

**CLERK'S SUMMARY OF AGENDA ACTION  
AND OFFICIAL MINUTES  
GOVERNMENTAL STRUCTURE TASK FORCE  
SEPTEMBER 18, 2006**

The Governmental Structure Task Force convened at 2:00 p.m. on September 18, 2006 in the County Commission Chamber on the second floor of the Stephen P. Clark Center, 111 Northwest First Street, Miami, Florida, there being present Chairman Dennis C. Moss and Commissioners Sally Heyman and Natacha Seijas; (Commissioner Rebeca Sosa was absent); Special Assistant to the County Manager Corinne Brody and Assistant County Attorney Abigail Price-Williams; and Deputy Clerk Judy Marsh.

**I. Introduction & Welcome**

Chairman Moss called the meeting to order at 2:17 p.m. He thanked the Task Force members and staff for attending today's meeting. Chairman Moss noted Commissioner Sosa was unable to attend today's meeting.

**II. Summary of Research Findings**

**1. Government Customer and Market Focus**

Special Assistant to the County Manager Corinne Brody noted Ms. Amy Horton-Tavera would discuss customer focus; and information technology and knowledge management in order to recap the deliberations of the Task Force in preparation for finalizing its report.

Ms. Amy Horton-Tavera, Management Consultant Supervisor, Office of Strategic Business Management (OSBM), provided an overview of a Power Point presentation entitled "Summary of Research Findings: Part 2." She noted the criteria adopted by the Task Force in March 2005 for an efficient and effective governmental structure included human resources and financial management; strategic planning and organizational performance; customer focus; and information technology and knowledge management. Ms. Horton-Tavera discussed the criterion for customer focus, which included measuring customer satisfaction via a Resident Survey, the Secret Shopper Program and access to government via the 311 Answer Center and the County Web Portal, [www.miamidade.gov](http://www.miamidade.gov). Additionally, Ms. Horton-Tavera noted the Employee Relations Department was also providing customer service training for employees. She stated the most recent Resident Survey indicated that the satisfaction rate of Miami-Dade residents was higher than the national average for large, urban areas.

Ms. Horton-Tavera said the Resident Survey was a major tool implemented by the County to track customer satisfaction and was a key component of the Strategic Management model. She noted the Survey was conducted by a nationally-recognized, independent firm and Survey results were communicated to residents and were utilized to

assist staff in developing policy and resource allocation decisions. Ms. Horton-Tavera said the overall satisfaction rate of Miami-Dade County residents was higher at 51% than the national average for similar governments.

Ms. Horton-Tavera discussed the Secret Shopper Program, which measured the quality of direct customer service, and was utilized as a tool to recognize areas that were delivering excellent customer service and identifying areas which needed improvement.

In response to Chairman Moss' inquiry, Ms. Brody said the results of the Secret Shopper Program were shared with the Department Directors and the appropriate Assistant County Manager(s) and departments were asked to develop a corrective action plan for areas identified with deficiencies. She noted the Program would be transitioning into the Government Information Center and the Director of that function would be looking at ways to improve the Program. Ms. Brody said one of the issues being looked at was potentially using a contracted provider for the Program and developing better techniques for ensuring the corrected action occurred.

Commissioner Seijas asked Ms. Brody to provide her with a memorandum indicating a breakdown of the population that responded to the Resident Survey questionnaires and the results of the Secret Shopper Program.

Ms. Horton-Tavera discussed improvements made to achieve accessibility to government via the 311 Answer Center. She stated the Answer Center which was the first multi-jurisdictional 311 Call Center in the entire country responded to over 100,000 citizen calls each month and a call volume of 2.5 million was estimated for FY 06-07. Ms. Horton-Tavera noted the 311 Answer Center was also being used as a management tool because it allowed for countywide tracking and reporting of performance metrics.

Chairman Moss noted these reports were necessary in order to assist commissioners in making budget decisions.

Ms. Horton-Tavera discussed the County's Web Portal, [www.miamidade.gov](http://www.miamidade.gov) as another method of providing accessible government and noted webcasts of County Commission and Committee meetings were now available online. She stated 60% of the respondents to the Resident Survey indicated their satisfaction with the website.

Chairman Moss asked that in the future, the percentage of respondents reflect the ethnic and racial make-up of the community.

Ms. Horton-Tavera said the County had provided the community with a Progress Report and the second Report was released this year and available online at [www.miamidade.gov/results](http://www.miamidade.gov/results). She noted the Progress Report included the County's progress on achieving strategic plan objectives in economic development, general government, health and human services, neighborhood services, public safety, recreation and culture and transportation.

In response to Commissioner Heyman, Ms. Brody said measures relating to the Building Department would be reviewed for potential inclusion in the next issue of the Progress Report which is released annually.

Commissioner Heyman noted significant advances were made in procurement and the resident and stakeholder categories should be separated on the Progress Report.

Chairman Moss asked that at the next Task Force meeting, representatives of the Building Department discuss changes made in the Department or potential changes to improve the building process.

In response to Commissioner Seijas, Ms. Horton-Tavera said infrastructure such as water and sewer and solid waste were included in Neighborhood Services category of the Progress Report.

Responding further to Commissioner Seijas, Ms. Brody noted Jackson Health System was not specifically addressed under the Health and Human Services category, however, it was indicated in the survey research, that health services needed to be more fully explored.

Commissioner Seijas asked that Community Based Organizations (CBOs) be also addressed.

## **2. Information Technology and Knowledge Management**

Ms. Horton-Tavera provided an overview of the Information Technology (IT) criterion that was adopted by the Task Force. She discussed improvements in managing technology, technology initiatives and Information Technology awards Miami-Dade County won.

Commissioner Seijas commended Ms. Horton-Tavera, Ms. Brody and staff for their efforts which resulted in the awards. She also commended Chairman Moss for starting the customer service initiative.

Chairman Moss said he was impressed with Miami-Dade County's accomplishments and noted the 311 Answer Center was a major issue. He noted he was confident that if the County was graded again as a County government, the marks would be significantly different than the marks received in 2002 because tremendous strides had been made and everyone now recognized the impact technology had on customer service activities.

Commissioner Heyman asked Ms. Brody to include the 311 system in next year's Legislative Package.

### **III. County Boards: Discussion of the Role of the Clerk of the Board**

Ms. Kay Sullivan, Director, Clerk of the Board (COB), provided an overview of the COB's role in the advisory board appointment process. She discussed the board appointment system prior to implementation of the County Boards and Appointments System (CBAS) and noted the COB:

- acts as a liaison between the County Commission and the County board secretaries in the advisory board system;
- manages the CBAS which maintained a record of all persons appointed to advisory boards, generates monthly reports of vacancies of County boards and maintains legislation affecting individual advisory boards;
- administered the Oath of Office to newly-appointed advisory board members at the request of the County Commission members, the board secretary or Executive Director of the advisory board;
- provided the State with a report which identified board members who were serving on State boards and who might have been appointed by the County Commission, the Mayor or the County Manager; and
- provided the Miami-Dade County Elections Department with a report which identified all the current board members.

Ms. Sullivan said Phase II of the CBAS was being developed by the Enterprise Technology Services Department (ETSD) which would contain an external (Internet) module to allow public access to county board information; provide an online application process for potential candidates wishing to serve on County boards; and provide the Board of County Commissioners' with a pool of qualified candidates from which to fill board vacancies. She noted input/recommendations would be sought from each commissioner.

Ms. Sullivan responded to the Commission Auditor's report entitled "Review of Boards and Councils" and referred to his issue of high vacancy rates and failure to achieve a quorum. She recommended that the board chair/secretary provide written notification to commissioners notifying them when their appointee failed to meet attendance requirements as provided in Section 2-11.38 of the Code of Miami-Dade County; and that board secretaries comply with R-104-03, which directed notification to the COB of any changes in board membership or status within five days of occurrence.

Commissioner Heyman commended Ms. Sullivan for the improvements made with respect to the board appointment process. She spoke on the need for advisory boards to report to the respective County Commission Committee of jurisdiction, and suggested that vacancies be automatically brought before the County Commission to be filled. Commissioner Heyman indicated dialogue was needed regarding vacancy notification and suggested the requirement to fill vacancies be reviewed through one of the intergovernmental committees.

Commissioner Seijas suggested more flexible timeframes be developed to allow commissioners more time to fill vacancies; and that a consolidation of boards might be necessary to resolve the participation issue. She noted it was sometimes difficult to identify potential candidates to serve on the advisory boards and difficult for some people to participate on County board(s) because of meeting schedules and logistics. Commissioner Seijas suggested that a comprehensive study of issues relating to board vacancies be undertaken.

Chairman Moss thanked Ms. Sullivan and Commission Auditor Charles Anderson for reviewing the county boards. He concurred with Commissioners Heyman and Seijas' suggestions and noted the boards which had not been meeting and those which did not have a statutory existence should be eliminated. Chairman Moss spoke in support of the Clerk of the Board's CBAS program.

Commissioner Heyman referred to the Commission Auditor's report and noted the 14 vacant positions needed to be advertised through the COB's office and the seven boards which had been inactive for over 24 months should be brought to commissioners' attention through the COB's office. She asked that the 47 boards which did not have performance measures developed or had weak performance measures, be given sixty (60) days to establish and deliver performance measures to the COB's office. This also applied to the 11 boards which achievements/accomplishments were vague or which did not correlate with the purposes for which they were created, Commissioner Heyman noted.

Chairman Moss suggested the Task Force members present their proposed recommendations in the form of resolutions at the next Task Force meeting. He asked that Mr. Anderson provide an updated report clarifying that the Jay Malina International Trade Consortium (ITC) had provided the information requested by the Office of the Commission Auditor; and that the Aircraft Noise Abatement Task Force for Opa-locka Airport was not inactive for over 24 months. Chairman Moss noted the Task Force needed to act on the information provided by the Commission Auditor and the Clerk of the Board in terms of making recommendations to the County Commission.

In response to Ms. Sullivan's inquiry as to whether the COB would be responsible for advertising vacancies, Chairman Moss suggested the Task Force members present recommendations regarding this issue at the next meeting.

Ms. Sullivan recommended that the County Manager consider identifying a liaison for the COB to address issues of board secretaries not providing information.

Chairman Moss requested Ms. Sullivan discuss with the County management the responsibilities her office was being asked to undertake and these would be discussed at the next Task Force meeting.

Commissioner Heyman asked that the COB prepare a written proposal of the items she requested relating to the advisory boards, including the need for a Commission liaison to

be designated by the County Commission Chairman between the COB and the secretaries for every governing advisory board to serve at the will of the Chair.

#### **IV. Sunset Review of County Boards: Potential Amendments to Sec. 2-11.40 of County Code**

Special Assistant to the County Manager Corinne Brody said staff from the Office of Strategic Business Management (OSBM) met with the Commission Auditor, the County Attorney's Office and the Clerk of the Board regarding proposed amendments related to sunset of county boards. She referred to the report entitled "County Advisory Boards and Sunset Review Process Legislative Alternatives" which contained potential alternatives for code amendments related to boards; and incorporated ideas which were previously discussed relating to triggers for in depth review based on low quorum achievement rate and high vacancy rate. Ms. Brody said the report also contained suggestions from the OSBM and the Commission Auditor regarding the annual report to the County Commission. She suggested these proposed modifications to the County Code be brought back to the next Task Force meeting for review and feedback.

Chairman Moss asked that staff meet with each Task Force member regarding their recommendations. He asked that recommendations be presented at the next Task Force meeting that could be acted on and subsequently recommended to the County Commission.

#### **V. Procurement Update**

Chairman Moss noted Commissioner Sosa had requested that the foregoing item be deferred to the next meeting of the Task Force.

It was moved by Commissioner Seijas that the foregoing item be deferred to the next meeting of the Task Force. This motion was seconded by Commissioner Heyman, and upon being put to a vote, passed by a vote of 3-0, (Commissioner Sosa was absent).

#### **VI. Efficiency and Competition Commission Discussion**

Special Assistant to the County Manager Corinne Brody provided an overview of a Power Point presentation on the Efficiency and Competition Committee (ECC). She discussed the creation of the ECC which was charged with improving efficiency and cost-effectiveness in County government services; its membership, meetings and focus areas. Ms. Brody said topic areas discussed by the ECC included results oriented government; market-informed management initiatives and employee incentives; efficiency project reviews; and public relations, training and development. She noted the ECC's missions broadened in January 2002 to include objectives from the Performance Commission and the ECC concluded its work in December 2004.

Mr. Richard Ellis, President, Government Supervisors Association of Florida and former ECC member, appeared before the Task Force. He spoke in support of the ECC being reinstated.

Chairman Moss indicated the Task Force would entertain further discussion on the ECC.

## **VII. Community Periodicals Update**

Ms. Paula Musto, Director, Communications Department, provided an update on the Community Periodical Program. She noted pursuant to Commissioner Souto's request, the Communications Department examined the Program to determine areas in which improvements could be made. Ms. Musto said a series of recommendations were presented to each commissioner and their staff and meetings were held with representatives of newspaper publications that were part of the Program regarding the criteria and the proposed recommendations. She noted the editors of the largest publications and those who were initially in the Program supported the proposed recommendations. Ms. Musto said staff was prepared to proceed with implementation of some or all of the recommendations as directed by the Task Force and commissioners.

Ms. Musto said approximately eight to ten publications would be affected by the proposed recommendations, if the criteria was adopted that the publications would have to cover local news. She noted staff was looking at content, standard rate structure and audits to determine where publications were being circulated.

In response to Commissioner Seijas' inquiry regarding the newspapers which did not provide any comments, Ms. Musto said she believed this was an indication that those newspapers agreed with the proposed changes. She noted in the recertification process that occurred in the spring, several publications were removed because they were not circulating as directed.

Commissioner Seijas noted she was seeking to lay out the Periodical Program in a more efficient path.

Responding to Commissioner Seijas, Ms. Musto noted the Miller publications were largely operational in the South but some were also in the North. She noted the Miller Brothers were always willing to work with staff because they covered local news.

Commissioner Seijas commended Ms. Musto for the proposed recommendations.

Responding to Commissioner Heyman's inquiry, Ms. Musto said she would determine why Jewish publications were not included in the Periodical Program. She noted she would meet with Commissioner Heyman's staff to learn more about the Russian and Asian publications in Commissioner Heyman's Commission District.

Ms. Musto said over the last year, the Department expended dollars on placing the Hurricane Guide and hurricane advertisements into the publications. She noted the

public was advised to obtain a copy of the Hurricane Guide via the Internet or to request a free copy by calling 311 and the response was overwhelming. Ms. Musto said advertisements were done to promote 311 and the Department completed the General Obligation Bond Neighborhood Campaign. She noted the advertising funds were utilized to advertise for the Elections Department and Animal Services; and there would be a public education effort in November for the Metrozoo question that would be on the November ballot. Ms. Musto said the campaigns reflected the priorities established by the County Commission and the County Manager's Office.

### **VIII. Open Discussion**

None

### **Adjournment**

There being no further business to come before the Task Force, the meeting was adjourned at 3:58 p.m.

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Commissioner Dennis C. Moss, Chairman  
Governmental Structure Task Force