

**MIAMI-DADE COUNTY**

**PERFORMANCE & EFFICIENCY COMMISSION (PEC)**

*Organizational Subcommittee Hearing*

**SUMMARY MINUTES FOR FRIDAY, NOVEMBER 5, 2010**

**Members Present:**

Rene Alvarez, BCC Appointee, Community Representative  
Sara Artecona, University of Miami  
Martha Baker, SEIU Nurses at Jackson  
Greg Blackman, Government Supervisors Association of Florida  
Valerie Crawford, Miami-Dade Chamber of Commerce  
Al Maloof, Greater Miami Chamber of Commerce  
Sandra T. Thompson, Florida Memorial University  
Michael Tyler, Barry University

**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 convened 9:05 a.m.

Ms. Valerie Crawford, the acting chair, gave opening remarks and an overview of the mission of the Performance & Efficiency Commission.

**Enabling Strategies**

**Human Resources**

Ms. Angela Maher, department director gave an overview of the department.

*Core Services:* Provide superior HR services.

*Efficiency:* HR information system, employee assistance program, employees suggestion program, PeopleSoft.

*Challenges:* Complexity of diverse system.

**Questions:**

PEC Member Tyler: The HR business process was rated as average on the questionnaire. Since you are providing diverse services, can any of these functions be subcontracted or outsourced for efficiency, for example payroll?

Ms. Maher responded that the functions are highly comprehensive and require specialized knowledge and experience.

PEC Member Tyler: Is it a system issue because you do not have the personnel or is it utilizing the software?

Ms. Maher responded that it is the software, and it is a challenge to do more with less.

PEC Member Artecona: With the current layoffs in the County, what type of outreach services are made available for employees without bumping rights?

Mr. Maher responded that the layoff system is administered through bumping based on calculated retention scores and employees without bumping rights are processed through the external Pipeline System that works closely with employees and departments to find other job opportunities. The problem is that there are not enough positions to satisfy the amount of employees affected. Ms. Glazer-Moon added that, unfortunately, HR will be unable to place about 250-300 employees in County service.

PEC Member Artecona: Could you share information about the Compensation and Benefits Committee, and maybe there needs to be a joint meeting with this commission.

Ms. Maher responded that there have been two meetings so far, and the next meeting will address County benefits and pay structure.

PEC Member Blackman: Concerning the bumping process, the retention score computation process is very cumbersome. Has there ever been a cost analysis to address the complications of the process?

Ms. Maher responded that the computation of the retention score is a combination of the employees' classified service and performance. She added that the cost has not been calculated and that the figure would not be useful because existing staff is used for calculations in addition to other tasks that staff has. Ms. Glazer-Moon stated that there is a cost associated with the existing staff who are committed to this tedious 6-week exercise away from their regular work; so, to streamline the process, OSBM has been working with HR to determine how to keep retention scores updated.

PEC Member Crawford: Has there been any calculated technology cost associated with the implementation of the ERP?

Ms. Glazer-Moon stated that pieces of the ERP have been implemented, but to bring HR up to 2010 standards, it would cost approximately \$150 million, which would integrate ERP Countywide.

PEC Member Crawford: If you acquired the \$150 million, would each department be allotted their portion?

Ms. Glazer-Moon said except for Seaport, Aviation and Housing, all processes (HR, budget finance, procurement) would have to be changed, and a single system be implemented. The \$150 million would be in the capital budget not the departments'.

PEC Member Maloof: In previous budget cycle, was the request for these beneficial packages presented to the BCC in terms of a cost benefit analysis? The ERP system is modular in nature. Once you have backbone, the other agencies can be added; so, cost would be progressive instead of incurring the cost at once.

Mr. Piper, Assistant County Manager, stated that that is the schedule the County is looking at, and the next task is licensing. He added that the Aviation and Solid Waste functions is just a backbone which would need to be updated, and the core HR functions must be bought which could costs over \$150 million over a period of time.

PEC Member Tyler: Dealing with a long term capital budgeting decision, this seems to be a finance issue. Since the investment could be financed, are they using a discounting path, and at what cost savings could be developed?

Ms. Glazer-Moon stated that her negative/realistic point is that 16 years ago the current personnel system was criticized that it would fail, and we would not be able to cut checks. There was the same argument for the Y2K era, but today, we still have the same personnel and financial system. However, cost benefit analysis has been conducted to see where savings could be captured. But, for the past three years, the savings that could be achieved, have been used to fill the budget gaps. It is cost-avoidance, but we need to identify how to allocate the dollars.

PEC Member Tyler: An analysis needs to be conducted

PEC Member Thompson: Having the new system is one thing, but how much resource is available for retooling and retraining the employees?

Ms. Maher responded that departments partner with HR to train employees, and also in-house programs such as refresher courses and train-the-trainer courses are used to reduce cost.

PEC Member Rivera: In a few years, 21% of the County workforce will reach retirement, what plans are in place in case of a mass exodus, considering that it takes 20 months to train and put a sworn police officer on the road?

Ms. Maher stated that HR practitioners have been fearful for years about a mass exodus; however, there's no indication showing that a mass exodus is imminent, but HR is prepared to recruit at a moment's notice if the situation arises, for example the fire fighter recruitment a couple years ago.

PEC Member Crawford: Has there been a decrease in moral due to the layoffs?

Ms. Maher responded that because of the economic conditions, everyone, both private and public sector, is concerned and stressed, but the County tries to address these concerns by having public meetings, conducting virtual meetings, updating website with HR and budget information, and also holding question and answer sessions with employees. In addition, those impacted by layoffs are offered free training, information on food banks, mortgage assistance and financial counseling.

**Deliverable from HR** – PEC Member Tyler – Submit a paragraph to Commission outlining the description of the system and the cost benefits of the implementation over time for recommendation consideration in the PEC final report to the BCC.

**Deliverable from OSBM** – PEC Member Maloof - Information to be shared with Commission on new ERP system and the cost savings associated with the system.

### **Human Rights & Fair Employment Practices**

Ms. Lucia Davis-Raiford, department director, gave an overview of the department.

*Core Services:* Promote equity and fairness, external function dealing with anything related to chapter 11A of Code.

*Efficiencies:* Reorganized broader case management system; developed case tracking monitoring system as means of oversight; effective internal controls.

*Challenges:* Complaints on housing discrimination, retaliation, harassment, hostile environment, race, and gender; lack of personnel to handle case loads; long tedious hours for staff.

#### Question

PEC Member Tyler: Is the work sharing arrangement with the federal agency on a fee per service basis?

Ms. Davis-Raiford responded in the affirmative. She stated that the department is paid \$550 per case through EEOC, and there is a cap based agreement for the number of cases to be handled in a year. Vivian Gonzalez-Cao, OSBM budget analyst, further explained the department budget.

#### **General Services Administration**

Ms. Wendi Norris, department director, gave overview of the department.

*Core Services:* Supports all County functions; absorb printing, graphics, state mandated inventory, fleet management, risk management, facilities & maintenance, security contracts and elevator regulations throughout the County, design construction.

*Efficiencies:* Completed green building, reduced workforce.

#### Questions:

PEC Member Rivera: As it relates to efficiency, what is the difference between GSA vehicle maintenance charges and commercial facilities?

Ms. Norris responded that the reason for the difference is the extensive work done on the police vehicles, not just an oil change.

PEC Member Rivera: The business plan states that you provide risk management services to other municipalities. Is the County benefitting financially from offering these services?

Ms. Norris responded that municipalities pay adequately for services such as workers compensation services and health insurance program.

PEC Member Tyler: Of the \$316 million budget, how much is general fund and from revenue?

Ms. Norris responded that the general fund is about \$11.5 million, \$46 million is rent, and the balance is through charges. Ms. Glazer-Moon added that a model is developed as a consumption control, but for rent, general fund departments are not charged for rent, instead the rent amount is put in the GSA budget.

PEC Member Tyler: What is meant by timely acquisition of goods and services?

Ms. Norris responded that on vehicles, GSA follows manufacturer's recommendations; have extended life expectancy standards; vehicles are replaced if cost to repair exceeds the vehicle value.

PEC Member Artecona: Since risk management seems to be a larger cost, can you explain the trends in health insurance and what the County is looking at?

Ms. Norris stated that medical inflation is about 12%, and the County committed 3 years ago that the amount saved would be frozen to keep down premiums. However, the change from PPO to POS can increase premiums for the employees and also cost the County more. To date, the plan design has not been modified, but it is a policy decision for the Board to address.

PEC Member Thompson: Regarding real estate, how do you determine refurbishing for the neighborhood stabilization program (NSP) standards?

Ms. Norris stated that the program has clear guidelines that must be adhered to, for example the home must be foreclosed, and it can only be sold for the amount purchased plus rehab; also, the

County is mindful of the age of the buildings. The money generated is considered programming and goes back into the NSP funds.

PEC Member Maloof: What two (2) things would you change to do better, are there costs beyond fees charged to departments, and are there services provided at a loss?

Ms. Glazer-Moon responded that the department do function at a loss because the general fund subsidy has to go to GSA to maintain the department, also there is a subsidy beyond what is charged to departments. Proprietary departments are charged 100% market rent, and the difference is made up with general fund.

Ms. Norris stated that GSA would be more popular if they did not have to charge, GSA noticed that back in the days when general fund departments were not charged the demand was much greater because departments had no concern for the cost.

PEC Member Maloof: Could there be a loss in revenue in regards to services that other municipalities are charging that the County might not be charging?

Ms. Glazer-Moon stated that to broaden the customer base, the County continues to market their services, like collections, to other municipalities, but a lot of jurisdictions prefer to be totally independent.

PEC Member Crawford: Regarding real estate, it seems like housing is spread out and sounds redundant from the commission perspective. Could the different areas of housing be under one umbrella, whether service or development, to promote efficiency?

Ms. Norris responded that discussions have been made to move some of the functions of HCD to GSA, but to the extent that it is purely real estate or managing property for development, it would make sense to consolidate and for the most part it has been done.

PEC Member Baker: Has there been an analysis on the potential savings if all County employees were under the JMH health plan?

Ms. Norris stated that no specific analysis has been done, but it is something that could be looked at.

PEC Member Baker: With the 27,000 employees in the County and another 11,000 in Jackson plus retirees, wouldn't a combined effort achieve better leverage?

Ms. Norris agreed that the buying power of AVMED is significant, and that Jackson has been trying to increase participation.

PEC Member Baker: With the collection problem at Jackson, is there a way that the County could assist Jackson with collections since we are connected somehow?

Ms. Norris reminded Ms. Baker that Ms. Glazer-Moon talked about offering the service of credit and collection to Jackson, and a portion is already being done.

Ms. Glazer-Moon added that additional services could be provided to Jackson, such as janitorial services, vehicle maintenance, printing, and fringe benefits.

## **Procurement Management**

Ms. Miriam Singer, department director gave overview of the department.

*Core Services:* Center led procurement, service all departments.

*Efficiencies:* first to receive sterling, best practices, market research.

*Challenges:* ADPICS, 33 year old system, 20% staff reduction.

PEC Member Crawford: In regards to technology, what have you been doing, and what challenges do you face?

Ms. Singer stated that with the internal resources available, and the procurement process has been reengineered. But, the department relies on the ADPICS/FAMIS systems, which needs to be upgraded; however, the department is heading to Enterprise Resource Planning (ERP). Because technology is a great need in procurement, the department is open to try new technology. Other tools used to address staff reductions are cross training, green initiatives and realigning the department.

PEC Member Tyler: You rated your internal controls as good but not excellent. How could that be improved?

Ms. Singer stated that they work closely with external auditors and the Office of the Commission Auditor, Audit & Management, Inspector General and other federal agencies, but it would be beneficial to have a function internally to conduct more audits to ensure checks and balances are good. Also, having the appropriate technology is also a tool that could improve internal controls.

PEC Member Baker: Has there been a cost analysis to determine the possible benefits to the County and Jackson if the procurement functions were combined?

Ms. Singer responded that without doing the analysis, in her opinion, the greatest benefit would be the cooperative purchasing opportunities, and efforts have been made to pursue that.

PEC Member Rivera: If there were no political interferences, could food be purchased at a cheaper rate?

Ms. Singer responded that there are no political interferences, and procurement tries to buy everything at a lower price as long as quality is not compromised. As it relates to food, for example Corrections, there are federal nutritional requirements; procurement contracts are structured accordingly.

PEC Member Thompson: Concerns about training and succession, how do you prepare employees?

Ms. Singer responded that employees are given the time needed in an 18 month period where internal training is given and employees are expected show that they are efficient with the process. Professional development is encouraged. Succession is a concern, however the management team is exceptional and has been exposed to different areas in the department.

PEC Member Artecona: Is Procurement a general fund department?

Ms. Singer responded that the department is not general fund, the department fund source is the user access program (UAP) fee which is a 2% markup on every invoice, but some of the revenue is being used for other areas.

Ms. Glazer-Moon added that the UAP revenues are down, and also a portion on the UAP revenue is used to support procurement activities in all the departments.

PEC Member Artecona: Has the County considered a centralized purchasing unit?

Ms. Glazer-Moon responded that the process is somewhat centralized, but departments still need a person who is responsible for the procurement activities. Back offices are also provided for various departments.

PEC Member Crawford: In terms of consolidation, what would be the benefits to the County if some of those procurement activities were absorbed by your department?

Ms. Singer stated that goods and services are centralized throughout except for Aviation only because they specialize in aviation procurement. Years ago, Mr. Piper conducted a centralization study that resulted in Procurement assuming other procurement activities. Aviation was recommended at that time, but there were political complications. That would be the only area of opportunity to look at.

PEC Member Tyler: The collaboration with Jackson would be important.

Ms. Singer responded that collaboration is important, and there will be a meeting with Jackson today to start that dialogue.

## **Water and Sewer**

Mr. John Renfrow, department director, gave an overview of the department.

*Core Services:* Provide drinking water and means to flush toilets.

*Efficiencies:* cars, reduce overtime.

*Challenges:* existing treatment & infrastructure more than 40 years; regulatory requirements from Feds and State.

### Questions:

PEC Member Blackman: Concerning the infrastructure, what is the threshold amount that WASD can replace pipes and do work in house versus to outsource it?

Mr. Renfrow noted that there is a new state regulation with a limit of \$300,000, but this amount can be waived in case of emergencies. This year the County has spent over \$20 million in the water and sewer side to start fixing these problems, which could take up to \$1 billion to get up to speed because with over 13,000 miles of pipes; they do break on occasion.

PEC Member Tyler: What percentage of your revenue is generated by fees, what percentage is general fund, and what percentage is going to capital improvement versus your operating budget?

Joseph Ruiz, deputy director of operations, stated that the department gets nothing from general fund but from water fees. WASD revenues are \$540 million, some reserves not included, but when those reserves go up, rates will need to be increased. Of the \$600 million, \$65 million is for renew and replacements.

PEC Member Tyler: What would be your wish list amount for capital improvements?

Staff stated that about \$6 billion over the next 10 years would be sufficient. The federal stimulus package assigned only \$6 billion for entire nation, the State of Florida managed to get \$100 million, and WASD got \$10 million.

PEC Member Tyler: So to meet capital improvements, you would need about 10 times the annual rates?

Mr. Renfrow agreed with the estimate and mentioned that, in Tallahassee, having the lowest water rate is a disadvantage in terms of getting more funding.

PEC Member Artecona: If you have to prioritize over a five year or ten year period, how much increase are we talking?

Mr. Renfrow responded that WASD has tried to raise prices based on consumer price index, but politically that does not work. To bring plants up to speed and change pipes would require double digits rate increased. At risk pipes are aged and leaking, but the funding is not available. That would have to be the priority.

PEC Member Artecona: Is there a concern that pipes are leaking and could be contaminating water supplies?

Mr. Renfrow responded that contamination of the water is not occurring, and the priority now is to address the leaks using a robot to access problems in pipes although using the robot is expensive.

PEC Member Tyler: When you approach the BCC and ask for funds for rate increase, do you ask for a supplement to begin capital improvements such as the immediate concern of \$100 million for pipe leaks?

Mr. Renfrow stated that the moral issues because of layoffs

Rivera – Any internal problems?

Mr. Renfrow responded that with over 2,000 employees there always will be moral problems especially now with the current layoffs and economic conditions, but the internal problems have been reduced over the years. Now, concentration is focused on the operations of the system.

PEC Member Crawford: Is there a strategic plan in place to address terrorism and the water supply?

Mr. Renfrow responded in the affirmative and that WASD has been working with Homeland Security and the Feds in that regards.

### **Building Neighborhood and Code Compliance**

Ms. Juliana Salas, deputy director, gave an overview of the department.

*Core Services:* Enforce construction and neighborhood regulations, issue permits.

*Efficiencies:* Implement technologies to improve process.

*Challenges:* Merge and additional functions, lack of revenues, complaints.

#### Questions

PEC Member Rivera: Can customers use 311 for complaints?

Ms. Salas stated that 311 is one of the sources to report violation or request assistance, but the department also do intake through the departments.

PEC Member Artecona: Since the building portion is down because of the economy and the downturn in construction, is there an increase in cases related to people who are unable to maintain their properties?

Ms. Salas responded that many complaints related to the foreclose properties and there is a County ordinance that require foreclosure property be registered and inspected by the County, and this generates a lot of complaints, because the resource is limited for people.

PEC Member Crawford: Since employees have to working longer, how does that affect the moral?

Ms. Salas responded that the impact of moral is more related to the layoffs rather than the work load, and at this point, employees feel fortunate to have a job.

### **Environmental Resources Management**

Mr. Carlos Espinosa, department director, gave overview of the department.

*Core Services:* Clean water to citizens, maintain well fields in urban areas, issue permits & review plans, environmental land programs, wetland preservation, beach restoration efforts.

*Efficiencies:* Reduce 34 positions through reorganizations, maximize technology with laptops, multisource inspections, Baynanza program, Adopt a Tree program.

#### Questions

PEC Member Artecona: How much of your functions are regulated federal statutes?

Mr. Espinosa responded that they are some delegations from the federal government, particularly in the air area that we get funding to run programs on their behalf, for example the asbestos program.

PEC Member Rivera: Is illegal dumping a function of DERM?

Mr. Espinosa stated that the department handles all environmental dumping, and works with the Police Department and the State Attorney's Office for dumping that might have criminal components; other, non-environmental dumping is handled by Solid Waste.

PEC Member Tyler: You stated that you cut staff through reorganization. Have you affected staff needed to perform functions?

Mr. Espinosa stated that at this point, there is adequate staff, but in the future, there might be a concerns due to future threats of reduction in state funding; so, the department will have to adjust to deal with these shortfalls.

### **Planning and Zoning**

Mr. Marc LaFerrier, department director, gave overview of department.

*Core Services:* Land use planning regulation, community planning, research division, historic preservation, zoning, Countywide regulation.

*Efficiencies:* Reorganization – staff reduction, cross training, improved inspector process with technology, updating to Oracle.

*Challenges:* Reduced budget.

#### Questions:

PEC Member Tyler: Going forward, do you think that you have adequate amount of staff, considering that the building decline will not last forever?

Mr. LaFerrier responded that there will be a rebound period in the industry, and the department may need to gear up quickly to handle the influx of applications.

PEC Member Tyler: So cross training would alleviate the problem to gear up quickly? How long does it take someone to get up to speed if you hired someone off street?

Mr. LaFerrier responded that hiring someone off the street is unlikely because it is a specialized field. Other options would be to maybe rehire someone who was laid off or hire someone from another jurisdiction who can be mentored. It will take about one year for someone to be fully trained and comfortable to do the job.

Mr. LaFerrier noted that fees have not been raised in 3 years.

PEC Member Artecona: Are a lot of your staff in the field?

Mr. LaFerrier responded that the planning aspect of the department is significant and so a lot of work is done in the regulatory side. The West Dade office has about 12 people in the field.

Routes are scheduled daily, based on needs.

### **Public Works Department**

Ms. Esther Calas, department director, gave overview of department.

*Core Services:* Maintain roads, bridges, road infrastructure, storm water drainage, mosquito control; maintain trees, traffic jurisdictions, special taxing districts, SunPass conversion, right of way acquisition.

*Efficiencies:* NEAT Team, contract monitoring, reduce staff time through technology, cross training, LED conversion on traffic lights, online services, reduction in travel time, reduction in electricity cost.

*Challenges:* Staff reductions, growing backlogs, unable to focus on enhancements, infrastructure.

#### Questions

PEC Member Crawford: Is the technology in your department integrated?

Ms. Calas responded that the department works closely with the Building Department for various online services such as applications and reviews.

PEC Member Rivera: The business plan states that repairs are temporary what if there's a hurricane?

Ms. Calas responded that the department is first responder and in the case of a hurricane all employees and contractors are involved until Solid Waste takes over.

PEC Member Blackman: Regarding bridge maintenance, what kind of funding is available for capital improvement?

Ms. Calas responded that on the maintenance side, the department reviews FDOT inspections and have a 2-person crew assigned to bridge maintenance. However, there are needs for replacement of bridges but the department is going through the appropriation process to request funding.

PEC Member Rivera: On the illuminated signs project, what is the cost to the County and how close is the project to completion?

Ms. Calas responded that per intersection the cost is about \$8,000 and there are about 400+ intersections pending, which will be completed under ARRA.

PEC Member Artecona: Is tree trimming a function of Public Works?

Ms. Calas stated that Park and Recreation is responsible for all maintenance. Ms. Glazer-Moon added that a comprehensive study was conducted to identify savings, but the study revealed that combining the departments would eventually cost the County more. Greater Miami Service Corps and contractors assist the County with some maintenance.

PEC Member Tyler: What do you preserve going forward, as far as funding for necessary capital improvements, if federal funding is unavailable or reduced?

Ms. Glazer-Moon responded that with less funding then fewer projects will be maintained. Currently, the County is doing the best they can and addressing the weaker spots, for example the testing of the pipes at WASD. But eventually, people will complain about reduced maintenance, and infrastructures will fail. Hopefully people will realize that increased taxes are necessary.

Ms. Ysela Llorca noted that there are two factors where federal government has not helped infrastructure improvement programs. #1 the federal transportation act should have been reauthorized two years ago, but instead there are continued resolutions that keep the federal government in play, which does not allow for capital improvement programs in any consistent long term view; and # 2 the federal gas tax is diminishing due to vehicle efficiency.

PEC Member Rivera: Are there any services provided to any municipalities where the County is not getting the revenue to cover it?

Ms. Calas responded no.

### **Solid Waste Management**

Ms. Katherine Woods-Richardson, department director, gave an overview of the department?

*Core Services:* Collection of solid waste, recycle enforcement, transfer services.

*Efficiencies:* Sterling – best practice, hybrid vehicles, South Dade landfill, extract land for gas electricity conversion, 13 neighborhood Trash & Recycling Centers, GPS on some trucks to track pickups, laptops for enforcement, recycle program conversion.

*Challenges:* Aged system, lag in technology, need new system to allow communication with 311 and other departments.

### Questions

PEC Member Rivera: What is the operating budget for the department?

Ms. Woods responded that the operating budget is \$300 million, none from general fund but ½ household fees and other fees from landfills and disposal facilities.

PEC Member Blackman: Have they looked at any efficiency in GSA maintaining the trucks?

Ms. Woods responded that it has been looked into.

PEC Member Artecona: Was there a savings with the switch to another recycling system that changed from weekly to biweekly pickup?

Ms. Woods noted that the contracting exercise went well, and the County was able to get a great contract that resulted in paying less for the service, acquiring new equipment and contracted collection and processing. The County is now paying less per household and also gains \$ every time material comes in the processing facility.

PEC Member Thompson: Are you happy with the tracking system used to track the trucks?

Ms. Woods stated that the process is good, but enhancement in GPS technology is necessary. to increase routing efficiency

PEC Member Alvarez: Are the services provided to municipalities profitable to the County?

Ms. Woods responded that as part of the bond covenant free services are not allowed and yes all municipalities pay for the services rendered by the County.

PEC Member Artecona: Is there an administrative fee to pick in municipalities?

Ms. Woods stated that no extra fee is charged; the charge is per household only. Ms. Glazer-Moon added that because there is no pass through contract to administer, city residents are charged the same fee, which already includes an administrative cost.

PEC Member Baker: Is there an ordinance for recycling requirements in government facilities?

Ms. Woods responded that the ordinance states that all facilities should have a recycling program.

PEC Member Baker: Is there a recycling educational program to bring awareness and increase participation? What's the dollar amount for every pound that we recycle?

Ms. Woods noted that the County has a public education component to recycling program, and although funds were reduced this year, the department coordinates with GIC to distribute collaborate information and also update information on website.

Mr. Chris Rose, deputy director, noted that the savings in landfill was 60,000 tons for the past year.

PEC Member Crawford asked if a blind survey could be sent to County employees to get feedback on the effectiveness of scorecard processes and then to meet with Ms. Glazer-Moon to discuss the findings.

Meeting adjourned 3:44 p.m.