MIAMI-DADE COUNTY
FINAL OFFICIAL MINUTES
Compensation and Benefits Review Committee (CBRC)

Board of County Commissioners
Stephen P. Clark Government Center
10th Floor Conference Room 1010
111 N.W. First Street
Miami, Florida 33128

September 8, 2010
As Advertised

Harvey Ruvin, Clerk
Board of County Commissioners

Diane Collins, Acting Division Chief
Clerk of the Board Division

Judy Marsh, Commission Reporter
(305) 375-1967

INAUGURAL MEETING OF THE
COMPENSATION AND BENEFITS REVIEW COMMITTEE
SEPTEMBER 8, 2010

The Inaugural meeting of the Compensation and Benefits Review Committee (CBRC) was held in the Stephen P. Clark Center, 111 NW 1st Street, 10th Floor, CITT Conference Room 1010, Miami, Florida at 8:30 a.m. on September 8, 2010. Present were: Ms. Marjorie H. Adler, Former Human Resources Director, City of Coral Gables; Reverend Monsignor Franklyn M. Casale, President, St. Thomas University; Ms. Illiana Castillo-Frick, Vice-Provost, Human Resources, Miami-Dade College; Mr. Scott Clark, Assistant Superintendent, Risk and Benefits Management, Miami-Dade Public Schools; Mr. Enrique Falla, President, Falla, Smith and Associates; Kenneth Lipner, Ph.D., Retired Economics Professor, Florida International University; Mr. Ricardo Prida, Former Human Resources Executive; and Sandra Thompson, Ph.D., Interim President, Florida Memorial University; (Raul Moncarz, Ph.D., Professor and Vice-Provost Emeritus, Florida International University was absent); Miami-Dade County Commissioner Natacha Seijas, (District 13); Mr. Terry Murphy, Staff to Commissioner Seijas; Assistant County Attorney Gerald Sanchez; Ms. Angela Maher, Director, Department of Human Resources (HR); Ms. Mary Lou Rizzo, Director, Recruitment, Compensation and Testing, HR; Ms. Belkis Reyes, HR; Mr. Mark Deutsch, Director, Labor and Employee Relations, HR; Ms. Linda Weber, Compensation Manager, HR; Ms. Arleene Cuellar, Division Director, Payroll and Information Management, HR; Ms. Marsha Pascual, Director, Risk Management; Mr. Ray Scher, Assistant Director, Office of Strategic Business Management; Ms. Amy Horton-Tavera, Business Analyst Manager, Office of Strategic Business Management; and Deputy Clerks Diane Collins, Linda Cave and Judy Marsh.

1. Welcome Reception/Introductions

Ms. Angela Maher welcomed Miami-Dade County Commissioner Natacha Seijas; members of the Compensation and Benefits Review Committee (CBRC); and staff to today's (9/8) CBRC Inaugural meeting. She called for individual introductions from each member.

2. Call to Order

Ms. Maher called the meeting to order at 9:12 a.m.

3. Discussion of Committee Purpose – Commissioner Natacha Seijas

Commissioner Seijas discussed the purpose of the CBRC. She noted approximately one year ago, she came up with an idea to create an advisory board to review the compensation and benefits for employees; that cities and counties nationwide were laying off workers, reducing salaries, benefits, and pensions due to the economic downturn. Consequently, merit increases, longevity bonuses, flex benefits, and premium pay for all County employees were suspended for one year; all employees were required to contribute 5-percent of their base pay towards the cost of their health insurance; and all cost-of-living adjustments (COLA) were suspended for two years, Commissioner Seijas noted. She explained that all union agreements were resolved except

one, which would be considered by the County Commission on September 10, 2010. In essence, Commissioner Seijas noted negotiations for the next three years were just beginning.

Commissioner Seijas pointed out that despite the economic challenges including declining property values and the steep decline in revenues from sales taxes, franchise fees, interest earnings, and other fees, the County was not bankrupt. However, it would be impossible to overcome these challenges anytime soon. She assured members that all ideas to reduce operating costs would be carefully weighed, and noted all efforts must be made to develop new strategies to create and maintain a sustainable compensation and benefits structure; and to recruit and retain qualified professionals. Commissioner Seijas explained that the County Administration were constantly restructuring and reorganizing to remain competitive and efficient, and emphasized the need to reform outdated policies contained within Collective Bargaining Agreements.

4. Administration of Oath of Office – Diane Collins, Clerk of Courts

Deputy Clerk Diane Collins administered the Oath of Office to the CBRC members.

5. County Attorney – Sunshine Provisions, Public Records Requirements

Assistant County Attorney Gerald Sanchez summarized the following requirements of the Sunshine Law (Chapter 286, Florida Statutes), which he noted were applicable to this Committee:

1. Each meeting of the CBRC must be reasonably noticed;
2. Meetings should be held at a reasonably and accessible location;
3. Written minutes of all meetings must be kept.

Mr. Sanchez advised that any meeting(s) between two or more CBRC members to discuss any issue(s) that may ultimately be considered by the Committee must be publicly noticed; including telephone or email communications; and if such discussions should occur, all three Sunshine requirements mentioned above would be applicable. He clarified that Committee members could communicate with Communications Departmental staff to advertise meetings held in a non-public facilities; and that discussions/communications between or among CBRC members were governed by the Sunshine Law, enforced by the State Attorney's Office (SAO), and subject to criminal penalties.

Additionally, Mr. Sanchez summarized the Public Records Law (Chapter 119, Florida Statutes) as it pertains to the CBRC, which he noted was also enforced by the SAO and subject to criminal penalties. He explained that pursuant to the Public Records Law, all documents provided to Committee members as part of this process, including documents created by the Committee, emails, etc., must be maintained as public records and upon request, must be made available within a reasonable timeframe. He recommended that Committee members contact him if they received a public records request.

6. Election of Chair, Vice-Chair

Assistant County Attorney Sanchez summarized the County Commission's process for selecting a chairperson and vice chairperson, and recommended the CBRC members mirror this process when selecting their chairperson and vice chairperson. He noted each member would have an opportunity to nominate himself/herself or a colleague and these nominations would not require a second pursuant to the rules and procedures; and each nominee would be given an opportunity to make a presentation. He said individuals must receive a minimum of five votes or a majority of those members present; that if after the first round of voting, anyone failed to receive five votes, that individual's name would be removed from the ballot, new ballots would be distributed, and members would cast another vote to select a chairperson.

The CBRC members provided an overview of their credentials and background.

Mr. Clark nominated Ms. Castillo-Frick to serve as Chairperson. This motion was seconded by Ms. Thompson.

Upon tallying the votes, Ms. Maher announced that Ms. Castillo-Frick was elected to serve as Chairperson of the CBRC by a majority vote of those members present.

Chair Castillo-Frick nominated Ms. Adler to serve as Vice-Chair. This motion was seconded by Mr. Falla.

Dr. Thompson nominated Mr. Prida to serve as Vice-Chairperson.

Upon tallying the votes, CBRC members voted to select CBRC's Vice-Chairperson, and upon tallying the vote, Ms. Maher announced that Ms. Adler was elected to serve as Vice-Chair of the CBRC by a majority vote of those members present.

7. Administrative Organization of Committee Proceedings:

Meeting Frequency and Duration Schedule

Following discussion, the Committee agreed to schedule monthly meetings for October, November, and December 2010, and instructed staff to coordinate the scheduling of these meetings to begin at 8:30 a.m. and to end at 10:00 a.m. (one and one half hours), in the Stephen P. Clark Center. Committee members also discussed the creation of subcommittees.

Assistant County Attorney Sanchez advised that a minimum of five members was required to constitute a quorum.

Staff Dissemination of Information

Ms. Rizzo noted staff would coordinate and disseminate information through her office.

Reporting

In response to Chair Castillo-Frick's inquiry regarding the reporting requirements, Ms. Rizzo noted the ordinance requires that the CBRC submit an annual report to the County Commission in May; however, the CBRC could submit status reports periodically at its discretion.

8. MDC Overview and Staff Introductions

Ms. Maher provided a Power Point presentation on the overview of County Government, a copy of which was distributed to all CBRC members. She noted the County was comprised of approximately 28,000 full-time employees and 4,000 part-time, seasonal or temporary employees for a total of 32,000. The structure of County Government included over 50 operating departments and the County was led by a Mayor who was elected Countywide and 13 commissioners elected from single member districts. The County's operating budget for FY 2010-11 was $4.7 billion, Ms. Maher noted.

Ms. Maher stated, for the record, each function of County Government as reflected on pages 3 and 4 of the PowerPoint presentation entitled "Miami-Dade County Compensation and Benefits Review Committee" dated September 8, 2010. She also provided an overview of the County's Collective Bargaining Units outlined on page 5 of the presentation (See Exhibit).

Responding to Chair Castillo-Frick's inquiry regarding exempt bargaining employees, Ms. Rizzo noted middle management employees were generally the highest level of exempt bargaining unit employees and were dispersed throughout the County.

Mr. Clark questioned whether compensation and benefits would be considered during the next cycle of negotiations for all ten units, Mr. Deutsch said every article would be open for negotiation and all contracts would be considered simultaneously. He noted staff tried to engage in pattern bargaining to negotiate the major economic issues.

Ms. Maher summarized human resources governance structure, which she noted must be operated within federal and state law, the Home Rule Charter, the County Code and the personnel rules for the classified service; including Collective Bargaining Agreements, and the resolutions, Administrative Orders and Implementing Orders adopted by County Commission.
Ms. Maher discussed the classification system and pay plan, which she noted included over 2,000 job classifications and 700 distinct pay ranges. She noted pay ranges for classified service employee increased though pay steps; and pay ranges for exempt service employee were increased through open ranges and pay steps; employees who were not at the maximum pay range were eligible for merit and cost of living increases pursuant to the Collective Bargaining Agreements. Ms. Maher noted classified employees had the right to request a review of their classification if they believed they were not classified correctly. She pointed out that as of August 2010; the average base salary was $56,999 whereas the average adjusted salary was $61,724.

Vice-Chair Adler questioned whether longevity pay was similar Countywide.

Ms. Rizzo responded by noting that distinct longevity pay steps were included within the classified service, but not within the exempt service (open ranges) classifications. She also noted that the longevity bonus award, which employees earned solely through continuous years of

service on a sliding scale, was another reward. Concerning question(s) raised by Mr. Prida with regard to pay ranges, Ms. Maher noted pay ranges were reviewed as necessary, and were automatically adjusted by the cost of living adjustment (COLA).

Ms. Rizzo said the COLAs were applied to the pay ranges in addition to employees receiving the benefit of the increase.

Continuing the presentation, Ms. Maher noted benefits paid for by the County included medical and dental insurance and group term life insurance. She pointed out that employees were now contributing 5-percent of their salaries towards the cost of group health insurance. Ms. Maher explained that benefits for which employees could enroll on a voluntary basis included short and long term disability, flexible spending accounts, and vision and legal insurance. She noted the County provided vacation, sick, and other types of leave. The County also participated in the Florida Retirement System and provided additional executive benefits consistent with other public sector agencies and private industry, Ms. Maher noted.

Ms. Marsha Pascual, Risk Management Director, noted the 5-percent contribution did not impact the employees' deductions for single or dependent coverage.

Dr. Lipner noted he was interested in a comparison of the County's compensation and benefits packages versus the packages for various publicly funded organizations.

Concerning Dr. Lipner's request that a dollar amount be assigned to information regarding executive and non-executive employees, Ms. Maher noted staff would provide detailed information during the presentation. She also noted a Reference Material Summary guide was included in today's agenda package which contained the Websites for additional resources.

Chair Castillo-Frick requested the reference guide Website link be provided to all Committee members via email.

Ms. Maher noted that HR's four major divisions were Career Development, Labor Management, Payroll and Information Management, and Recruitment Compensation and Testing. She noted that HR was comprised of a centralized component, and a decentralized component; and the latter consisted of departmental personnel representatives (DPRs) who report to their respective department directors.

Ms. Maher addressed how DPRs were held accountable. She noted that members of the centralized HR component provided guidance to DPRs who implemented HR practices, and both components worked with each other to implement the practices pursuant to Administrative Ordinances. She also noted that centralized HR staff administered all core HR processes.

Ms. Rizzo expounded on the information provided by Ms. Maher, noting that DPRs' department directors reported to Assistant County Managers and ultimately to the County Manager regarding HR matters.

Ms. Maher reiterated the explanation that Commissioner Seijas' gave during her presentation on the purpose of the CBRC and the changes made to employee benefits in response to the economic downturn.

Ms. Maher mentioned that the County's proposed FY 2010-20011 Budget included 300 vacant employee positions and 900 occupied positions that would be eliminated; and ¼ of all County employees would be eligible for retirement within the next five years. She noted the County was providing more services to residents with less money than in the past few decades.

Ms. Pascual noted that HR allocated 35% of an employee's total salary for the employee's benefits. She also noted the County placed employees into three groups with regard to their benefits; Group 1 and Group 2 consisted of approximately 400 senior personnel, including the County Manager, Assistant County Managers, department directors, and deputy directors, who received executive benefits and were designated as senior service class members in the Florida Retirement System.

9. **Committee's Discussion of Project Approach**

Mr. Lipner asked that CBRC members consider his opinion that the County would be better off with more employees working fewer hours than fewer employees working more hours, and the impact of job loss on those individuals and the community.

Ms. Rizzo noted that vacant positions included those positions created as employees retired.

Mr. Prida noted the County could take some of its employees out of the 900 positions that were proposed to be eliminated, move them into vacancies that were budgeted elsewhere in the County's Table of Organization (TO), and therefore avoid laying them off. He noted; however, that some of the 900 would be ineligible to fill budgeted vacancies due to lack of skill sets.

Mr. Scher noted that he would provide the project savings to be realized from eliminating 900 positions at the next meeting

Following a brief discussion among Committee members and staff, it was revealed that the County did not have a retirement incentive program. Mr. Clark noted Miami-Dade County Government was much larger than other county governments within the State of Florida and specifically, South Florida, which made it difficult to establish a benchmark. He initiated discussion regarding whether the County had funding available for this Committee to survey the level of benefits and compensation provided in the top 50 to 100 counties as a benchmark.

Ms. Rizzo advised that funding was not available to conduct a survey as proposed by Mr. Clark.

Mr. Prida suggested staff determine whether the Greater Miami Society for Human Resources' local chapter and/or the South Florida Compensation & Benefits Association could assist or determine whether a survey of this nature had been performed by another organization.

Ms. Pascual pointed out the unique nature of South Florida might complicate comparisons. She noted she would check with the National Association of Counties (NACO) and the International

City/County Management Association (ICMA) to determine whether they could point the Committee to an existing survey.

Chair Castillo-Frick suggested that the Committee proceed with its deliberations by considering the components of the committee's charge listed in the ordinance creating it. She recommended HR staff members make a presentation regarding the County's current pay plans, broken down by employee classifications, at the next meeting.

Ms. Adler suggested that staff follow-up with another presentation identifying where the dollars were as far as benefits. She noted that the County had some control over the amount of benefits wages.

Chair Castillo-Frick concurred with Mr. Lipner's requests that information regarding items 5 and 6, which involved a substantial amount of data collection, be provided to the Committee by its meeting in December 2010, and that the term "local" be defined as the Tri-County area.

In response to Mr. Falla's suggestion that items 1 and 2 be combined, Ms. Rizzo noted that although none of the issues could be analyzed in a vacuum, staff would compile those issues in its next presentation.

10. Topics for Next Meeting

Chair Castillo-Frick noted that at the next meeting the Committee would discuss pay plans, classification structure, and collective bargaining agreements; and she noted that benefit plans and administration would be discussed at the subsequent meeting as suggested by Ms. Rizzo.

Mr. Clark questioned whether deferred compensation was offered to certain employees, to which Ms. Rizzo responded that all employees were eligible to participate in deferred compensation.

11. Administrative Issues

Advisory Board Training

Chair Castillo-Frick encouraged all Committee members to attend their mandatory advisory board training on one of the dates in their packages.

Ms. Castillo-Frick expressed appreciation to Committee members for electing her as Chair.

Mr. Falla asked staff members to email their contact information to each Committee member.

Adjournment

Hearing no further business to come before the Committee, the meeting was adjourned at 11:22 A.M.

Compensation and Benefits Review Committee
September 8, 2010

Prepared by: Judy Marsh

EXHIBITS LIST

NO.	DATE	ITEM #	DESCRIPTION
1	09/08/2010		Agenda
2	09/08/2010		CBRC Membership
3	09/08/2010		PowerPoint Presentation re: Overview of MDC Government
5	09/08/2010		Reference Material Summary

MIAMI DADE COUNTY

Inaugural Meeting of the Compensation & Benefits Review Committee

AGENDA

Wednesday, September 8, 2010

Stephen P. Clark Center

111 NW 1 Street, 10th Floor, CITT Conference Room 1010, Miami, FL 33128

8:30 a.m – Noon

1. Welcome Reception/Introductions
2. Call To Order
3. Discussion of Committee Purpose – Commissioner Natacha Seijas
4. Administration of Oath of Office – Diane Collins, Clerk of Courts
5. County Attorney – Sunshine Provisions, Public Records Requirements
6. Election of Chair, Vice-Chair
7. Administrative Organization of Committee Proceedings:
   - Meeting Frequency and Duration
   - Schedule
   - Staff Dissemination of Information
   - Reporting
8. MDC Overview and Staff Introductions
9. Committee's Discussion of Project Approach
10. Topics for Next Meeting
11. Administrative Issues:
    - Reference Materials - http://www.miamidade.gov/hr/compensation_benefit_review.asp
    - Advisory Board Training

Exhibit
9-8-10

MIAMI DADE COUNTY

Compensation & Benefits Review Committee Members

NAME

1. Marjorie H. Adler, Former Human Resources Director, City of Coral Gables (Retired)
2. Rev. Msgr. Franklyn M. Casale, President, St. Thomas University
3. Iliana Castillo-Frick, Vice-Provost, Human Resources, Miami-Dade College
4. Scott Clark, Risk & Benefits Officer, School Board of Miami-Dade County
5. Enrique Falla, President, Falla, Smith & Associates (Retired)
6. Kenneth Lipner, Ph.D., Professor, Economics, Florida International University (Retired)
7. Raul Moncarz Ph.D., Professor & Vice-Provost Emeritus, Florida International University
8. Ricardo Prida, Former Human Resources Executive
9. Sandra Thompson, Ph.D., Interim President, Florida Memorial University

Exhibit
9-8-10

MIAMI-DADE COUNTY
COMPENSATION AND BENEFITS REVIEW COMMITTEE MEMBERS

No.	Name	Occupation and Employer	Ethnicity/ Gender	Education	Experience in HR/Organizational Design/Public Management or Related Field	Organizations and Activities	Resident of MDC	Held Public Office	Comments
1	Adler, Marjorie	Human Resources Director, City of Coral Gables (Retired)	Female/ White Non-Hispanic	M.A., Economics, University of Pennsylvania; A.B., Economics, Bryn Mawr College	30 years of Human Resources management experience, including extensive experience with labor negotiations, compensation and benefits.	Board Member, Women's Fund of Miami-Dade; Advisory Board, Women's Studies Center, FIU	Yes	no ~~Yes~~; Deputy Mayor, Operations, Philadelphia, PA 1988-1990	
2	Casale, Franklyn M., Rev. Msgr	President, St. Thomas University	Male/ White, Non-Hispanic	Masters of Divinity, Immaculate Conception Seminary; B.A., Humanities, Seton Hall University; S.T.B., Bachelor Sacred Theology, Catholic University	Held leadership positions in higher education associations; organized and maintained a vocational/technical school for over 700 students in Haiti.	Secretary, Carrfour Corporation; Board Member, Palmetto General Hospital; Board of Governors, Greater Miami Chamber of Commerce; Governing Board, Hispanic Association of Colleges & Universities; Chair, Independent Colleges & Universities of Florida Board Member, Orange Bowl Committee	Yes	No	
3	Castillo-Frick, O. Iliana	Vice-Provost, Human Resources, Miami-Dade College	Female/ Hispanic	B.A., French, Florida International University; B.S., Hospitality Management, Florida International University	29 years of Human Resources experience including compensation and benefits; financial services experience for private and public sector.	Board Member, Vice President/Outreach, Miami-Dade Business Leadership Network; Member, GUCCI/HR & Education Committee; Board Member, March of Dimes, Dade/Monroe Chapter	Yes	No	
4	Clark, Scott B.	Risk & Benefits Officer, School Board of Miami-Dade County	Male/ White, Non-Hispanic	B.S., University of Illinois	24 years managing employee benefits; experience in insurance management, claims administration, underwriting, loss prevention, account management, and risk management; serves as the district personnel for 5 union contracts regarding employee benefits.	Member, Board of Directors, Risk and Insurance Management Society; Member, Past President, Florida Educational Risk Managers Association; Member, Public Risk and Insurance Management Association; Member, Board of Directors, Florida Health Care Coalition	Yes	No	
5	Falla, Enrique C.	President, Falla, Smith & Associates (Retired)	Male/ Hispanic	M.B.A., Economics/Finance, University of Miami; B.B.A., University of Miami	Retired from Dow as an Executive Vice-President and Chief Financial Officer; Financial Management experience; previous member of the Salary Committee of Dow Chemical; previous member of the Compensation Committee of various companies; named leading financial officer of the U.S. Industry in 1986, 1989, 1990, and 1993.	Member, Board of Trustee, University of Miami; Member, Miami-Dade Social - Economic Development Council	Yes	No	
6	Lipner, J. Kenneth, Ph.D.	Professor, Economics Florida International University (Retired)	Male/ White, Non-Hispanic	Ph.D., Rutgers University, MCRP Rutgers; M.B.A., University of Memphis; B.S., Florida State University	Currently retired; for 23 years educated and researched specializations on urban, human resources, international, and macro/microeconomics; formulated economic development plans and strategies which increased economic activity and revitalized downtown Miami; developed an evaluation program for federally funded employment and training programs.	Member; Social and Economic Development Council; Board Member, Downtown Bay Forum; Member, American Legion	Yes	No	
7	Moncarz, Raul, Ph.D.	Professor & Vice-Provost Emeritus, Florida International University	Male/ Hispanic	Ph.D., Economics, Florida State University; M.B.A., Florida State University; B.S., Production & Management, Florida Atlantic University	40 years of consulting experience in banking, finance, economics and labor market issues; has held numerous advisory positions and has published 78 books regarding economics, policy and banking in Latin America; has lectured throughout the world on economics and international trade.	Board Member, Social & Economic Development Council, Miami-Dade County; President-Chairman, Tender Love Care Brigade; Board Member, Temple Emmanuel of Miami Beach; Advocate for University Concerns; Faculty Advisor, Social Science Club, Biscayne Campus	Yes	No	
8	Prida, Ricardo	Former Human Resources Executive	Male/ Hispanic	M.A., Human Resources Management, Indiana University of Pennsylvania; B.B.A., Marketing and Management, Florida International University	20 years of experience as a human resources executive, specializing in compensation and benefits design and planning, pay for performance programs and bonus/incentive programs which focus on driving and rewarding superior performance.	Member, Greater Miami Society for Human Resources Management	Yes	No	

May 7, 201

Exhibit 9-8-10

MIAMI-DADE COUNTY
COMPENSATION AND BENEFITS REVIEW COMMITTEE MEMBERS

No.	Name	Occupation and Employer	Ethnicity/ Gender	Education	Experience in HR/Organizational Design/Public Management or Related Field	Organizations and Activities	Resident of MDC	Held Public Office	Comments
9	Thompson, Sandra T., Ph.D.	Interim President, Florida Memorial University	Female/ Black	Ph.D., Sociology, University of Florida; M.A., African American History, Fisk University; B.B.A., History, Voorhees College	Currently the Interim President and directly involved with Human Resources in regards to insurance, benefits, and compensation.	Member, Board of Directors, Greater Miami Chamber of Commerce; Member, Beacon Council; Member, Census Complete Count Committee	Yes	No	

Miami-Dade County Compensation and Benefits Review Committee

September 8, 2010

Exhibit
9-8-10

MIAMI-DADE COUNTY

Overview of Miami-Dade County government

- 28,000 full-time employees (32,000 total employees)
- FY 2010-11 proposed operating budget: $4.7 billion; proposed capital budget: $2.6 billion
- Over 50 operating departments
- Form of government: 13 County Commissioners elected from single member districts; Mayor elected Countywide

MIAMI-DADE COUNTY

Sample County functions include:

- Public safety: police, fire, corrections, medical examiner
- Transportation: airport, seaport, transit
- Recreation & culture: parks, libraries
- Neighborhood services: solid waste, water & sewer, planning, code enforcement
- Human services: housing; children, elderly & family services
- Economic development: community development, international trade, small business assistance
- General government: finance, human resources, IT, procurement, fleet & facilities, elections

MIAMI-DADE COUNTY

Workforce profile

- 32,000 employees including part time, seasonal workers and employees on leave of absence
- 27,951 current full-time employees
- Classified service employees earn civil service retention rights to their positions
- Exempt employees serve "at will"

FULL-TIME EMPLOYEES	Exempt	Classified	TOTAL
Bargaining	685	24,254	24,939
Non-Bargaining	2,626	386	3,012
TOTAL	3,311	24,640	**27,951**

MIAMI-DADE COUNTY

Collective Bargaining Units

- Ten total bargaining units:
  - Four American Federation of State, County & Municipal Employees (AFSCME): water & sewer, solid waste, aviation, general
  - Government Supervisors Association (professional and non-professional)
  - International Association of Firefighters
  - Police Benevolent Association (supervisory and non-supervisory)
  - Transport Workers Union
- Contracts cover a three year term; current contract period is 10/1/2008 – 9/30/2011
- Approximately 28,000 full/part-time employees are unionized (87% of workforce)

MIAMI-DADE COUNTY

Human Resources Governance

- The legislative / regulatory framework within which HR must operate includes the following:
  - Federal and state law
  - Home Rule Charter, County Code, Personnel Rules for the Classified Service
  - BCC Resolutions
  - Collective Bargaining Agreements
  - Implementing Orders / Administrative Orders
- Framework has evolved over time through numerous distinct policy decisions

MIAMI-DADE COUNTY

Classification System & Pay Plan Overview

- Over 2,000 job classifications
- A recent analysis identified approximately 700 distinct pay ranges
- Pay ranges for the classified service are comprised of pay steps
- Pay ranges for the exempt service are comprised of both open ranges and pay step ranges
- Employees who are not at the maximum of the pay range are eligible for both merit and cost of living increases in accordance with collective bargaining agreements
- Employees in the classified service have the right to request a review of their classification when they believe it is not classified correctly
- Average base salary: $56,999; average adjusted salary: $61,724 as of August 2010

MIAMI-DADE COUNTY

County benefits include:

- Benefits paid for by the County: medical & dental insurance (County is self-insured for medical), group term life insurance
- Voluntary benefits: short and long term disability, flexible spending accounts, vision insurance, legal insurance
- Vacation, sick, other leave
- Florida Retirement System
- Additional benefits for executives

MIAMI-DADE COUNTY

HR Administration

- The Human Resources Department provides centralized services including:
  - Recruitment
  - Classification and pay plan administration
  - Labor management
  - Career development (including mentoring and succession planning)
  - Payroll
- Central HR is also responsible for supporting departments in the achievement of their strategic goals and ensuring compliance with HR policy and procedure
- County departments have their own HR work units or support staff that handle daily HR operational activities
- Central HR provides ongoing training and development to departmental HR staff

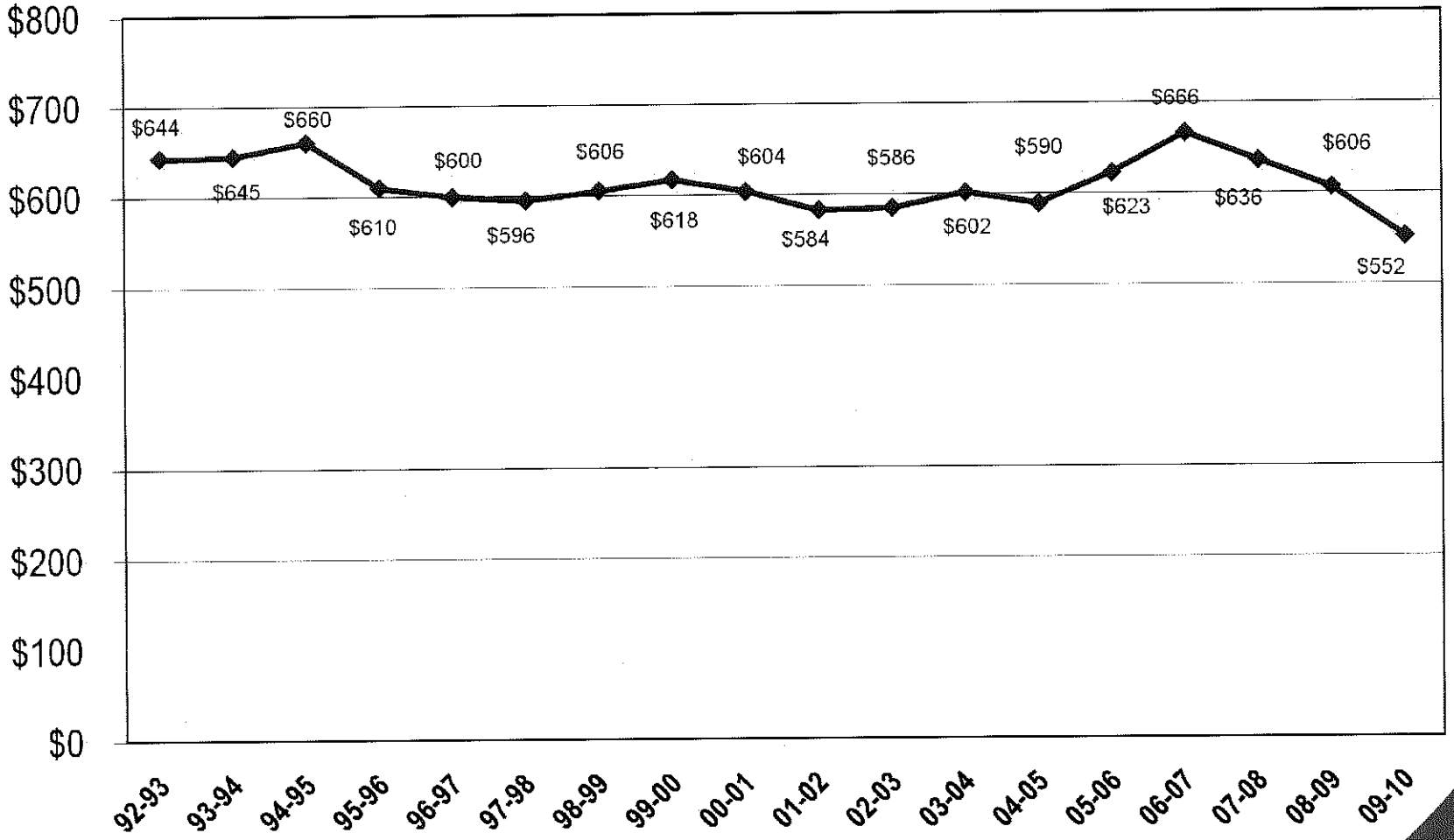
MIAMI-DADE COUNTY

Current environment

- County government has experienced significant revenue reductions as a result of the housing market decline, the recession, and property tax reforms
- In FY 2009-10, most employees saw reductions in compensation including:
  - Contribution to County's cost of health insurance equivalent to 5% of base pay
  - One year suspension of merit increases, longevity bonuses, flex and premium pay
- Proposed FY 2010-11 budget reduces total positions by 1,199 (over 900 of these positions are currently filled)
- Approximately 23% of the workforce and more than half of senior managers / executives are eligible to retire within 5 years *(as of October 2008)*

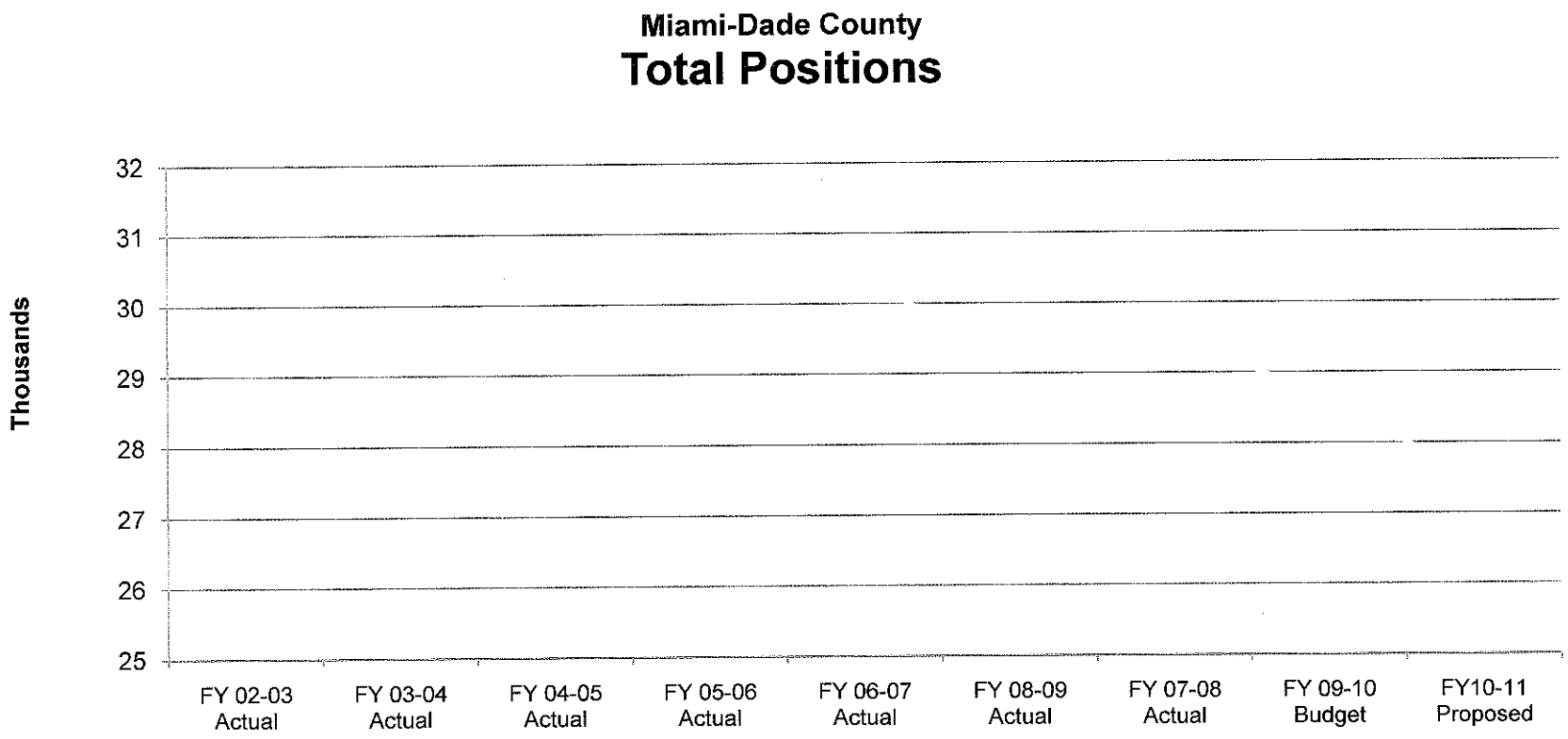
MIAMI-DADE COUNTY

Price of Government
General Fund Budget Per Capita Adjusted for Inflation



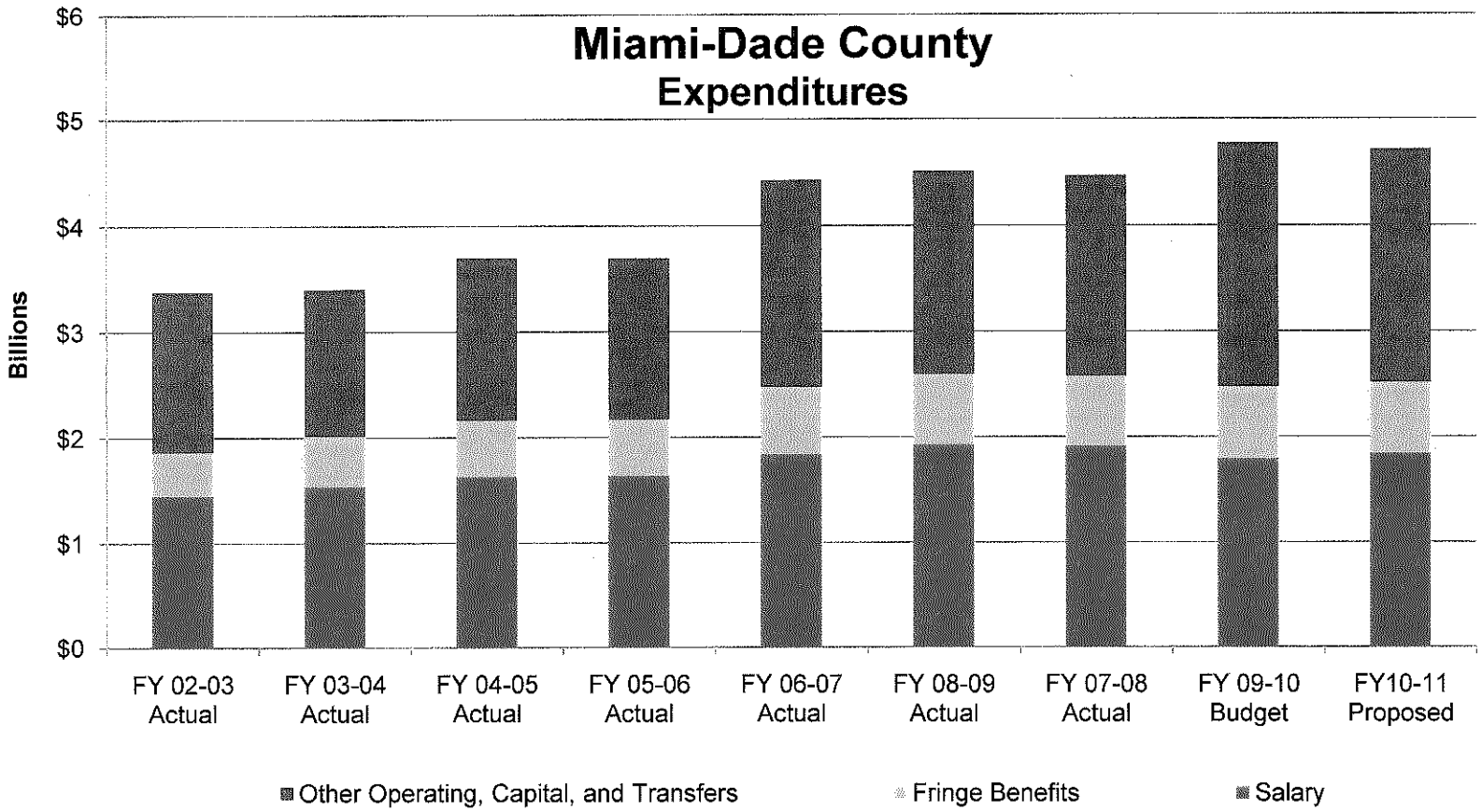
MIAMI-DADE COUNTY

Workforce size



MIAMI-DADE COUNTY

Personnel costs as a portion of total budget



MIAMI-DADE COUNTY

Questions?

MIAMI-DADE COUNTY

REFERENCE MATERIAL SUMMARY
COMPENSATION AND BENEFIT REVIEW COMMITTEE

The reference material for the Compensation and Benefits Review Committee may be found at: http://www.miamidade.gov/hr/compensation_benefit_review.asp

1. Ordinance establishing the committee
2. Miami-Dade County Pay Plan
3. Personnel Rules for the Classified Service
4. Miami-Dade Code, Article IV, Personnel. Division I and II, Personnel Director, Civil Service for County Employees
5. Bargaining Unit Contracts: www.miamidade.gov/hr/labor_relations.asp
6. Procedures from Miami-Dade County Procedures Manual regarding personnel actions
7. Lay-off Procedures Manual
8. Miami-Dade County Leave Manual: www.miamidade.gov/hr/library/compensation_leave.pdf
9. Administrative Order 7-21 which covers recruitment activities and the role of the Recruitment Compensation and Testing Division (Administrative Order is under revision): http://www.miamidade.gov/aopdfdoc/aopdf/pdffiles/AO7-21.pdf
10. Administrative Order 7-6 Equal Employment Opportunity: www.miamidade.gov/aopdfdoc/aopdf/pdffiles/AO7-6.pdf
11. Administrative Order 7-27 Pre-Employment Physicals: http://www.miamidade.gov/aopdfdoc/aopdf/pdffiles/AO7-27.pdf
12. Administrative Order 7-3 Discipline: www.miamidade.gov/aopdfdoc/aopdf/pdffiles/AO7-3.pdf
13. Administrative order 7-29 Reasonable Suspicion: www.miamidade.gov/aopdfdoc/aopdf/pdffiles/AO7-29.pdf
14. Administrative Order 7-19 Performance Evaluations: www.miamidade.gov/aopdfdoc/aopdf/pdffiles/AO7-19.pdf
15. Administrative Order 7-30 Employee Recognition: www.miamidade.gov/aopdfdoc/aopdf/pdffiles/AO7-30.pdf
16. Implementing Order Rehiring of County Retirees: http://www.miamidade.gov/aopdfdoc/aopdf/pdffiles/IO7-44.pdf
17. Memoranda, Carlos Alvarez (02/23/07), George M. Burgess, Red Circle Policy (11/05/03)
18. Memorandum, George M Burgess, Recruitment Process (04/23/08)
19. Memorandum, Carlos Alvarez (02/23/07) Delegation of Authority
20. Memorandum, Carlos Alvarez, FY 2010-11 Proposed Budget (July 7, 2010): www.miamidade.gov/budget/FY2010-11/Proposed/pdf/10-07-07-proposed_budget_FY2010-11.pdf
21. Proposed FY 2010-11 Budget www.miamidade.gov/budget/FY2010-11/budget_dev_fy2010_11.asp
22. Memoranda of Understanding, Gain sharing: Parks and Recreation, Corrections & Rehabilitation and Finance

Exhibit
9-8-10

BENEFITS MATERIAL

1. Summary of Benefits for Miami-Dade County Employees
2. Employee Benefits Booklets and other benefit information available on website:
   www.miamidade.gov/benefits/
3. 2010 Executive Benefits Booklet:
   www.miamidade.gov/benefits/library/EXEC_BEN_BKLT_2010.pdf
4. Miami-Dade County, Section 2-56, Service Connected Disability Benefits
5. Benefit Providers' Contracts:
   www.miamidade.gov/wps/portal/Main/employee
6. Florida Retirement System Booklets:
   www.myfrs.com/portal/server.pt/community/myfrs/257;jsessionid=22pyMswWJF1vzHsSM3y9d6P42QlMDsmWG2zqPg5x7hLBSLIGYj7k!1560217992