

## **MIAMI-DADE WATER AND SEWER DEPARTMENT – STRATEGIC PLANNING**

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**Client Name:** *Miami-Dade Water and Sewer Department*

**Type of Service:** *Strategic Planning Workshops*

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Milian Swain & Associates, (MSA) assisted CH2M HILL in the preparation and facilitation of various workshops for the senior and middle management of the Miami-Dade Water and Sewer Department (MDWASD) for the purpose of developing a strategic plan in support of the MDWASD Comprehensive Capital Improvements Plan (CIP) and the department's efficiency program. MSA's scope of services included the following:

**Workshops Planning** - MSA worked with CH2M HILL to become familiar with MDWASD's water and sewer system major issues and worked to help in developing the CIP strategic thinking process and identifying likely drivers that could be used to pinpoint three or four primary scenarios that might be considered for MDWASD's system.

**Workshop No. 1** - MSA assisted CH2M HILL to facilitate Workshop No. 1 with senior staff. The scenario planning section of the workshop lasted two days. MSA assisted in the compilation of the summary of workshop discussions.

**Mini-Workshops** - MSA facilitated five half-day workshop sessions for middle management, one for each Assistant Director area. The purpose of these workshops was to obtain additional feedback from mid-level management for use in future workshop sessions. MSA prepared a summary of workshop discussions.

**Department Discussions** - Following Workshop No. 1, MSA participated in a half-day meeting to discuss the summary and a feedback worksheet that were created. This meeting included CH2M Hill representatives and MDWASD Division Chiefs (Water, Wastewater, Information Technology, Human Resources, Finance, etc.). MSA assisted in the compilation of the information obtained from each Division.

**Workshop No. 2** - MSA assisted in the preparation of materials and the facilitation of the second workshop, which was a one-day session to review and analyze the feedback results from the Head of each Division. A detailed discussion identified current key processes as well as the Partnership Optimizing WASD's Efficiency Reengineering's (POWER) program initiatives. Criteria for prioritization were developed. MSA assisted in the preparation of a summary of workshop discussions.

**Workshop No. 3** - MSA assisted in the preparation and facilitation of the final one-day session workshop. The outcome of this workshop was a clearly stated vision, mission, strategic direction, prioritized implementation task list, responsibility matrix, communication plan, and list of major initiatives to be considered by MDWASD, effectively shaping its future and allowing its management and staff to work toward a common goal.

**Division Review Meeting** - Following Workshop No. 3, MSA participated in a 1-day meeting with all MDWASD Division Chiefs to review the work-to-date for final comment and to determine a strategy for continuous participation. MSA assisted in the compilation of the information obtained from each Division for inclusion in the final report where appropriate.

## **CITY OF NORTH MIAMI BEACH (WATER & SEWER DEPARTMENT) WATER AND SEWER RATE STUDY**

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**Strategy Plan Report** - An executive summary and final report summarized the strategic planning session's findings and conclusions. The document allowed MDWASD to review the strategy produced during the sessions and better understand the strategic direction and operational functions to be implemented. The final report included an introduction discussing the history, mandate, vision, mission, and critical success factors of MDWASD. It also described the purpose, goals, and objectives of the Department's strategic direction. Finally, the customers, core services, drivers, power program initiative, strategic initiative, performance measures, and communication network plans of the water, wastewater, information technology, human resources, and finance departments were detailed. This final report and summary were suitable for distribution to MDWASD internal staff as well as a wide spectrum of the community stakeholders to form the basis for any public communications strategy implemented by the Department in its public relations plan.

**Briefings to Elected Officials** – The Business Plan resulting from the above tasks required presentations to political decision-makers within Miami-Dade County including the County Administrator, the County Mayor, the Efficiency Commission, and the Board of County Commissioners. MSA assisted in making these presentations to these officials and bodies.

