

MIAMI-DADE COUNTY
PERFORMANCE & EFFICIENCY COMMISSION (PEC)
Organizational Subcommittee Hearing

SUMMARY MINUTES FOR FRIDAY, NOVEMBER 18, 2010

Members Present:

Pedro Allende, BCC Appointee, Community Representative
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
Frank Nero, BCC Appointee, Community Representative
John Rivera, Dade County Police Benevolent Association
Weidong Xia, Florida International 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 9:08 a.m.

Ms. Valerie Crawford gave opening remarks and an overview of the mission of the Performance & Efficiency Commission. Mr. Frank Nero, Chair Organizational Subcommittee chaired the meeting.

Enabling Strategies

Office of Strategic Business Management (OSBM) & Office of Agenda Coordination (OAC).

Ms. Jennifer Glazer-Moon, OSBM director, introduced Mr. Eugene Love, director of Agenda Coordination and gave brief overview of both departments.

OSBM Core Services: Budget, Strategic Planning, Business Plans, Scorecards, Community Redevelopment, Incorporation and Annexation activities.

OAC Core Services: Produce and distribute agenda for BCC, process administration items in Legistar, provide online information for citizens.

OAC Efficiency: Utilize technology to streamline process, electronic versions of agendas, save approximately \$200,000 per year in printing cost, online archival system.

Questions

PEC Member Nero: What is the process on action items that go to the BCC and certification?

Mr. Love responded that once the agendas are prepared the Clerk's office handles the certification of the items, and that all information is handled through the Legistar system. Mr. Sanchez added that with exception to amendments.

PEC Member Nero: On the printing side, what's the future for the printing office; will it be reduced? What do they print?

Ms. Glazer-Moon responded that with the reduction of general printing, GSA now performs other printing functions that save the County such as printing the ballots for elections, brochures and inserts.

PEC Member Nero: Do you outsource any printing?

Ms. Glazer-Moon responded that there some big printing jobs that are outsourced, but the goal is to have all printing done in house. Currently the print shop prints the annual budget book. Departments such as airport and library are encouraged to utilize GSA services and eventually departmental printing functions will be deleted.

PEC Member Nero: What is the measurement criteria that would be used to have departments use the general GSA printing services?

Ms. Glazer responded that the criteria will be when the marginal costs for GSA to do it is less than what it would cost the department to do the job.

PEC Member Nero: How many other departments are outsourcing and has there been an analysis on the cost for outsource printing?

Ms. Glazer-Moon stated that the analysis is done yearly and could be provided to the PEC.

Deliverable from OSBM – PEC Member Nero: Provide the PEC with a cost analysis on outsourcing printing within the County.

Grants Coordination

Mr. Dan Wall, department director, gave an overview of the department.

Core Services: Manage and monitor competitive solicitation of contracts; staff support for 5 advisory boards, internal freelance grant writing, outreach programs to community.

Efficiencies: Creation of Grants Office in 2008 – standardized procedures, efficiency for Police and Fire.

Questions

PEC Member Nero: If any department or entity wishes to apply for a grant or have specific questions on grants, can they come to this office?

Mr. Wall stated that as it relates to that questions, the Grants office operates more in a supportive rather than authoritative role, but departments can come to this office for free assistance.

PEC Member Nero: Are there any departments that have grant writers or people outside of your purview?

Mr. Wall responded that over the years, as departments become aware of the functions of the office, there have been fewer departmental grant writers.

Ms. Glazer-Moon added that an analysis was conducted this budget year, and departmental grants positions were eliminated; however, there are employees in departments that actually monitor, maybe one grant, but are not necessarily grant writers.

PEC Member Nero: Wouldn't it make sense to have all of the grant functions in County government under one entity?

Ms. Glazer-Moon responded that essentially all grants are monitored under the Grants Coordination except for the federal programs in Housing and Community Development (HCD).

Also, for other departments that might have discretionary grants, employees monitor the grants in addition to their other duties.

PEC Member Nero; Has there been any discussion on the functionality and need, where department heads can collectively look at specific areas of need?

Mr. Wall responded that to avoid duplication, staff from Grants office usually attends departmental resource allocation meetings and departmental briefing. In addition, information is shared with the community through various medium.

PEC Member Nero: Could there be some similarity on the type of functions with the CBOs grants?

Ms. Glazer-Moon stated that the public services dollars were redirected to County departments so there are CBOs allocation through CDBG, they are all economic development; however, with recent discussions of the BCC, there may be some changes to the monitoring of CBOs grants.

PEC Member Nero: Who does the monitoring and tracking of the award incentives from the Beacon Council to the County.

Ms. Glazer-Moon responded that the Office of Economic Development and International Trade (OEDIT) and OSBM monitor those awards. She added that in terms of information technology, it would be nice to have a comprehensive database to track outgoing monies to CBOs. Mr. Wall noted that the department has been approved, through a service level agreement (SLA) with ETSD, to hire a programmer to assist with the development of a comprehensive database.

PEC Member Nero: By monitoring, do you mean tracking money out or actually the substance of what the CBOs have applied for and checking performance against the grants?

Mr. Wall responded that the process is staff intensive, and each contract officer probably has more contracts than they should. He noted that, to ensure proper documentation and contract compliance and to measure performance, desk audits and on site monitoring are done by the contract officers.

Deliverable from Grants: PEC Member Nero: Provide the PEC with analysis showing what part-time functions exist for grant monitoring in the various departments, and what the scope is.

Enterprise Technology Services

Mr. Angel Petisco, department director, gave overview of the department.

Core Services: internal support, land mobile radio, telephone billing

Efficiencies: Centralize functions across departments, committees to look at technology to achieve savings, evaluate needs based on business value, ensure requests align with strategic plan and meet acceptable level of return on investment, IT interests in other departments.

Questions

PEC Member Nero: What would happen to staff in the case of consolidation?

Mr. Petisco responded that they would be evaluated to either stay or expand their skills or use attrition. Currently they we are working to consolidate technology purchasing and move it to ETSD.

PEC Member Nero: If staff was brought in house, would there be broader responsibilities or would be still be assigned their specific department?

Mr. Petisco responded that they would have a broader responsibility, particular in the infrastructure area.

PEC Member Nero: Do you sign off or review software and hardware applications purchased by departments or can departments go forward if they have the allocation?

Mr. Petisco stated that if departments have the allocation they can purchase applications, but ETSD gets engaged for purchases over \$250,000, but incremental non-threatening steps are being made to improve this system.

PEC Member Crawford: If departments are allowed to purchase software and hardware, how do you ensure integration with the main County system?

Mr. Petisco responded that, if it's a new system, ETSD checks to ensure that the application is compatible with the County system, and we also ensure that the solution is not solely for one specific need but has applicability in a greater sense.

PEC Member Nero: Do you do Elections? If yes, during the electronic situation with the machines, were you brought in for your analysis or recommendation?

Mr. Petisco responded that ETSD worked with Elections in terms of support; however, the prevailing trend is depending on the funding source for department.

PEC Member Rivera: Are you the ones in charge of the laptops in police cars?

Mr. Petisco stated that ETSD works with the technology shop in the Police Department to install the equipment and to provide access to the system. ETSD provides communications and the hardware application.

PEC Member Rivera: Because of the shortage of dispatchers and busyness of air traffic, dispatching is now done using computers in cars, which I believe is a primitive way to do police work with modern equipment because emergencies are not infiltrated efficiently. Are there any talks to improve the current system?

Mr. Petisco stated that he is unaware of any discussions of that nature. ETSD only provides the technology but will follow up on that with the Police Department.

PEC Member Nero: What would be your priorities for implementation throughout the County on upgrading efficiency through technology?

Mr. Petisco responded that in terms of technology refresh, he would like to accelerate the consolidation of equipment across the County, and also the full deployment of the enterprise resource planning (ERP). So far, the finance and human resources portions are deployed.

PEC Member Nero: Are there any departments that, due to budgetary constraints or any other reasons, they don't have the latest technology that could help if they get the utilization or resources?

Mr. Petisco responded that, from a support standpoint, the ability to provide human capital and to have greater insight in the way purchasing is done is beneficial to everyone. In terms of finance, the ability to monitor how and where the money is being spent. From an agency perspective, the CBOs are a concern because they are generally the ones working with very old technology, and they have direct impact on the community

PEC Member Nero: Technology is constantly changing, how do you keep abreast with the changes? Has there ever been an independent review by private companies or any academia to look at the technology issue in the County?

Mr. Petisco stated that as part of the budget cycle, there is an annual peer review where ETSD is compared and evaluated among peers and the private sector; in terms of technology trends, ETSD keeps informed by consumer reports and best practices.

PEC Member Nero: Are you called in as consultants to address technology problems in other agencies, example in regards to Jackson Hospital?

Mr. Petisco responded that in the last 90 days, ETSD has collaborated with Jackson and that he believes ETSD could work with Jackson to help to leverage investment. The County has a team assigned to Jackson to alleviate the situation.

PEC Member Nero: How is data protected in case of a storm or some other emergency?

Mr. Petisco stated that backup systems are strategically placed across the County. ETSD utilizes NAP programs, command centers and equipment robots.

PEC Member Nero: Can personnel operate out of any command centers during an emergency?

Mr. Petisco noted that the County has miles of fiber optics, and emergency functions can be done remotely or through command centers.

PEC Member Nero: You mentioned your concern with time; is it due to the procurement process or because of a lack of resources?

Mr. Petisco responded that the main concern is the lack of resources.

PEC Member Crawford: When you look at the time value of money and the sacrifice, you cannot keep prolonging technology; so, when will the County treat technology as a priority?

Mr. Petisco responded that peer departments are updating business plans which will help to determine where to start making investments.

PEC Member Nero: When you look at the things you wish to do, do you do return on investment (ROI) analysis on specific departments to reflect savings and efficiency?

Mr. Petisco responded that an analysis has been done, and ETSD works with departments to determine equity leverage.

Mr. Piper stated that, years ago, ROIs were calculated to make assumptions in regards to savings on direct staffing; but, because over the years we have cut staff drastically, today most ROIs are viewed in regards to providing higher level of service with the same staff because the personnel savings are no longer there.

PEC Member Weidong: Is there a charge back system? Are you involved in the MDT system? Are other agencies developing their own ERP systems?

Mr. Petisco responded that there is a funding model where departments charge back 85% of all services, and a percentage is allocated from GF and appropriated based on usage. In regards to MDT, ETSD collaborated with them in terms of the ADL system, but the department is making the development on their own. The original deployment of ERP was done with a consultant group, and there were operational and technical resources assigned to departments. It is the intent of ETSD that as ERP is rolled out throughout the County, the technology resources will be provided by the central shop.

Finance

Mr. Carter Hammer, Finance Director, gave overview of the department.

Core Services: Cash management, bond administration, payroll & accounts payable, tax collection, controller division, auto tag.

Efficiencies: Implementing new tax collection system to integrate services, improved process time through centralized invoices and electronic functions.

Other: Need application for immediate implementation.

Questions

PEC Member Nero: Are there other departments that handle accounts payable?

Mr. Hammer responded that WASD and Aviation handle their own accounts payable because they are on PeopleSoft not FAMIS; but, with the implementation of ERP, all County systems will be integrated across the board.

PEC Member Nero: Can other departments access COGNOS through the data warehouse, and what are the benefits?

Mr. Hammer stated that, to date, fourteen departments are connected to the data warehouse and the program is flexible and can generate sophisticated reports and performance indicators that are useful to managements.

PEC Member Nero: To integrate collections, could there be a debit-credit arrangement with municipalities where they can collect County and local tax and vice versa?

Mr. Hammer responded that there is an arrangement with some municipalities, and the new tax collection system will aid in the process. Mr. Fernando Casamayor, the Tax Collector, noted that the majority of the municipalities' money is now collected in a timely manner. His idea would be to establish a process where municipalities commit to enforcement, while the County streamlines collections or to set up a similar system like the ad valorem tax bill, where one consolidated bill is mailed instead of many bills from the County and other municipalities. He noted that locally there is nothing in the statutes or local ordinances that would prevent the partnering agreement and maybe an interlocal agreement would be needed to start the process.

PEC Member Nero: On the convention development tax (CDT), how is it similar or different?

Mr. Casamayor stated that the CDT is very similar where the tax collector collects the CDT for municipalities and the tourist development tax (TDT) for Miami Beach. He noted that it is difficult to generate reports with the current system; however, the new tax system to be implemented in August 2011, will eliminate those issues and create more efficiency in the process.

PEC Member Nero: On staff collecting data, is there an analysis on the target goal on revenue versus salary for each person?

Mr. Casamayor stated that there are baselines and standards to meet and most collectors are meeting the standards; also the enforcement tactics in place help in revenue collection.

PEC Member Nero: Are there any technologies that would help to make the process more efficient?

Mr. Casamayor noted that with the new addition of the credit and collection unit, there is a need for additional technology to assist in debt collection. Mr. Hammer added that over the years, the volume of credit collections significantly decreased from \$3 million to under \$1.5 million, and staff was reduced. The strategy was to consolidate the unit with the tax collectors since they had similar functions. Finance is now working with various departments to establish MOUs to address their collection activities.

PEC Member Nero: To maximize revenue against cost, wouldn't it make sense to have the County look at revenue enhancers to give incentives to collect debts, for example, at Jackson?

Mr. Casamayor responded that the County is the depository of all the debt council and have looked at the concept of selling our debt, which would make sense, depending on the quality of the data. He added that with the County's expertise, 20-year-old debts at Jackson have been

retrieved. Mr. Hammer stated that the ERP system would allow for a variety of functions and would promote more efficiency.

Government Information Center

Ms. Judy Zito, department director, gave an overview of the department.

Core Services: Making county services available to citizens, 311 (call center), operate MDTV, MD website contents, campaign support services.

Efficiencies: workforce management tool for scheduling, integrated call centers, one stop call center, online services, integrated webcast with Legistar, quarterly magazine by sponsorship program, track service requests.

Questions

PEC Member Nero: Do departments have their own websites?

Ms. Zito responded that departments have websites, but miamidade.gov is mainly service oriented versus department oriented. So, a person can type in a key word, subject matter, or a department name to locate services or departments.

PEC Member Nero: Is there a way to track when people are watching MDTV?

Ms. Zito stated that the web trend technology have allowed for advance tracking, and 311 can actually track if a person is calling from a LAN line or a cellular phone, which has helped to shape customer service.

PEC Member Nero: Do you interface with the press and the media?

Ms. Zito responded that media relations are handled by the Communications. Most large departments such as Police, WASD and Fire have their own spokesperson but work closely with Communications on protocol.

PEC Member Nero: Are there programs in place to get more information out to the public as to what the County does?

Ms. Zito responded that because of limited resources, marketing the County is a huge challenge, and traditional advertising in newspaper is sometimes criticized. However, within miamidade.gov, we now have subscription capabilities, and people are encouraged to sign up to be able to read the County newsletter and also to have access to more County services, for example the recycle program. There are also other newsletters that are targeted to specific interest groups.

PEC Member Nero: All electronic media?

Ms. Zito stated that publications are distributed through a variety of ways, for example, the speaker's bureau for employees to tell their stories to the public, Twitter and Facebook. The County is trying to find innovative, low cost ways to get the message out. People are looking into green initiatives, and so we are trying to centralize advertising by moving more advertisements online. To promote this concept, we are creating incentive packages for departments to participate in multimedia opportunities, which is actually low cost.

Meeting recessed 11:25 a.m.

Meeting resumed 2:08 p.m.

Office of Capital Improvements

Mr. George Navarrete, department director, gave an overview of the department.

Core Services: Monitor and standardize capital improvement construction projects; professional services division, selection and negotiation, BBB planning and prioritize, capital construction, implement QNIP.

Questions

PEC Member Nero: Is there any minimum dollar amount that triggers OCI's engagement?

Mr. Navarrete responded that if it requires a building permit and it's construction, then the department is involved in contracts from \$1 up to \$2 ½ million.

PEC Member Nero: What is your relationship with Public Works?

Mr. Navarrete responded that Public Works and 17 other departments are responsible to implement their own projects, but for projects under \$ 2 ½ million, departments contact OCI for pool contracts, the bidders list, and also if there's a dispute. The OCI performs a centralized function of managing the contracts.

Ms. Ysela Llort, assistant County manager, explained further that Mr. Navarrete and his staff does an outstanding job of managing the contracting processing, and the distinction is that they do not carry out the actual work but serve as a procurement arm working with internal and external clients.

PEC Member Nero: Do you self generate any projects? Are any projects filtered down to your department?

Mr. Navarrete noted that although they have the ability, that is not the primary focus of the department. Projects are not filtered down but often times OCI is the link between constituents, elected officials and departments.

Are there any impediments that could prevent you from performing more efficient?

Mr. Navarrete noted that the job is challenging because the OCI is tasked to effectively expedite projects and they also have a regulatory function to follow state laws and local legislations to ensure compliance, but the department is up to the task and is doing good.

PEC Member Nero: In rewarding of all contracts, other than what was allowed to go through the administration, are they approved by the BCC?

Mr. Navarrete responded that unless a delegation has been made or they are a part of that pool contract they all go to the BCC.

PEC Member Nero: Would you come up with any recommendations on contract awards before they go to the BCC?

Mr. Navarrete responded that the recommendation originates with the user department, he signs off and forward to the County manager and mayor's office who then forward the item to the BCC.

PEC Member Nero: Have you done any work with Jackson?

Mr. Navarrete responded that the County is working with Jackson and recently ETSD has been working to get Jackson connected to the centralize computer system to allow access to the contracts.

PEC Member Nero: Are there any County departments that are not a part of your process?

Mr. Navarrete noted that OCI works with all departments that do construction, including Jackson.

Americans with Disabilities Act (ADA)

Ms. Heidi Johnson-Wright, department director, gave overview of the department.

Core Services: Civil rights office to facilitate services to people with disability, educate departments on importance of ADA and civil rights laws, disability policies, and procedures for departments.

Efficiencies: Partner with HR on Phoenix program to hire people with disability, single family program to make homes more accessible, partner with Elections, GSA and GIC to update technology and website, technical assistance to departments, support BCC on disability, through fines reimbursed \$216,000 for municipalities, CODI.

Questions

PEC Member Nero: Is there someone you interface within each department who has primary responsibility for ADA compliance?

Ms. Johnson-Wright responded that each department is required by administrative order to have an ADA coordinator on staff that in addition to their regular job responsibilities.

PEC Member Nero: Do you have enforcement or regulatory powers outside the County government to ensure ADA compliance?

Ms. Johnson-Wright stated that the department is not an enforcement entity but frequently get calls, emails and walk-ins on a variety of issues such as discrimination or disable accessibility and we provide the proper information that they would need to file a complaint.

Audit & Management

Ms. Cathy Jackson, department director, gave overview of the department.

Core Services: Complete audits, ensure compliance for efficiency, follow-ups with departments on findings.

Efficiencies: Use generalized audit software to analyze data, ongoing self-assessment for effectiveness, monitor staff certifications and proficiency.

Challenges: Lack of personnel, retaining highly trained professionals.

Questions

PEC Member Rivera: In the questionnaire, you mentioned that you provide staff support to law enforcements agencies, can you give an example?

Ms. Jackson stated that the department provides staff support to several agencies for example they work behind the scene with public corruption and also provide support in an off station office at the State Attorney's Office.

PEC Member Rivera: In your assessment, interestingly, you listed a list of areas you would like the PEC to look at, such as HR procedures, and collective bargaining; what defines procedures with little or no value?

Ms. Jackson stated that there are procedures in the County that need to be addressed to identify where steps can be eliminated without losing the effectiveness of the control, because in terms of staffing there are opportunities to reduce overtime. As auditors, they are always looking for opportunities for improvements because on some of our policies, while the objective is being achieved, the question is, is it being achieved in the most efficient way?

Ms. Glazer-Moon gave an example by showing the long-term vacancy report that has to be produced on a quarterly basis. She noted that, by the time the report comes out, the information

is useless because most of the positions are being deleted in the budget; so, there's no real reason to do the report because there's no value added.

Mr. Nero commended Ms. Jackson on the professionalism of her reports and mentioned that with the task of the PEC to simply address performance and efficiency, there is a possibility of the PEC to meet with her again to help identify performance and efficiency issues

PEC Member Baker: Could the information on the long term report be due to a lack of technology on real time reporting?

Ms. Glazer-Moon stated that it is not a technology problem but due to the deadlines and the way the information is requested, by then the resources are old and the data is meaningless.

PEC Member Baker: Is the rule on the Long Term report driven by ordinance?

Ms. Glazer-Moon stated that it was by resolution.

PEC Member Nero: What is the difference between your office and the Office of the Commission Auditor (OCA)?

Ms. Jackson responded that her office occasionally interacts with the OCA, but the AMS main function is basically conducting audits while the OCA performs various duties for the BCC to include legislative, budgetary and some audits.

PEC Member Nero: What's the reporting aspect for both offices?

Ms. Jackson stated that she reports to the County manager. Mr. Gary Collins, audit manager at OCA, stated that the commission auditor reports to the BCC as a whole, not through the BCC chair.

PEC Member Nero: What is the scope of the AMS, is it more investigatory? Are you the auditor of record for departments or are there external auditors?

Ms. Jackson stated that external auditing firms perform some reviews of control mainly related to the financials, while on the other hand, AMS is on the internal side, looking at performance, effectiveness, compliance, and efficiency?

PEC Member Rivera: If both departments, OCA and AMS, are using the same accounting practices, shouldn't both departments come up with the same or similar information?

Ms. Glazer-Moon and Ms. Jackson explained that it's not really a difference of opinions, it is just different ways of coming to a conclusion based on a different perspective.

PEC Member Rivera: On the assessment, unlike the other departments, you rated yourself one of the lowest, why is that?

Ms. Jackson responded that AMS tries to be conservative, but the work they perform speaks for itself; there is no need to overrate the department because there is always room for improvement, but overall the department consistently delivers.

PEC Member Nero: How are audits initiated?

Ms. Jackson responded that they are always performing audits but priority is given to audit reports from the BCC, the mayor or the manager.

PEC Member Maloof agreed with Mr. Nero that the skill set and strategic business viewpoints of the AMS are important to the PEC, and Mr. Nero suggested the PEC work with the director to gain insights on findings.

Deliverable from AMS - PEC Member Nero: Identify key performance and efficiency areas in the history of AMS audits that have not been implemented or are systemic issues, across the board, that need to be looked at by the PEC for possible recommendation to the BCC.

Elections

Mr. Lester Sola, department director, gave overview of the department.

Core Services: Conduct all elections to include special, municipal, taxing district & charter and bond issues.

Questions

PEC Member Rivera: There is concern in the community about the high amount of absentee ballots this year, do you have any means to investigate these issues and if yes, at what scope?

Mr. Sola noted that the department is not an investigatory agency, however absentee voting and early voting have increased dramatically. Specific to absentee voting, it has been steadily growing because of the convenience. The assurance is that every elections employee who handles signatures must complete signature verification trainings conducted by handwriting experts. In addition, the County has restrictive procedures in regards to who delivers absentee ballots to the elections department so it's still the voter's responsibility to be wise. All cases of absentee ballot fraud have been reported in writing to the State Attorney's Office.

PEC Member Rivera: Are you an elected official?

Mr. Sola stated that of the 67 supervisor of elections in Florida, he is the only appointed supervisor.

PEC Member Nero: Are there any advantages or disadvantages to have an elected supervisor structure? Is appointed position more efficient?

Mr. Sola responded that if given the choice, he would say there is more job security being an elected official rather than an appointed supervisor; however, the pressure is constant, and they have to stop along the way for efficiency and accuracy.

PEC Member Nero: In terms of performance and efficiency, is it better that you're appointed rather than elected?

Mr. Sola responded that the work performed by Miami-Dade Elections is unparalleled in any other County, and it is proven because of the constant pressure to get it right. So to be effective, the appointed supervisor must be a good administrator with excellent procedures and leadership skills.

PEC Member Nero: Are there any additional technologies that would help in being more efficient?

Mr. Sola responded that the access to information is easier, and technology has allowed the department to do more in a shorter time span. For example the swipe card feature at the Early Voting centers has improved the process time tremendously, whereas the manual paper process is still being used on election day. So, pushing that technology to election day will help to automate the process and reduce personnel, which will eventually make the process more efficient.

PEC Member Maloof: What is the estimated cost to implement that process on election day?

Mr. Sola responded that some initial analyses were done; but, since technology gets cheaper with time, another analysis will be needed in the future. On average, it could cost approximately \$3000 per precinct.

Mr. Maloof noted that it is important to not necessarily equate efficiency with speed, but to view efficiency as taking a global view of the entire process to avoid duplication and to meet the main objectives of the County.

PEC Member Maloof: With respect to consolidated schedule, is that something that there should be an aspirational goal?

Mr. Sola stated that a consolidated schedule has been the County's goal since 2005. He gets the opportunity to address municipalities several times a year, and municipal clerks have been saying no in the past; but, that is changing. Consolidation is solely up to the cities, and there is a slow movement in that direction.

Office of Sustainability

Ms. Suzie Torriente, department director, gave an overview of the department.

Core Services: Mandate to reduce green house gases and electrical consumption, climate change coordination.

Efficiencies: Met and exceeded milestones; 5-year action plan for community, HUD sustainable living grant.

Questions:

PEC Member Nero: Do you train or provide information on ways to reduce energy consumption?

Ms. Torriente responded that programs are integrated in existing County operations where sustainability modules are incorporated in various trainings to get the message across. In terms of energy savings and efficiency, the energy management specialist is working on an energy master plan for the County to address different targets in departments. Also the sustainable building ordinance created a sustainability committee that meet regularly to share best practices and certification training. Next year the focus will be on certified energy managers, right now there are only 3 in the County.

PEC Member Nero: Is your primary focus on County government?

Ms. Torriente responded that it is really the County as a community; and although the main focus is County government and energy efficiency there, through the different planning processes the entire community and other stakeholders are addressed because we all contribute to the green house gases. So, the green print implementation will involve a lot of stakeholders.

PEC Member Maloof: How do you interact with the departments? Would it make sense to have a sustainability person in each department?

Ms. Torriente noted that her years in the County allows her to have easy interaction and that there is a network of people in departments that integrate functions with her department.

PEC Member Maloof: The Chamber has a very active sustainability program, do you interact with the Chamber?

Ms. Torriente responded that she attends their committee meetings, make presentations and maintains a good working relationship; and the County shares legislative priorities with the Chamber to ensure that the energy grant gets refunded by the Feds.

Mr. Nero gave closing remarks and mentioned that staff should meet to schedule the additional hearing with the other entities. He noted that it is important for the group to meet in a work session to review the findings of the hearings before a general meeting of the whole. He also mentioned the scorecard survey that will be distributed to potential County users. Mr. Collins

stated that he has been coordinating the effort with Ms. Glazer-Moon, and once the PEC approves the draft survey, the Office of the Commission Auditor will proceed expeditiously.

Meeting adjourned 3:42p.m.