (by Commodity, May 2006)							
Product/Service	County Contract No.	Expiry Date	Contract Allocation	School Board Contract No.	Expiry Date	Contract Allocation	Comments/Opportunity for Cooperative Purchasing
Classroom Supplies	005-DD05	12/31/2005	\$1,000,000	005-DD05	12/31/2005	\$5,377,500	Both entities will be accessing Broward County's contract. There is an opportunity for future cooperative purchasing if pricing becomes attractive
Office Supplies	6712-5/15	1/31/2011	\$15,000,000	014-EE05	05/17/2007	\$5,144,601	Possible opportunity for cooperative purchasing.
Paint	0767-3/05-3	12/31/2006	\$2,622,997	139-CC06	01/13/2007	\$73,000	Possible opportunity for cooperative purchasing.
Chemical supplies	6490-4/11		\$998,302	082-AA02	N/A	N/A	Possible opportunity for cooperative purchasing. County contract is for Construction Chemicals and award is pending approval.
Fire Alarm Supplies	IB7221-2/07-1	11/30/2006	\$5,000	018-EE11	12/31/2006	\$302,161	Possible opportunity for cooperative purchasing.
Fire Extinguishers	7468-4/08-2	2/28/2007	\$361,000	084-EE11	06/30/2007	\$220,646	Possible opportunity for cooperative purchasing.
Fire Extinguisher Services	4922-4/06-1	5/31/2006	\$754,700				Possible opportunity for cooperative purchasing.
Copy Paper	6824-0/07	12/31/2007	\$16,500,000	191-CC08	2/10/2006	\$5,234,523	Possible opportunity for cooperative purchasing.
Food Services	2365-4/09-1	3/31/2007	\$831,000	010-FF03	06/30/2007	\$65,275,271	Possible opportunity for cooperative purchasing. County contract is for catering services. School Board contract which is pending award is for various food items delivered.
Hand & Power Tools	3625-4/11		\$992,000	022-DD02	07/13/2006	\$591,013	Possible opportunity for cooperative purchasing. County contract is pending award and is for hand and power tools. School Board contract is for custodial tools and supplies.
Dust Control Services	4512-2/05-2	8/31/2006	\$239,350	003-DD02	4/9/2006	\$321,200	Possible opportunity for cooperative purchasing.
Landscape Services	7848-1/06	2/28/2007	\$1,900,000				Possible opportunity for cooperative purchasing.
Building Management Systems (BMS)	SS2605-4/06-4	9/30/2006	\$890,406				This is a complex acquisition that will require collaboration with multiple disciplines within both entities. The opportunities for cooperative purchasing are being explored.

Department of Procurement Management
Miami-Dade County and Dade County School Board Cooperative Contracting Purchasing Opportunities
 (by Commodity, May 2006)

Product/Service	County Contract No.	Expiry Date	Contract Allocation	School Board Contract No.	Expiry Date	Contract Allocation	Comments/Opportunity for Cooperative Purchasing
Fire Alarm System Services	6694-3/05-3	9/30/2006	\$474,952	119-EE11	06/30/2007	\$1,300,000	The School Board has several very good fire alarm service contracts in place. The opportunities for cooperative purchasing are being explored.
HVAC Services	1258-4/11	4/30/2007	\$183,899	024-DD06			The new County contract award has been posted. The replacement School Board bid (008-FF06) is still under the Cone of Silence and an award is pending award. There may be a future opportunity for cooperative purchasing.
Copy Equipment	BW7123-3/07-1	6/30/06	\$8,709,803	114-DD11	9/30/2006	\$4,300,000	Possible opportunity for cooperative purchasing.
Trash and Garbage	6938-1/04-1	10/31/06	\$8,699,162	092-EE02	6/30/2007	\$6,926,547	Possible opportunity for cooperative purchasing.
Lot Clearing	7683-3/09	1/31/07	\$3,190,000	098-EE06	09/06/2006	\$447,750	School Board and the county have contracts for lot clearing and debris removal. The County's is currently pending award of a contract for emergency situations only. Possible opportunity for cooperative purchasing.
Debris Removal	Pending Award of Pool of Vendors			098-EE06	Same as above	Same as above	County contract is for arbitrate rebate consulting services. Possible opportunity for cooperative purchasing.
Arbitrage	RFP312-2	10/31/07	\$250,000	N/A			Due to the volatility and essential needs of both entities, we will maintain separate contracts in order to ensure continuity of supply. We will continue to work together to explore ways how we may assist each other during critical times and emergency conditions.
Fuel (Gasoline & Diesel)	3143-0-09	7/31/2009	\$195,800,000	030-FF07	1/31/2007	\$6,823,129	Possible opportunity for cooperative purchasing.
T-shirts/Uniforms	EPPM6537-2/08	10/10/2006	\$235,000	169-CC08	5/18/2006	\$150,000	Possible opportunity for cooperative purchasing.
Safety Supplies	4119-4/10	3/31/2007	\$854,000	093-EE05			Possible opportunity for cooperative purchasing.
Plaques & Trophies	7205-4/07-3	12/31/2006	\$553,250	N/A			Possible opportunity for cooperative purchasing. Currently, schools are making direct purchases for these commodities. County has a very flexible contract for a large variety of items.

**Department of Procurement Management
Miami-Dade County and Dade County School Board Cooperative Contracting Purchasing Opportunities
(by Commodity, May 2006)**

Product/Service	County Contract No.	Expiry Date	Contract Allocation	School Board Contract No.	Expiry Date	Contract Allocation	Comments/Opportunity for Cooperative Purchasing
Cash Management Consulting Services	RFP 329	08/12/06	\$60,000	N/A	N/A	N/A	Possible opportunity for cooperative purchasing. Currently the County has a contract that the School Board has expressed an interest in accessing.
Janitorial and Cleaning Supplies and chemicals	M0692-4/11		\$1.5 Million	117-DD02 022-DD02	Sep 9, 2006 Jul 13, 2006	\$96,018.07 \$421,367.61	Possible opportunity for cooperative purchasing.

Miami-Dade County Public Schools Comparison of 2006 Plan Designs

	Miami-Dade County	Miami-Dade Schools
	Vista HMO	United Low HMO
Deductible (Ind/Fam)	None	\$500/\$1,000
Coinsurance (Ind/Fam)	None	80%
OOP Max (Ind/Fam)	None	\$1,500/\$3,000
Copays (OV;Hospital)	\$10; None	\$10/\$15; 80%
Prescription Drugs	\$10/\$20/\$30; 2x MO	\$10/\$30/\$50; 2x MO
Emergency Room Copay	\$25 (waived if admitted)	\$100 (waived if admitted)
	AvMed HMO	United High HMO
Deductible (Ind/Fam)	None	\$250/\$500
Coinsurance (Ind/Fam)	None	80%
OOP Max (Ind/Fam)	None	\$1,500/\$3,000
Copays (OV;Hospital)	\$10;None	\$20; 80%
Prescription Drugs	\$10/\$20/\$30; 2x MO	\$10/\$30/\$50; 2x MO
Emergency Room Copay	\$25 (not waived if admitted)	\$100 (waived if admitted)
	JMH HMO	
Deductible (Ind/Fam)	None	
Coinsurance (Ind/Fam)	None	
OOP Max (Ind/Fam)	None	
Copays (OV;Hospital)	\$10; None	
Prescription Drugs	\$7/\$20/\$35; 2x MO	
Emergency Room Copay	\$50 (waived if admitted)	
	Humana HMO	
Deductible (Ind/Fam)	None	
Coinsurance (Ind/Fam)	None	
OOP Max (Ind/Fam)	None	
Copays (OV;Hospital)	\$10;None	
Prescription Drugs	\$7/\$15/\$25; 3x MO	
Emergency Room Copay	\$25 (waived if admitted)	
	Cigna POS	United POS
Deductible (In; Out)	\$0; \$200/\$500	None; \$500/\$1,000
Coinsurance (In; Out)	None; 70%	None; 70%
OOP Max (In; Out)	None	\$1,500/\$3,000; \$3,000/\$6,000
INN Copays (OV;Hospital)	\$10; None	\$15/\$30; \$150/day to max of \$450 per admit
INN Prescription Drugs	\$5/\$10/\$15; 2x MO	\$10/\$30/\$50; 2x MO
INN Emergency Room Copay	\$50 (waived if admitted)	\$100 (waived if admitted)

