

MIAMI-DADE COUNTY

PERFORMANCE & EFFICIENCY COMMISSION (PEC)

Organizational Subcommittee Hearing

SUMMARY MINUTES FOR WEDNESDAY, OCTOBER 20, 2010

Members Present:

Frank Nero, BCC Appointee, Community Representative
Pedro Allende, BCC Appointee, Community Representative
Rene Alvarez, BCC Appointee, Community Representative
Sara Artecona, University of Miami
John Ratliff, SEIU Local 1991 (for Martha Baker)
Greg Blackman, Government Supervisors Association of Florida
Luis Cuervo, Latin Chamber of Commerce
Al Maloof, Greater Miami Chamber of Commerce
John Rivera, Police Benevolent Association
Rowan Taylor, Int'l Association of Firefighters, Local 1403
Michael Tyler, Mayor Alvarez Appointee

Staff Support:

Gerald Sanchez, County Attorney's Office
Ivette Arango, The Beacon Council
Gary Collins, Office of the Commission Auditor
S. Donna Palmer, Office of the Commission Auditor

Meeting commenced at 9:05 a.m.

Mr. Frank Nero, Chair of the PEC Organizational Subcommittee, gave opening statements to set the order of the hearing and stated the background and tasking of the ordinance. He added that the hearings are not a reaction to anything going on, but simply a means of gathering information. He briefly shared his experience in Jacksonville when he served on a similar commission and reiterated that the purpose of the PEC is to better understand the role of departments and to see how efficiency can be achieved. There were self introductions by the PEC members and staff support.

County Manager

Mr. George M. Burgess, County Manager, stated that the quest for becoming more efficient is an ongoing process and that administration is receptive to the Board of County Commissioners' (BCC) efforts through the PEC. He mentioned the Efficiency & Competition Commission created in the 90's by the Board and that administration is currently working on an update to the Strategic Plan for the BCC's consideration. He discussed efficiency initiatives that are now in place such as the Business Plan (a 2-year rolling plan) that is linked to the Strategic Plan, the

Active Strategy software and major initiatives, such as North Terminal at the airport and the Water & Sewer wastewater reuse program. The County Manager stated that management decisions are to be made solely on rational sound facts and data, and they are working to create a culture where decisions are made based on business sense. He mentioned the government Sterling Award process and its complexity. He encourages departments to embrace the Sterling Award concept because it is a healthy process that promotes efficiency and customer satisfaction. He added that this year has been challenging; but, through the Better Building Bonds Program, they have managed to build additional fire stations, libraries, and invest in parks. He commended the BCC on the adopted mileage rate that allowed for additional public infrastructure projects that will eventually create more jobs and improve the economy. He stated that he encourages reorganization and consolidations that makes sense, but the complexity of mergers make them difficult to get political support for. He expressed concerns about the thinning out of the span of control and how it could affect checks and balances. The County Manager indicated the importance of succession planning and commended his management team, the department directors, on their teamwork approach and responsibility to public service. He mentioned the success of the 311 program, described improvements in customer satisfaction surveys results, and explained how the data is utilized. He indicated that one area in which the County could do better is “communicating the message.”

Questions and Comments:

PEC Member Maloof: Does he believe the current table of organization structure is efficient? The Charter was created in a different time.

Mr. Burgess responded that the County Executive Office structure has been streamlined and was now light. PEC Member Nero asked about the number of direct reports. Mr. Burgess described the management environment and that there were 10 or more depending on the day-to-day issues; on paper its approximately 9. Have gone from nine (9) assistant county managers to four (4), portfolios have been broadened for the budget director and assignments have been realigned for his management staff; so, in essence, the administration is lighter but the strategic areas are addressed efficiently. He stated that the PEC should be aware of the consequences of merging departments because it may require technological investments that are expensive, and mergers may not be efficient because unique functions would be difficult to merge. He used Animal Services as an example of a department that was not a core mission of the two other departments it was previously a part of and is now probably in its best state as a separate department. He mentioned the County’s legacy technology systems, the expensiveness of newer systems, and that use of an ERP system could lead to back office efficiencies.

PEC Member Maloof: Discussed the need to look at external customers’ perspective and sense of entitlement. Look at how services are delivered, and look at them on an annual basis.

Communications of good messages about the County need to be pushed out to the public.

PEC Member Nero: How the manager perceives the County structure for 2012, and what changes and recommendations the PEC should consider?

Mr. Burgess responded that part of the question relates to the Charter, and he did not know if that was in the PEC’s scope. He stated that the people voted to remove the County Manager from the Charter in 2012, but regardless of the change, there will still be a need for professional

administration.. He noted that even if it were still in the Charter, there is no guarantee a new manager will be a strong professional administrator.

PEC Member Artecona: What the manager was doing about the negative media exposure concerning the budget? Also, what does the County do well, and what services could be improved?

Mr. Burgess agreed that the information given to the public is somewhat misleading, and stated that the budget was approved considering union contract obligations up to year 2011. The County Manager added that the County has made great strides in public housing, internal controls and generally across the board; however, he noted that the response time to process RFPs, RFQs, certification etc. could be more efficient and that they are currently working to make that process more efficient. He added that he would like to have a better medium to sell the positive aspect of the County.

PEC Member Artecona also commended the 311 program and suggested surveys for the public to allow for feedbacks on their satisfaction of the 311 program.

PEC Member Rivera commented that Miami-Dade TV is a marketing tool, but it repeats itself and needs to be updated with fresh ideas. He continued to state that employees (unionized or not) have expressed concerns about sharing ideas and suggestions because of fear of outshining their superiors and that ideas will be ignored. The management team misses great opportunities.

Mr. Burgess responded that the Idea Machine is an excellent tool for employees to share ideas and make suggestions on how the County can be more efficient. The County is only as good as its line supervisors. We kept money in this budget for mid-management training. He described gain sharing and the need for measurements to be real to be useful. The Internet is growing; TV is not; need to grow social media.

PEC Member Maloof commented that even a County blog without fear of retribution would be a good source.

There was a quick self introduction of Director, Office of Strategic Business Management, Jennifer Glazer-Moon, and Assistant County Manager for Public Safety, Ms Alina Tejeda-Hudak. Ms Tejeda-Hudak commented on the need to allow directors to run their departments, to look for opportunities for improvement, and to support each other.

PUBLIC SAFETY

Corrections & Rehabilitation

Mr. Tim Ryan, Director, gave an overview of the department, the age of the facilities, the jail population of just under 6,000 with 300-500 new entrants each day.

Core Services: Run jails, intake operations, process inmates, court operations, very large transportation system and medical/mental health care services; pre-trial services.

Efficiencies: Video arraignment for court process and video interview processes to reduce the amount of transportation cost; medical services, pre-trial release.

Other: Sterling Challenge process; monthly command staff inspections monthly; accreditations.

Questions and Comments:

PEC Member Maloof: Does Corrections have recurring expenses for persons who are outside Miami-Dade County? Once inmates leave the County, are they taken off the books and are there any additional expenses to the County?

Mr. Ryan stated that they have cooperative agreements with other counties with court approval, and no expense is incurred if inmates move to another county. We also get persons in custody under warrants from other counties. Recipient counties incur most costs.

PEC Member Rivera: Intake is a lengthy process that leads to lost time for police agencies. Asked about the impact of the closing of intake facilities, reducing to just one; how will processing be affected?

Mr. Ryan acknowledged that there will be back-ups, but the new budget has recommended additional trailers to address the front end of intake booking, and also because officers now have laptops, the booking process is shorter and more efficient. Received a grant from the Chiefs of Police to assist with getting police info from laptops into the booking system; will take approximately a year. We are looking into technology to improve the process. Eventually Turner Guilford and Knight (TGK) will be the centralized booking station and transfer point.

PEC Member Rivera: To save on cost, are there any plans to purchase food in bulk?

Mr. Ryan stated that the first impediment is finding a warehouse to lease to store the additional food. PEC Member Nero: Is it a process situation regarding contracts etc?

Mr. Ryan and Ms. Glazer moon agreed that it was a larger process issue; and once the proposed Krome site is built, it should address the storage concerns.

PEC Member Rivera: Why privatize laundry services when the County has the equipment and capability to do in house with inmate labor? Any word on the Department of Justice final report?

Mr. Ryan responded that they have been waiting on the report since 2008, but no report to date.

PEC Member Nero: How many direct reports do you have? Are there centralized meetings with the manager and other similar departments?

Mr. Ryan responded there are seven direct reports.

Ms. Glazer-Moon responded that strategic business meetings are held monthly among departments in strategic areas to discuss departmental scorecards.

PEC Member Nero: Is there a master scorecard to compare departments and can a presentation on the scorecard process be arranged for the Commission at a later hearing?

Ms. Glazer-Moon responded that the "briefing book scorecard" acts as a master for all the departments and she gave a brief overview of how the scorecards interact and alerts management. Ms. Hudak also added some comments on the scorecard process.

PEC Member Tyler: Considering the closing of an intake service and the warehouse issue, to avoid negative implications, is management thinking strategically, as well as meeting the demands of the current demand of the budget situation both short and long term? Capital improvements are often first to be cut but have long-term impacts.

Ms. Glazer-Moon responded that unlike other organizations, the capital budgeting and planning and operating budget and planning are done together so that the synergies between capital development and impact on operations, both positive and negative, can be identified. She added that the proposed Krome facility will be funded by the Better Building Bonds (BBB) program.

PEC Member Artecona: What is the inmate capacity and what's the growth rate on booking?

Mr. Ryan responded that the facility is over capacity because the rated capacity is 90% and so the 15% over is referred to as “constitutional capacity”. He added that booking has gone down a little.

PEC Member Taylor inquired about the health services provided in jails and if the service could be merged with Jackson Health System.

Mr. John Ratliff: Inquired about the health service in the jails, and if doctors and nurses were available?

Mr. Ryan indicated that Correctional Health Services provided health service and is under the Public Health Trust.

PEC Member Taylor: What is allocated for manpower in the health service?

Mr. Ryan responded that it comes from public health; for emergency care, Corrections provides transportation and escort; the County pays for the emergency care.

PEC Member Taylor: Could Jackson be assigned as the designated hospital for health services?

Mr. Ryan replied that it is protocol for EMT to respond to emergency situations and take patients to the nearest hospital to be stabilized; then they are taken to Jackson.

PEC Member Taylor: Inquired about health services provided in the jail.

Mr. Ryan indicated there were 242 positions in the jails; have clinics and nurses.

PEC Member Alvarez: Are pharmacy services included?

Mr. Ryan indicated that the Public Health Trust handles pharmacy except other the counter items that are handled through the commissary.

Mr. John Ratliff: Asked about juvenile services because usually the cost is high and are there educational programs included for children?

Mr. Ryan responded that there are special juvenile programs in place with Lindsay Hopkins Technical Educational Center and the cost is shared; however, if resources were available, the services could be an area for improvement to reduce recidivism. He added that the department is working with Jackson to improve the medical service.

ACM Hudak mentioned that the director and she are aware and concerned about the medical services. Jackson is in the process of doing a RFP. Also there is a Charter requirement to provide services.

PEC Member Maloof asked Ms. Glazer-Moon: Regarding IT investments, is there a specific timeframe or guide for the return on investment on IT investments?

Ms. Glazer-Moon responded that it depends on how the acquisition will be funded; bonds may have a longer term than if savings cover the costs.

PEC Member Nero informed the commission that further questions for the director should be forwarded to department heads in writing.

Deliverable from Corrections: PEC Member Nero asked - Are there any other functions that you would like to see outsourced that you have to undertake or any other things that you have been mandated through commission actions or the administration, that is not a part of your core mission? Also, include any challenges that you may have as a director.

Emergency Management

Mr. Curtis Sommerhoff, Director, gave an overview of the department.

Core Services: Preparation, response, recovery and mitigation, to include planning, training and exercise, municipal coordination; not just hurricanes.

Efficiencies: Using technology to improve relationship with stakeholders; using grants; using WebEOC software in conjunction with other counties; and maximize Community Response Team by working with the Red Cross as sub-grantee to maximize the dollar. Developed a family reunification tool.

Questions and Comments:

PEC Member Nero: When there's a hurricane, where is the chain of command or operation of control between Police, Fire and the Office of Emergency Management (OEM)?

Mr. Sommerhoff explained that OEM's planning team includes a member of Homeland Security Bureau and a public information officer from the Miami-Dade Police Department (MDPD), this team gets together and develops recommendations for the public, the manager and the mayor, who are the ultimate decision makers.

PEC member Nero: In the self-assessment questionnaire, you talked about consolidation with other departments in the past and how your department got lost; how and why did you feel lost?

Mr. Sommerhoff said he believes that OEM's mission tends to get lost. He stated that, when OEM activates, they are far reaching and interact with a broad range of agencies; OEM does not necessarily fit under a particular agency because of the nature of their mission.

PEC Member Artecona: Asked about how the reduction in positions affected the department?

Mr. Sommerhoff responded that there is assistance from the MDPD in public involvement; he himself handles the press coverage; a MDPD liaison from Homeland Security Division provides a link to intelligence information; also, grant dollars have allowed for some positions, plus two (2) interns; a couple of retirees come back during emergencies.

PEC Nero: You mentioned that the Red Cross gets more out of their funding, why?

Mr. Sommerhoff responded that they have more experience and infrastructure for volunteers.

Fire Rescue

Chief Herminio Lorenzo, Director, gave an overview of the department.

Core Services: Services from 65 fire stations; a full service department– land, air and sea.

Efficiencies: STEMI (Segment Elevation Myocardial Infarction) Network Response Team that reduced death rate from 14% to 1%; improved average patient transportation times; use of Squad Units to save time for regular units in the field.

Other: Completed accreditation on first attempt, class 4 rescue department; Air Rescue- no accidents in 25 years; Urban Search & Rescue Team for which FEMA covers costs.

Challenge: Repetitive calls from seniors with emotional and social problems.

Questions:

PEC Member Artecona: Coral Gables has implemented a \$50 cost per recovery, what is the cost per recovery for Miami-Dade County?

Chief Lorenzo responded that the fire assessment fees are limited in use. In Broward, are \$100-\$300. MDFR is funded primarily by ad valorem taxes that are limited by a 3 mil cap, and devaluations in properties have led to loss of revenues. Expect to be \$75 million short next year. On average, the cost is approximately \$50.

PEC Member Taylor: Explain the reason and need for the span of control in the Fire Department.

Chief Lorenzo explained that fire service is unique and they respond with small teams. An officer supervises each rescue or fire suppression unit.

PEC Member Taylor: On efficiencies, span of control: Why is it what it is? Can you put on the record the National Fire Protection Agency (NFPA) principles of minimum staffing and the national standardize 17:10 approach?

Chief Lorenzo replied that for the NFPA 17:10 covers fire fighter safety and require minimum staffing of 4: 2 fire fighters inside the burning structure and 2 on the outside to operate the truck and keep watch.

PEC Member Nero: Asked if other fire departments are similar.

Chief Lorenzo: Explained that some use minimum staffing where an officer replaces another person on the unit, but he would never recommend that reduced level of staffing on units. Have 14 battalion chiefs, each supervising 4-5 stations; 2 division chiefs supervise battalions; other chiefs are in special units. NFPA standards suggest the manning of units, including NFPA Standard 1710 pertaining to firefighter safety and backup for when firefighters enter a building on fire. We could not enter a building on fire with 3 persons on a truck. Also, span of control is covered under part of the collective bargaining unit agreement and is similar nationwide.

PEC Member Nero: What is the average response time?

Chief Lorenzo stated less than 8 minutes for life-threatening situations, national average time is 7.5 to 8 minutes. MDFR covers the second largest land area in the U.S. With more stations, response time could be reduced.

PEC Member Taylor: Could County response to patient transport be more cost effective than contracted private ambulances?

Chief Lorenzo responded that there are certain benefits; continuity of care would improve. Squads save \$1.3 million in costs for other MDFR units by freeing them to respond to other emergencies. Squads charge insurance for costs and pay for themselves; next year, anticipate revenues will exceed costs. Squad response time is 11 minutes to transfer to a hospital with continuity of care and information throughout the entire process. If Squads assumed 100% of transport, would need to address labor agreements; MDFR could do the job and would be efficient and benefit the public.

PEC Member Nero: Could the MDFR inspection program be moved to the Building Department? Also, would there be training, costs or other issues?

Chief Lorenzo stated that survey responses show MDFR has the highest level of customer satisfaction responses of all County inspection agencies. MDFR is the last agency to get the plans in the County's approval process.

PEC Member Rivera: Sometimes there are conflicting messages from fire inspectors; why?

Chief Lorenzo responded that they are not perfect; that is why the Director has to deal with them to ensure application of standards. Also, a second inspector may see something the first did not see.

Ms. Glazer-Moon responded that they are still implementing a land use study that will address it and also legislative changes concerning inspections etc.

Animal Services

Ms. Sara Pizano, Director, gave an overview of the department.

Core Services: Enforcement of Chapter 5, County Code (pertaining to animals) and sheltering for animals.

Efficiencies: Received trust fund money to buy laptops for field officers; installed ArcLogistics; installing cash management system.

Challenge: How to reunite pets with their owners or adoption.

Questions:

PEC Member Tyler: Unlike the previous departments, why did you rate your department as average?

Ms. Pizano responded that the department is doing an excellent job with the resources that we have; however, there are things that we can do better, for example, in response time, answering phone calls, and follow-up on animals.

PEC Member Nero: How do you interact with municipalities? Are the roles different in unincorporated areas?

Ms. Pizano responded that the department provides services countywide. The cities of Homestead and Miami each have one animal control officer, and some calls may be diverted to them.

PEC Member Nero: What other resources or technology do you think would make your department more efficient?

Ms. Pizano mentioned the code enforcement trust money has helped with improvement; for example, officers now have laptops and can link animals to owners, the electronic routing software for officers has improved efficiency and also a cash management fund.

PEC Member Nero: How many direct reports do you have?

Ms. Pizano explained that there are 3 managers and an administrative person who are direct reports.

PEC Member Nero: Budget and Finance, do you handle all of these functions?

Ms. Pizano responded in the affirmative; they are self contained and do everything in house.

Police:

Mr. James Loftus, Director, gave an overview of the department.

Core Services: General protection, investigative and uniform support.

Questions and Comments

PEC Member Nero: What is your total budget and total number of employees between sworn and civilians?

Mr. Loftus stated the budget is a little less than one-half billion dollars, 4273 employees, 3100 sworn officers.

PEC Member Nero: Are there any positions you would prefer civilians to fill instead of sworn officers?

Mr. Loftus responded that with the recent, 118 layoffs including 62 civilians who just will not work for the department anymore, the functions they performed have to be back-filled, generally by sworn officers, or cut. But, necessary functions will not be left undone; someone will do it.

Ms. Glazer-Moon: Usually cut overhead staff first, direct services last.

PEC Member Nero: How many civilians were cut?

Ms. Glazer-Moon responded that not many civilians positions were cut, and all cut functions will be performed by the remaining employees. The result of the cuts is slower process time, loss of internal controls and the cost of the service being lost.

PEC Member Nero: Can anyone else do the jobs in the vacant positions? Can functions be outsourced transferred to other departments? What is your per capita number of officers?

Mr. Loftus responded that he does not feel so; they are constantly looking at their workforce and every function. The vacant positions are not necessarily administrative but for example crime specialists. Have eliminated over 29% of executive level, command staff over the past year, but he is comfortable they can handle the functions. He referred to the comparison Chairman Moss uses of Detroit to Miami-Dade, both with similar populations, but Detroit has approximately 16,000 officers whereas Miami-Dade has 5500.

PEC Member Nero: You mentioned technology to improve efficiency, what would be most important?

Mr. Loftus responded that a better records management system to get available information to officers on the job.

PEC Member Rivera: To show how antiquated we are, we will soon for the first time start issuing automatics to officers instead of revolvers. It is very important to have the information in effective. With Florida being the top 3 states to killed officers, you considered a 2 person unit to address this situation?

Mr. Loftus stated that he would love to. But, to do it with existing workforce and doubled them up, our coverage would reduce considerably and response would suffer. It is impossible without hiring.

PEC Member Nero: What are your thoughts on consolidation of Fire, Police and Corrections?

Mr. Loftus responded that he does not like the idea of consolidation because, as a police officer, he has no idea how to support fire and corrections. It would be tough to find one person to act as a Public Safety director to manage all three (3) types of functions; it would be a disservice at one or more of the services.

PEC Member Nero: Are you aware of any large metropolitan area that have a Public Safety Unit, and what are the issues you see there?

Loftus: Yes, my home town Pittsburgh, and I am glad I live here because the problem is that you generally end up with 3 chiefs for the sections with a politician in charge who may not necessarily have the capabilities to run oversee functions.

PEC Member Nero to Ms. Glazer-Moon: Have you looked into this possibility?

Ms. Glazer-Moon responded that the manager has looked into it, but it would not necessarily create efficiencies. There are some areas that could be combined such as internal affairs, training etc. Ms. Hudak added that they are always working together to see how departments, other than the three in question, can work together. Ms. Glazer-Moon provided the “Trend Report” to the members to shed some light on the idea.

PEC Member Artecona: Does not believe we can do more with less. Other than illegal dumping, what other areas needs improvements?

Mr. Loftus responded a task force to be prepared for fraudulent contractors like those that came in after Hurricane Andrew.

PEC Member Nero: Can the responsibility be shared with other departments such as Public Works?

Mr. Loftus responded yes, that departments do share these responsibilities; medical and environmental enforcement are examples. Code enforcement does some, too. Police do not have the prime responsibility by statutes to investigate or enforce these things, but we believe it is important; and we are comfortable that, when we leave, the function continues to be done. We do not have an option to say no when the phone rings.

PEC Member Nero: Does the Police department enforce license of contractors?

Mr. Loftus responded that the MDPD does not necessarily enforce, there are other departments that do that, but they do assist in that area on a case by case situation.

PEC Member Taylor: I am concerned that the cuts of sworn officers will affect efficiency and core services, what areas will these cuts affect?

Mr. Loftus stated that through the COPS [U.S. Department of Justice Office of Community Oriented Policing Services] federal grants will be filling 50 sworn officers, who could be through lateral hires who are already certified, and eventually free other officers to perform other functions.

PEC Member Taylor: What is the impact on your budget with municipalities getting their own Police Departments? Some municipalities contract for our services.

Loftus: Some municipalities contract with the County, such as Palmetto Bay and Cutler Bay. Other departments do on their own, such as Miami Gardens and Doral. Generally, we have a sufficient number of sworn position vacancies that officers can be reabsorbed when they are no longer used for contracted municipal departments.. We provide services across the board. When a municipality calls for our help, we go, as is our duty.

PEC Member Nero: There are those who say that, with the new incorporations, your numbers remain they same, but you have less area to serve. Why do you, in effect, need more net police officers in the County to cover less areas?

Ms. Glazer-Moon responded that, despite the incorporations, with population growth the UMSA population kept up and stayed the same..

Mr. Loftus added that the also provide sheriff’s services to the entire County.

PEC Member Nero: Would you provide investigative services to an incorporated department that may not have that capability?

Mr. Loftus responded, absolutely. They can and do. We have memorandums of understanding on that; there is no discussion of that when requests come in. For example, Coral Gables does not have a homicide unit, which is expensive, perhaps \$300,000 to start the operation.

PEC Member Nero: Would it be fair to say municipalities do not have comprehensive departments?

Mr. Loftus responded, no. Miami and Aventura have comprehensive departments, but events often require us to work together. We do not work on our own and do not want to work on our own. Look at the Super Bowl and the number of agencies involved.

PEC Member Nero: Do we have memorandums of understanding with every municipality and Broward?

Mr. Loftus responded, absolutely. We have memorandums of understanding with municipalities and Broward and informal agreements that extend even further out than that.

PEC Member Alvarez: Do we have a lot of retired officers who come back as reserve officers?

Mr. Loftus indicated that they do and that it is rewarding to see the number of retired officers, and people with different backgrounds, who continue to work as reserve officers.

Juvenile Services

Ms. Wansley Walters, Director, gave an overview of the department.

Core Services: Juvenile Assessment Center; provide a continuum of diversion programs to keep juveniles out of jail.

Efficiencies: Reduced 6-week process to a few hours; study showed 50% reduction in juvenile arrest; secured congressional earmark for Miami Dade to start reform efforts – is showcased as national model; County Office of Strategic Business Management determined two years ago that we were saving over \$33 million, systemically. If you deduct out the cost of our department, you are saving over \$22 million.

Questions and Comments:

PEC Member Nero: What is the breakdown of the \$33 million savings? How is that determined?

Ms. Walters stated that the study addressed all the parts of the juvenile justice system: for example in law enforcement a concern was the amount of time required for juvenile arrests - reduce process time and overtime; reduce time for officers to find responsible adults while interviewing detained juveniles, less paperwork.

PEC Member Nero: Analysis was about lost opportunity time for police officers for booking and similar analyses?

Ms. Glazer-Moon indicated that the study Ms. Walters is referring to is in your books.

Ms. Walters indicated that everything was very fragmented and is now consolidated in the JAC; officers are now back on the street in 15 minutes. She described three general categories of juvenile offenders that they encounter and how the juveniles and society are impacted. Now, the civil citation process also keeps them out of jail and avoids an arrest record. The result is proactive reduction of crime; police are not soft on arrests.

PEC Member Nero: How has technology assisted your department?

Ms. Walters responded that the department would never have been able to accomplish this much without technology to understand what this population consists of.

Mr. John Ratliff: With the reduced capacity at the juvenile detention center, is there any possibility that children being processed as adults in the system can have their issues addressed there, instead of at the Adult facility?

Ms. Walters stated that is an excellent suggestion; need to keep kids away from more serious offenders. The only concern is that once the child is adjudicated as an adult the State of Florida Department of Juvenile Justice will not interfere, but that facility is underutilized. We have noted that many of the children who are there are there because they have committed multiple misdemeanors. Federal money is used to implement a bracelet program with GPS that will keep kids at home and away from serious offenders. This system will reduce the number of juvenile offenders in the detention center.

PEC Member Artecona: The Corrections Director mentioned that juveniles are being charged with felonies. How can you be more proactive to gain efficiencies in these situations?

Ms. Walters responded that Miami-Dade is one of eight or nine counties challenging the state on cost sharing, and there is a movement afoot to have the County house these juveniles. It would make sense for the juvenile detention center to house the juveniles, but it could have to be changed legislatively, by state law even though we have the lower per capita in the juvenile detention center. We now pay approximately \$13 million into the state fund, the most of any county, even though we have the low usage.

PEC Member Nero: Asked about appropriateness for this to be incorporated in PEC recommendations.

Ms. Walters responded affirmatively, that it would be very helpful.

Deliverable from County Attorney's Office: PEC Member Nero - Would the PEC be limited in making a recommendation for state legislative change that might enhance the efficiency of the Juvenile Services? If yes, can you help us regarding structure, etc. towards our recommendations?

Medical Examiner (ME)

Ms. Emma Lew, Deputy Chief Medical Examiner, gave an overview of the department.

Core Services: Timely death investigations; statutorily mandated under Florida Statutes Chapter 406.

Efficiencies: Position cutbacks; had to give up maintenance contracts on expensive equipment.

Challenges: Lost positions in the morgue, HR and photography and maintenance contracts have negative impact on core services; workload has effect on employee morale.

PEC Member Nero: Have budget reductions just slowed processes or it impacted in not being able to handle certain requests.

Ms. Lew indicated the department is world renowned for its toxicology services; people come here to learn from us. People come here at the expense of their government and work with us.

We would love to restore systems and positions that have been lost so that we can maintain efficiency. Have to provide 24-hour coverage, 365 days per year.

PEC Member Taylor: A requirement under F.S. 406 is family request; are there revenues from family requests?

Ms. Lew stated that cases are reviewed and can be declined if they do not meet criteria, On rare occasions for humanitarian cases; and other rare cases families request, and we take on other cases are charged \$5000 up front.

PEC Member Nero: When areas are ME mandated?

Ms. Lew stated that ME is mandated for all deaths covered under FS 406 such as criminal acts, non-natural deaths, unexplained deaths, deaths in penal institutions and accidents.

PEC Nero: Is it possible to cover only mandated services and send other services elsewhere?

Ms. Lew explained that non-mandated services are done in cooperation with outside agencies such as FBI and ATF for example photography and surveillance. The reimbursement is through asset sharing money that can only be used for specific areas. The in-house autopsy photographs are now digital and have to be linked to the software for staff review.

Ms. Glazer-Moon stated that non-mandated services actually generate revenue in excess of the cost. She noted that previously the department was cut too much that was interfering with their legal mandated services, but funding has been restored.

Ms. Hudak added that the department is free standing self sufficient and

PEC Member Nero: Where does the non-mandated funds go?

Ms. Glazer-Moon stated that the non-mandated funds go to a specific sub fund and the use of this fund is limited.

PEC Member Rivera: On the self-assessment questionnaire, there's a bit of conflict with your rating of quality and effectiveness of internal controls. People lose their freedom and life with the death penalty. I would that expect your effectiveness and quality be rated a 5 when you're dealing with people's life.

Ms. Lew responded that at the expense of efficiency, they take the time to deliver at the best of their ability. This will impact that rate at which we get cases out, but every case is done to the best of our ability. She believes what was meant was that every case is done to the best of their ability with the resources available, however she believe the rating was marked down, only because services have been impacted by the budget and quality service is reduced, for example, presenting to a defense attorney a written record versus a quality photograph to make an intelligent decision. That's why funding is needed to restore the investigative and photographing positions to be able to more efficient.

PEC Member Rivera: Are we doing the best we can when we are dealing with people's lives.

Ms. Lew indicated yes. We want quality in all services, but services have been impacted by cutbacks.

Ms. Hudak added that the department is accredited. Caseload in the ME is bordering on where accreditation becomes an issue. We are cognizant of the issue. When it gets to that point, the ME needs to come talk to us about that.

PEC Member Nero: Is it possible to privatize forensic pathology or can the area be outsourced and still be in compliance with state laws? It is a legal question.

Ms Lew responded that it would cost more to outsource. Also, all the ME doctors are double-board certified in pathology and forensic pathology. In the court of law, they need a certain level of credibility, and a regular doctor or hospital pathologist would be trained as would be needed. There may be one in the County who is double certified.

Ms. Hudak indicated they will have to look into it and get back to you.

PEC Member Artecona: Asked about cremation services and whether it is for unclaimed bodies. Have you ever considered selling to tissue banks?

Ms. Lew responded, no. All families who want bodies cremated must get approval first from the ME. Cremation services for indigent bodies is housed in her department.

Ms. Hudak responded that there could be legal issues involved in selling bodies to tissue banks, for example, homeless persons, etc.

PEC Member Artecona: For cases that go to trial, are any services reimbursable?

Ms. Glazer-Moon stated that she has looked into it; it pertains to expert witnesses. The County has argued that the state should actually fund the ME because expert testimony is what the ME does.

Deliverable from County Attorney's Office: PEC Member Nero: Is it possible to privatize the forensic pathology area at the Medical Examiner or can the area be outsourced and still met their criteria and also be in compliance with state laws?

PEC Member Nero gave closing remarks and made request to Ms. Glazer-Moon to give highlights on scorecard process at a later hearing and also to present copies of the trend analysis to the commission.

Meeting adjourned 3:52 p.m.