



MIAMI-DADE COUNTY FINAL OFFICIAL MINUTES

Board of County Commissioners Committee of the Whole

Stephen P. Clark Government Center
Commission Chambers
111 N.W. First Street
Miami, Florida 33128

September 20, 2011
As Advertised

Harvey Ruvin, Clerk
Board of County Commissioners

Christopher Agrippa, Division Chief
Clerk of the Board Division

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**CLERK'S SUMMARY OF MEETING AND OFFICIAL MINUTES
BOARD OF COUNTY COMMISSIONERS
COMMITTEE OF THE WHOLE
MAYOR'S CONSOLIDATION AND RESTRUCTURING PLAN
SEPTEMBER 20, 2011**

The Board of County Commissioners convened a Committee of the Whole meeting on September 20, 2011, in the Commission Chambers, 111 N.W. First Street, Miami, Florida, at 2:30 p.m. to consider the Mayor's Consolidation and Restructuring Plan. Present were Mayor Carlos Gimenez, Chairman Joe A. Martinez and Commissioners Lynda Bell, Esteban Bovo Jr., Jose "Pepe" Diaz, Audrey Edmonson, Sally A. Heyman, Barbara J. Jordan, Dennis C. Moss, Jean Monestime, and Rebeca Sosa (Commissioners Bruno A. Barreiro, Javier D. Souto, and Xavier L. Suarez were late).

In addition to the members of the Board present at today's meeting, the following staff persons were also present:

- Deputy Mayor/Chief of Staff Genaro "Chip" Iglesias;
- Deputy Mayor/County Manager Alina Hudak;
- County Attorney Robert Cuevas;
- Budget Director Jennifer Moon, Office of Management and Budget;
- Division Chief Christopher Agrippa, Clerk of the Board; and
- Deputy Clerks Doris Dickens, Flora Real, and Gene Spencer.

Committee Chairwoman Bell called the meeting to order at 2:42 p.m., and she asked Mayor Gimenez to present the proposed Mayor's Consolidation and Restructuring Plan for the County.

Mayor Carlos Gimenez introduced the senior managers in his office and reviewed their professional credentials and assigned County responsibilities. The following persons were introduced as staff members:

1. Deputy Mayor/Chief of Staff Genaro "Chip" Iglesias;
2. Deputy Mayor/County Manager Alina Hudak;
3. Deputy Mayor and Finance Director Edward Marquez;
4. Deputy Mayor Jack Osterholt;
5. Deputy Mayor Russell Benford; and
6. Senior Advisor Lisa Martinez.

Mayor Gimenez advised that the proposed reorganization and restructuring plan was important to the County's ability to effectively and efficiently deliver services. He stated that, as Mayor, he was charged with the responsibility of managing the affairs, day-to-day operations, and long-term initiatives of County government. He advised that as part of his management style he would install a reasonable span of control over operations, which was critical to effectively coordinate all resources and deliver services efficiently.

Mayor Gimenez noted the public's perception of County government was one of ineffectiveness and inefficiency at delivering services to its resident patrons; and the County could positively

impact the public's perception by implementing a reasonable span of control and reducing the number of departments. He stated that having all County resources moving in the same direction would improve communication and coordination between departments and maximize the County's ability to address issues and ensure better customer service. He concluded his opening remarks by stating that the Administration needed to be streamlined and made more manageable to better service the County's residents.

Budget Director Jennifer Moon, Office of Management and Budget, made a PowerPoint presentation, noting that the goals of the reorganization efforts were as follows:

1. to provide services more effectively and efficiently;
2. to deliver on the promises made to the community;
3. to strategically develop economic enhancement opportunities; and
4. to reduce the County's size to 25 departments.

Ms. Moon advised that approximately 40 positions could be easily eliminated from the Table of Organization to realize an estimated cost savings of \$5 million of which approximately \$1 million represented tax supported funds. She noted the remaining projected savings of \$4 million would ensure that the County would not have to raise more funds quickly.

Ms. Moon explained that, when the Administration's staff members considered the reorganization process, they looked at other models but agreed that the County represented a unique organization in that it was a two-tiered government providing regional and local services, as well as services that arguably could be provided by non-governmental organizations. She pointed out the complexity involved in reorganizing 42 departments to achieve the maximum amount of savings given the diversity of the service delivery and the geography of the County.

Ms. Moon indicated that Phase I of the restructuring process should be completed prior to October 2011, and the County Administration had the following expectations:

1. to communicate the reorganization plan to the Board, workforce, and community;
2. to streamline the County's structure from 42 to 25 departments;
3. to identify and report to the Board the initial savings as a direct consequence of the consolidation; and
4. to make departmental leadership assignments after the reorganization plan was approved.

Ms. Moon noted the proposed reorganization plan would be effective October 1, 2011, if the Board adopted it as part of the budget. She recommended that the initial savings not be included in the current fiscal year budget since the savings and the source of the revenues associated with the savings should be very carefully identified first for inclusion in the budget planning process for FY2012-13. She indicated that efficiencies would be implemented as identified, and the

recommendations for those consolidations and changes would be included in FY2012-13 budget cycle.

Ms. Moon described the proposed consolidation of all County departments, noting the proposed restructuring plan recommended the following 25 County departments should remain operating: Animal Services, Audit & Management Services, Aviation, Community Action and Human Services, Community Information and Outreach, Corrections and Rehabilitation, Cultural Affairs, Elections, Finance, Fire Rescue, Information Technology, Internal Services, Juvenile Services, Library, Management and Budget, Medical Examiner, Parks, Recreation and Open Spaces, Permitting, Environment, and Regulatory Affairs, Police, Port of Miami, Public Housing and Community Development, Public Works, Sustainability, Planning, and Economic Enhancement, Transit, and Water & Sewer.

Ms. Moon noted in Phase II of the consolidation plan the County Administration staff would focus on identifying duplication of services and would begin cross training employees. She explained that the County Administration staff would conduct all reviews, including succession planning, and implement all changes during the fiscal year.

Ms. Moon noted the Board would be provided with quarterly status reports outlining information on expenditures, performance, and updated projections of savings realized from the consolidation effort. She recommended that the savings be accrued and carried over to FY2012/13 budget, and all carryover funds from the current fiscal year be carried to next year's fiscal cycle to help support the services for FY12/13.

Committee Chairwoman Bell opened the floor for questions.

Commissioner Sosa indicated that the Board should support the Mayor's proposed consolidation and restructuring plan and that the savings realized from that effort should be used to provide additional services to the community. However, she expressed concern regarding the proposed merger of the Department of Public Works and Solid Waste Management, noting it would weaken departments providing direct services to the community. She stated that she had no objections to merging departments that did not provide direct services to the community.

Mayor Gimenez explained that he had looked at other models around the country; and a number of jurisdictions had merged their Public Works and Solid Waste Management Departments. He noted both departments had similar functions as well as some dissimilar functions. He urged the Board members to remain flexible and support the recommendation.

Chairman Martinez noted he agreed with the proposed reorganization. He asked the County Attorney to confirm whether the proposed reorganization was completely under the Mayor's purview; and if so, why the Board should discuss the issue.

County Attorney Robert Cuevas advised that the Miami-Dade County Charter (the Charter) provided the Mayor with the authority to establish administrative departments, and determine what those departments would be. In addition, the Charter gave the Board of County Commissioners the authority to adopt the budget, appropriate funds by departments, and reallocate those funds; consequently, the reorganization had to be consistent with the budget in order to be funded, County Attorney Cuevas noted.

Chairman Martinez asked whether the proposed table of organization presented by the Mayor was in alignment with the budget adjustments made at the first budget hearing and what would happen if the Board did not adopt the proposed reorganization plan.

County Attorney Cuevas advised that the Board members would have to appropriate funds by department at the next Board meeting scheduled for September 22, 2011, if they did not adopt the reorganization plan.

In response to Chairman Martinez's inquiry regarding the models reviewed to make the recommendation to merge the Public Works and Solid Waste Management Departments, Mayor Gimenez indicated that a number of jurisdictions had merged both departments; and he could provide the Board with the list of jurisdictions studied to make the comparison analysis.

Discussion ensued regarding the similarities between the Department of Public Works and Solid Waste Management and the effectiveness of consolidating both departments.

Ms. Moon explained that the Administration conducted a survey of a dozen jurisdictions to determine how they organized their Public Works and Solid Waste Management Departments and proceeded to present the findings of the survey to the Board.

Mayor Gimenez advised that his staff would be closely involved in the coordination and implementation of the proposed restructuring plan, while ensuring that the reassigned directors had the ability to take charge and lead their departments as they chose. He noted a reorganization of this magnitude would take time to complete, and County-owned buildings would be utilized to relocate departments in a logical and rational manner.

Chairman Martinez recommended that the \$5 million savings projected to be realized through the implementation of the proposed restructuring plan be used to fund Boot Camp 4.

Mayor Gimenez clarified that \$4 million of the projected savings were from proprietary funds and \$1 million was from the General Fund.

Discussion ensued regarding how the \$5 million projected savings could be spent.

Commissioner Edmonson noted she concurred with Chairman Martinez and Commissioner Sosa that the Departments of Public Works and Solid Waste Management should be maintained as

separate departments. She also suggested that the Office of Human Rights and Fair Employment Practices not be subsumed within the Community Action and Human Services Department because of the confidential nature of the cases reviewed by that office.

Commissioner Monestime inquired whether the Administration researched not only the cost savings but also the effectiveness of the reorganization when considering how the County's functions would be restructured.

Ms. Moon indicated that the group involved in formulating the proposed reorganization realized that it would constitute a major cultural change because the definition of department would be radically different. However, she pointed out that the County Administration's functions would be streamlined as a result of the proposed reorganization; duplication would be eliminated; functions would be combined in order to use resources more effectively; and department directors would be able to think more strategically.

Commissioner Monestime stated that he could not understand the recommendation to merge the Departments of Public Works and Solid Waste Management pointing out that merging two large departments would make the organization more complex. He expressed concern for merging unrelated functions to simply reduce the number of departments.

Mayor Gimenez pointed out that a level of bureaucracy was eliminated by the creation of a Strong Mayor and the elimination of the County Manager's Office, and this expedited administrative processes and reduced staff level. He said that combining certain departments would improve communication and coordination.

Commissioner Monestime questioned whether the proposed reorganization would impact service delivery negatively and stifle employee creativity.

Mayor Gimenez reiterated that the proposed reorganization would help improve communication between managers and employees. He stated that the purpose of the reorganization was to empower employees to make the day-to-day decisions; and to provide the reassigned department directors with the ability to make decisions like never in the past. He indicated that many different models were researched and incorporated into the restructuring discussions before a reorganization model was selected.

Commissioner Diaz said that he preferred not to have to vote on this issue since the proposed restructuring of the County Administration was under the Mayor's purview as a Strong Mayor. He noted that he concurred with Chairman Martinez's comments; and he stressed that, although he understood the Mayor's reasoning, merging two very large and complex departments was impractical. Commissioner Diaz expressed his preference to have the foregoing proposal considered during the budget hearing.

Mayor Gimenez noted he agreed with Commissioner Diaz that the reorganization of the County Administration was within the Mayor's purview, and he disagreed with County Attorney Cuevas's advice that the Board members vote on the proposal.

Pursuant to Commissioner Jordan's question, County Attorney Cuevas advised that the Commission members could condition their appropriations by specifying which particular departments were intended to use the funds.

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Commissioner Jordan noted Mayor Gimenez should have restructured his office first and reviewed the number of deputy mayors and senior advisors currently employed. She urged the Mayor to reconsider his proposal to subsume the Office of Fair Employment Practices within the Community Action and Human Services Department as the implementation of this recommendation would jeopardize decisions on sensitive issues and create unnecessary friction and confusion within the department. Commissioner Jordan also pointed out that two different departments were dealing with economic development and asked that this function be assigned to one department.

Mayor Gimenez advised that he would take into consideration Commissioner Jordan's recommendations and concerns regarding the Office of Fair Employment Practices.

In response to Commissioner Jordan's inquiry as to whether the Mayor was abiding by his promises that all department directors would be selected pursuant to a performance evaluation and reassigned based on the best candidate to direct a department, Mayor Gimenez clarified that no reassignments had been effected yet except for those directors serving in unique positions.

Commissioner Jordan noted the directors of the Public Works and Solid Waste Management Departments were doing excellent work, and she did not wish to have either one divested of his/her position as head of a department.

Pursuant to Chairman Martinez's request, County Attorney Cuevas read into the record the provisions contained in "Paragraph M of Ordinance B, Type 10;" and he clarified the qualifications and responsibilities required for department directors.

Chairman Martinez noted the Miami-Dade County Charter (the Charter) specifically listed seven department directors who must have specific professional credentials, including the directors of the Departments of Public Works, Solid Waste Management, and Environmental Resource Management.

County Attorney Cuevas read into the record previously proposed language to amend the Charter, which had been deleted from the aforementioned ordinance, relating to the Mayor's powers to appoint department directors who did not have the specific requisite qualifications.

Following a discussion on the provisions of the Charter regarding the Mayor's authority to implement the proposed changes and appoint department directors, County Attorney Cuevas recommended that the Board include the language read into the record if the Mayor's proposed restructuring plan was adopted because it deleted the requirement of specific professional designations, as adopted on first reading, for those positions listed in the Code. He further explained that the current ordinance required certain department directors to have specific qualifications. However, the intent of the proposal under consideration was to allow the Mayor the flexibility to appoint an individual other than a department director as his designee, who met the specific qualifications, to perform those functions when merging departments.

Commissioner Heyman expressed support for maintaining quality of service, efficiency, and integrity; and she stressed the importance, when making appointments, to ensure that the directors in specific positions have the requisite qualifications and credentials.

Mayor Gimenez clarified that the required skills would remain with the functions. He explained that the ordinance was drafted to allow flexibility in terms of who could be appointed as a department director provided the functions were headed by an individual with the requisite qualifications.

Commissioner Heyman said she was well aware that the Charter limited the Board's powers pursuant to the doctrine of separation of powers. She noted she was opposed to the Strong Mayor form of government because it diluted the Board's power; however, now that this form of government was in place, the Mayor was responsible for the County's administration. Commissioner Heyman urged her colleagues to collaborate with and support the Mayor's proposal as the proposed restructuring plan was intended to reduce the County's budgetary gap.

Mayor Gimenez noted his recommendations were unrelated to campaign promises; and he pointed out that his proposed restructuring plan was formulated pursuant to a resolution he introduced in 2010 instructing the Administration to prepare a budget with no more than 25 departments.

Commissioner Souto noted he concurred with the Mayor's proposal to reduce the size of County government by consolidating departments with the exception of the proposed merger of the Departments of Public Works and Solid Waste Management.

Commissioner Bovo said that he just completed a campaign during which he had the opportunity to hear the views of the public; and the residents unanimously agreed that they wished to have a more streamlined, effective, and efficient government. He noted he supported the Mayor's restructuring plan, and he asked that the savings goal be higher than \$5 million.

Commissioner Sosa expressed support for the consolidation of County departments to create efficiencies, but she asked that the quality of services be maintained. She questioned the inclusion of the proposed language relating to the provisions of "Part M" in the legislation.

In response to Commissioner Sosa's question, County Attorney Cuevas explained that until now the Code provided that the directors of some departments had to have specific qualifications. He advised that, if the Board adopted the proposed restructuring plan, including the provisions of "Part M," the Board would provide the Mayor the ability to appoint an individual other than a director, who met the specific qualifications.

Commissioner Sosa said that she wished to ensure checks and balances were in place. She inquired who would have the responsibility to verify that department directors had the requisite qualifications if the Board approved the proposal without "Part M."

County Attorney Cuevas advised that the director of the successor department would have to meet the qualifications established by the Board; and if departments were merged, the new director would have to possess the requisite qualifications for each department.

Following a discussion regarding the pros and cons of excluding "Part M" from the proposed legislation, Commissioner Sosa noted the Mayor had until the next BCC meeting, which was scheduled for September 22, 2011, to further review his recommendation and determine whether or not to merge the Departments of Public Works and Solid Waste Management.

County Attorney Cuevas read into the record the following statement from Commissioner Moss, who was unable to attend the meeting: "I believe that the County's Office of Human Rights and Fair Employment Practices (the Office) carries out an important policy function for the Board of County Commissioners in that it provides process for enforcement of anti-discrimination laws in the areas of employment, housing, and other protective activities. Although the office investigates claims of aggrieved persons in the private and public sector as well as employment discriminations filed by County employees, the County's Commission on Human Rights (CHR) only has jurisdiction over employment claims brought by non-County employees. There is no similar County Board with the authority to hear employment discrimination claims brought by County employees. The office can only make recommendations regarding the County employee's discrimination claim to the applicable administrative department director who may appeal to the Office of the Mayor in the event of disagreement with the office's recommendation. Because of the sensitivity and importance of the office, I believe that it should have a high level of independence similar to the County's Office of Inspector General; and that we should create an additional board to hear discrimination claims by County employees. It is my ultimate goal that this office would continue to staff the CHR, which would be independent from the Administration and the County Commission to the greatest extent possible. I have directed the County Attorney to prepare legislation which will accomplish this goal by creating a Hearing Examiner or administrative position to hear employment discrimination claims by County employees and a new independent board to whom such appeals could be made and to whom the current director and staff of the office would report. In the meantime, at the appropriate time, I would like to make a motion that would start the process of ensuring greater independence of the office:

1. all funding related appropriations for the nine positions associated with the County's Office of Human Rights and Fair Employment Practices as listed in the proposed budget shall be placed under the Board of County Commissioners instead of under the Mayor;
2. it shall be the policy of the Board of County Commissioners that the Office should be independent from the Board and the Mayor, and that there would be no external influence on the Office in the performance of its duties from any persons including the Mayor or any member of the administrative staff, and that no commissioner or employee of a commissioner shall take part in the appointment or removal of officers and employees in the administrative services of the County as such external influence would adversely affect the independence and objectivity of the director and staff of the Office;
3. the County Attorney was directed to bring back to the Board under my sponsorship any needed amendments to Chapter 11 or other provisions of the Code, which were necessary to create the new board contemplated by this motion, and establish the right of County employees to bring discrimination complaints before the new board's Hearing Examiner or administrator or other related matters."

In response to Commissioner Edmonson's inquiry, County Attorney Cuevas advised that the statement read into the record would be prepared as a motion for the Board of County Commissioners' meeting scheduled for Thursday, September 22, 2011.

Commissioner Edmonson indicated that she would like to co-sponsor the proposed legislation.

Committee Chairwoman Bell gave the floor to the Mayor to address the concerns previously expressed by the members of the County Commission regarding his budget proposal.

Mayor Gimenez indicated that a list of their concerns was prepared following a meeting with all the members of the County Commission, and all of those concerns would be addressed.

Following a discussion regarding the documents distributed prior to the meeting and the financial adjustments made to the implementing order, Budget Director Moon reviewed the attachments to the budget ordinance. She noted the reorganization schedules and related changes were included in the proposed ordinance with a list of Community Based Organizations (CBOs) sorted by name, service type, and the current year's proposed funding level.

Upon conclusion of the presentation, Committee Chairwoman Bell opened the floor for questions and comments from members of the Board.

In response to Chairman Martinez's inquiry relating to the status of the negotiations with the labor unions, Mayor Gimenez advised that the collective bargaining agreements for the police force were under negotiations; and he remained optimistic that an agreement would be reached with the leadership of two other bargaining units within the next few days.

Chairman Martinez referred to the projected savings from the proposed five percent merit increase freeze, noting the County would realize \$14 million in savings from that initiative if approved.

Discussion ensued regarding the total amount of funds which would be generated by the merit increase freeze if implemented.

Committee Chairwoman Bell referred to the proposed 50 percent manpower reduction of Code enforcement officers, noting she agreed with the reduction in administrative positions but not in enforcement officers' positions as they brought in revenue. She recommended that the citing for the placement of advertising signs in the right-of-ways should continue to be enforced as all fines collected from this enforcement initiative represented a good revenue source for the County.

In response to Committee Chairwoman Bell's inquiry, Mr. Charles Danger, Director of the Planning and Zoning Department, explained that according to the Zoning Code residents should be fined \$50 for placing signs in the right-of-ways. However, he pointed out that it was very difficult to identify the violators as the phone numbers listed on the signs were not traceable to any individuals.

Committee Chairwoman Bell suggested that Mr. Danger set up a sting operation to identify the violators, and she asked that his office review the feasibility of establishing a sting operation to enforce the Zoning Code's provisions with regard to the placement of advertising signs in the right-of-ways.

Mayor Gimenez noted he concurred with Committee Chairwoman Bell's recommendation, and he asked Mr. Charles Danger to make the phone calls necessary to continue enforcing the Zoning Code and issue citations to the violators.

Commissioner Monestime also noted he concurred with Committee Chairwoman Bell's recommendation, and he asked that the revenues generated from that Code enforcement initiative be used to maintain the same number of Code enforcement officers.

Mayor Gimenez noted some of the 21 Code enforcement positions were vacant positions; and he believed the same level of compliance would be maintained with the current manpower level.

Commissioner Bovo expressed concern regarding how the budget was affected by the payment of accrued annual and sick leave for retiring employees, and he asked that the policy relating to payments of accrued leave and other pension related benefits be reviewed to provide employees with buy-out or cash-in options.

In response to Commissioner Jordan's inquiry regarding reinstating in the budget the Corrections Supervisors positions, Ms. Moon informed her that six of the ten positions had already been reinstated with five positions being Counselor 1 and one position being a Counselor 2.

Discussion ensued regarding the use of overtime funds to reinstate the remaining Corrections Supervisor positions and the use of civilian personnel to carry out the duties of sworn officers.

Commissioner Jordan asked Mayor Gimenez to review the policy concerning which job responsibilities performed by corrections officers could be delegated to civilians.

Discussion ensued regarding the counseling services provided to inmates and the professional requirements to become a counselor and provide those services.

Commissioner Heyman referred to the support the Corrections & Rehabilitation Department had offered to Boot Camps and the commitment shown by Mayor Gimenez to maintain the same level of services and law enforcement. She also expressed concern with regard to the proposed advertising budget of \$4.8 million.

Mayor Gimenez said that his office would take Commissioner Heyman's recommendations into consideration, and the relevant departments would be asked to assess their needs to determine the appropriate level of the advertising budget.

In response to Commissioner Heyman's inquiry regarding the longevity and Executive Benefits Program, Mayor Gimenez noted a freeze of longevity compensation and merit increases was already in effect for employees under his purview; and his budget recommendations proposed to implement the same recommendations for the remaining workforce. He noted his proposal recommended that this cost savings initiative be reinstated a year after it was unfrozen.

Commissioner Heyman recommended that the policy regarding flex dollars, longevity compensation, and merit increases be implemented consistently across the board.

Commissioner Heyman referred to the list of chambers of commerce recommended for funding under the budget title of Non-Department; she requested that those funding allocations be eliminated and replaced by other priorities or that all chamber of commerce be treated equally.

Commissioner Souto requested that the Office of the Inspector General and the Commission on Ethics be fully funded inasmuch as these offices were performing essential duties.

Commissioner Jordan reiterated for the record her request that Mayor Gimenez meet with her by the next business day to provide a status report on her funding priorities.

Commissioner Moss indicated that Miami-Dade County's residents wished for Code enforcement services to be restored.

In response to Commissioner Moss's inquiry as to whether the County Administration had received clarification from Deloitte & Touche on its proposal to implement two five percent employees' contributions towards healthcare costs, Mayor Gimenez said that the County had not

yet received a legal opinion from the consultants. He noted Deloitte and Touche refused to provide the County with a legal opinion; and consequently, the Administration would probably have to solicit outside counsel on the feasibility of implementing the employees' contributions towards healthcare costs and their impact on employees' tax liability. He stated that he was negotiating with labor unions with caveats that if the County received a legal opinion advising that the second five percent employees' contribution towards healthcare costs was not enforceable it would implement a four percent contribution or some other alternative to close the budgetary gap. He said that he had asked Mr. Ed Marquez to assemble all relevant correspondence to demonstrate how the County Administration arrived at its recommendation to implement the first five percent employees' contribution towards healthcare costs. Therefore, the County needed outside counsel to determine how to proceed with this issue.

Discussion ensued regarding the legal opinion provided by Deloitte & Touche on the first five percent employees' contribution towards healthcare costs.

In response to Commissioner Moss's inquiry regarding the County's ability to retain the Head Start employees as County employees, Mayor Gimenez advised that this issue was currently under discussion with labor unions; and he would consider it once those discussions were concluded.

Commissioner Moss reiterated for the record that the community expected the County's leadership team to reflect the community's diversity.

Mayor Gimenez reiterated his commitment to have his staff reflect the diversity of the community.

Commissioner Moss commented that the budget was a reflection of previous decisions made by the Board. He pointed out that each commissioner had his/her priorities, and concessions would have to be made. He stressed that it was the Mayor's duty to propose a budget, but it was the Board's responsibility to adopt it. Therefore, the proposed restructuring plan should be addressed at the Board's meeting of September 22, 2011. He thanked County Attorney Cuevas for reading into the record his intent to introduce a motion addressing the proposal to place the Office of Human Rights and Fair Employment Practices within the Department of Community Action and Human Services. He stressed that the Office of Human Rights and Fair Employment Practices should not be under the jurisdiction of the Mayor or the Board, and should be completely independent to provide employees with the ability to have fair hearings on employment issues.

ADJOURNMENT

There being no further business to come before the Board of County Commissioners' Committee of the Whole, the meeting was adjourned at 5:41 p.m.

Miami-Dade County Commissioner Lynda Bell
Committee Chairwoman
Board of County Commissioners
Committee of the Whole



**MIAMI-DADE COUNTY COMMITTEE OF THE WHOLE
AGENDA**

Tuesday, Sep 20, 2011

Upon Conclusion of the BCC

Mayor's Consolidation & Restructuring Presentation

Commissioners' Discussion

Adjournment

Committee of the Whole - Board of County Commissioners

Roll Call Sheet for 9/20/2011

MEMBER	PRESENT	LATE	ABSENT
Commissioner Barreiro		✓ 2:43	
Commissioner Diaz	✓		
Commissioner Heyman	✓		
Commissioner Jordan	✓		
Commissioner Monestime	✓		
Commissioner Moss	✓		
Commissioner Sosa	✓		
Commissioner Souto		✓ 2:43	
Commissioner Suarez	✓	✓ 2:43 2:50	
Committee Vice Chairman Bovo	✓		
Committee Chairwoman Bell	✓		
BCC Vice Chairwoman Edmonson	✓		
BCC Chairman Martinez	✓		

1st Roll 2:30pm 11 members

2nd

NOTE: 7 members constitute a quorum

3rd Roll 2:37 10 members

4th Roll 2:43 10 members

Public Works Departments in other Metro Areas

City/County	Population (Census 2000)	Public Works	Solid Waste/Sanitation	Water and Sewer	Environmental Protection	Building / Code Compliance
Chicago, IL	2,695,598	Department of Transportation - Roadways, bridges, drainage, traffic control, engineering etc. traffic control	Streets & Sanitation Dept. - Performs some Public Works functions such as Street Sweeping, Tree Trimming & Graffiti.	Water Management Dept. - Includes Stormwater	Environment Dept. - Natural resource conservation, pollution prevention & energy efficiency	Building Dept. - Includes sewer permits & code compliance
Miami-Dade County, FL	2,495,435	Public Works Dept - Roadway, bridges, sidewalks, drainage, traffic control, engineering etc. 888 Employees - 3,286 Miles	Solid Waste Management	Water & Sewer Dept.	Dept. of Environmental Resources Management - Regulation, permitting	Building & Neighborhood Compliance Dept. - Plans review, permits, code enforcement
Houston, TX	2,059,451	Public Works & Engineering Dept. - Roadways, bridges, drainage, traffic control and sanitary & water supply 3,900 Employees	Solid Waste Management Solid Waste is 65% privatized	Within Public Works	Environmental Coordinating Council - Comprised of reps from each of City's Depts.	Within Public Works
Broward County, FL	1,748,056	Public Works Dept. - Includes roadways, bridges, drainage & street lights - 1600 Employees	Within Public Works - Contracted to Waste Management & All Service Refus	Within Public Works	Environmental Protection & Growth Management Dept. - Regulation, resources management, permitting, etc.	Permitting, Licensing & Consumer Protection - Enforces building, zoning & consumer protection ordinances, codes, laws, rules, resolutions
Palm Beach County, FL	1,320,134	Engineering & Public Works Dept. - Roadways, drainage, bridges, engineering, etc. 491 Employees - 1,300 Miles	Solid Waste Authority - Special District Governed by Palm Beach	Water Utilities Dept. - Water & Sewer System	Environmental Resources Management - Includes Mosquito Control	Planning, Zoning & Building Dept. - Includes Permits and Code Enforcement
Hillsborough County, FL	1,229,226	Public Works Dept. - Roadways, traffic control, landscaping 550 Employees - 3,100 Miles	Solid Waste Management	Water Resources	Environmental Protection Commission - Outside agency approved by State Legislature	Building Service & Code Enforcement - Two separate Departments
Orange County, FL	1,145,955	Public Works Dept. - Roadways, drainage, traffic control, engineering 600 Employees - 2,600 Miles	Utilities Department - Solid Waste and Water and Sewer	Utilities Department - Solid Waste and Water and Sewer	Community & Environmental Services - Regulation & conservation	Growth Management - Building Inspectors / Community & Environmental Services - Code enforcement is a Division
Fulton County, GA	920,581	Public Works Dept. - Roadway, traffic control, drainage 275 Employees - 555 Miles	Within Public Works Residential Collection by private waste haulers	Within Public Works	Environment & Community Development Dept.	Environment & Community Development Dept.
Jacksonville, FL	821,784	Public Works Dept. - Roadways, traffic control, landscaping, solid waste, facilities management 750 Employees	Within Public Works	Jacksonville Electric Authority - Board appointed by the City, water & sewer included	Environmental & Compliance Dept. - Includes Mosquito Control	Planning & Development Dept. - Building Inspections, permits / Environmental & Compliance Dept. - Includes code enforcement, animal control
Washington D.C.	601,657	Department of Transportation - Roadways, sidewalks, bridges, traffic signals, etc. (same as MDC/PWD)	Sanitation Dept. - Under PWD Infrastructure maintenance - Under DDOT.	Water & Sewer Authority - Separate Entity from City	Dept. of Environment - Water quality & stormwater system	Consumer & Regulatory Affairs - Inspects, regulates building, housing & land
Atlanta, GA	420,003	Public Works Dept. - Street, traffic control, fleet services & public parking	Within Public Works	Watershed Management - Stormwater, Water and Sewer (W&S) and Environmental Resources	Watershed Management - Stormwater, Water and Sewer (W&S) and Environmental Resources	Planning & Community Development - Planning, design review, plan approval & code compliance
Orlando, FL	238,300	Public Works Dept. - Roadways, drainage, traffic control, facilities, wastewater	Within Public Works	Orlando Utilities Commission - Municipal utility, water service / Sewer is within Public Works	Within Public Works	Economic Development Dept. - Code enforcement, permits
Monroe, FL	73,090	Public Works Division - Animal Control, Road and Bridges, Facilities Maintenance, Recycling, Fleet Management, Card Sound Toll Authority, Solid Waste (145 employees)	Within Public Works - Collection is provided by four private operators serving a specific area of the County. Disposal is handled by three transfer stations.	Florida Keys Aqueduct Authority	Growth Management Division	Growth Management Division - Building, Code enforcement, permit, planning and GIS

Public Works Departments in other Metro Areas

City / County	Population (Census 2010)	Public Works	Solid Waste / Sanitation	Water and Sewer	Environmental Protection	Building / Code Compliances
Mariopoa County, AZ (Includes Phoenix)	3,817,117	Department of Transportation - plans, designs, constructs and maintains roadways Street Transportation - (same function as MDCPPWD) Traffic Management, Street Lights, Drainage and Stormwater, Traffic Engineering, Street Maintenance, Traffic Signals, Street Construction, Planning	Solid Waste Department - provide waste disposal, does not provide waste collection Public Works (same function as MEC Solid Waste & GSA) Garbage and Recycling and Engineering and Architectural Services for Capital Improvements			
City of Phoenix, Mariopoa County, AZ	1,445,632					
Los Angeles County, CA	= 1,000,000 (unincorporated) = 9,000,000 (88 cities)	Department of Public Works Solid Waste (only for unincorporated - 1 M Pop.), Transportation and Construction Board of Public Works (5 separate Agencies) 1- Bureau of Contract Administration 2- Bureau of Engineering 3- Bureau of Sanitation (2,500 employees) Garbage Collection - Residential by own forces, Commercial is privately permitted Garbage Disposal - Residential by own forces, Commercial is privately permitted 4- Bureau of Street Lighting 5- Bureau of Street Services	Collection Within Public Works through waste haulers contracted or by private agreement (only for unincorporated - 1 M Pop.) Disposal Under the County Sanitation District (separate agency) Under Bureau of Sanitation (Separate Agency)			
City of Los Angeles, Los Angeles County, CA	4,094,764					

Phase One Miami-Dade County Proposed Reorganization September 20, 2011



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Reorganization Goals

- Deliver services more efficiently and effectively
- Strategically develop economic enhancement opportunities
- Reduce the size of government (25 departments)



Reorganization Process

- Set priorities and goals
- Explored and researched other county and city models
- Considered feedback and input from the Board of County Commissioners
- Developed initial 25 department framework
- Met with the County Attorney
- Met with Directors individually and in groups



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PHASE ONE - Expectations

TO BE COMPLETED BY OCTOBER 2011

- Communicate Reorganization Plan to the BCC, workforce and community
- 42 Departments will be merged into 25 beginning October 1, 2011
- Initial savings due to consolidation will be identified and reported back to the BCC
- Departmental Leadership Assignments will be made after Reorganization Plan is approved

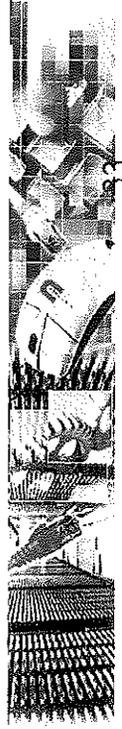


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PHASE TWO – Expectations

TO BE COMPLETED in FY 2011-2012

- Directors and Senior Management Team will craft new mission statements and goals aligned with each departmental merger
- Worksite efficiencies will be identified and implemented
- Recommendations for further consolidation will be considered before the FY 2012-2013 Budget Cycle
- Savings obtained from the FY 2011-2012 reorganization will be integrated into the FY 2012-2013 proposed budget.



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Animal Services

DIRECTOR'S OFFICE

CUSTOMER SERVICE

BUDGET AND FINANCE

CODE ENFORCEMENT

VETERINARY CLINIC

KENNEL

2011-2012 Focus Areas

- Emphasis on adoptions
- Focus on new facility



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Audit & Management Services

2011-2012 Focus Areas

- Thorough internal audits
- Maximize revenue recovery for the County

DIRECTOR'S OFFICE

AUDIT SERVICES

ADMINISTRATIVE SUPPORT SERVICES

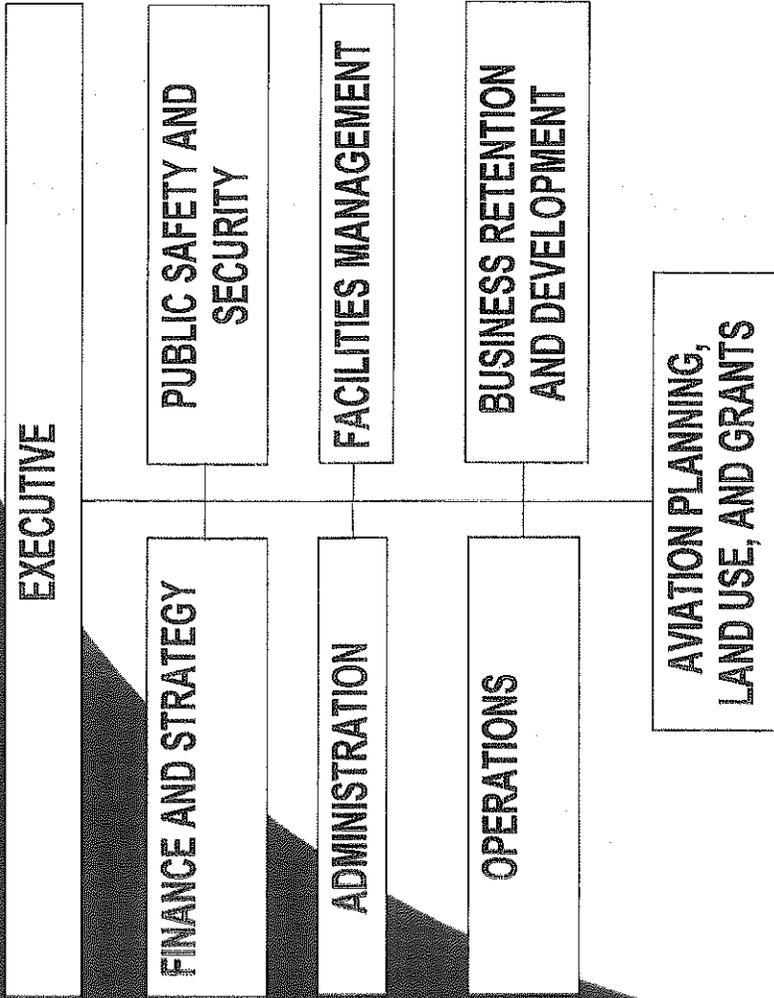


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Aviation

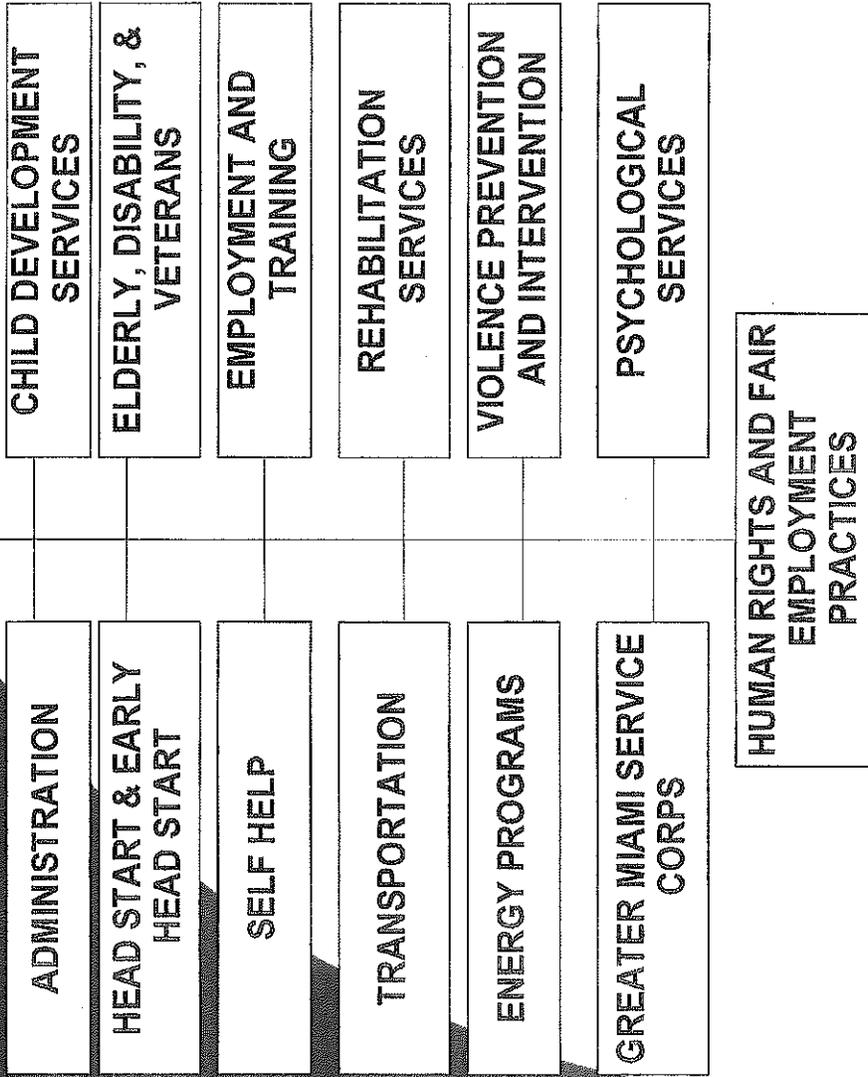
2011-2012 Focus Areas

- Will have both North and South Terminals fully operational by the end of the fiscal year
- Implement final year of 5-year plan to reduce budgeted positions by 20%



Community Action and Human Services

OFFICE OF THE DIRECTOR



•2011-2012 Focus Areas

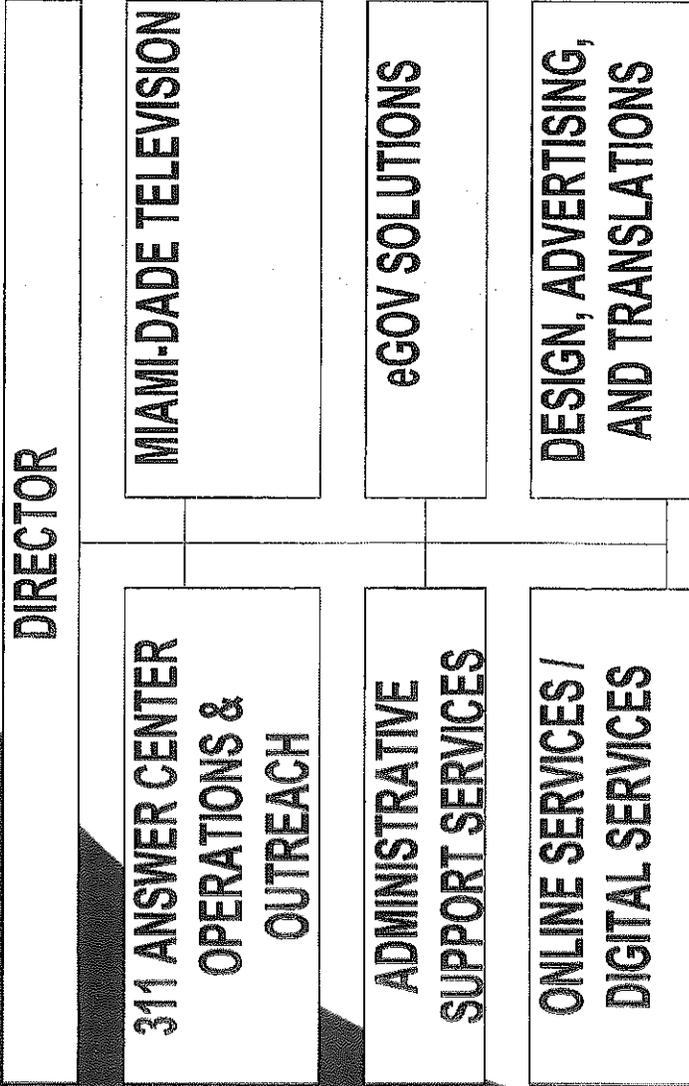
- Merges Community Action Agency, Department of Human Services and HRFEP
- Streamline the delivery of resources to targeted communities including children, seniors and families through advocacy, education and service delivery.
- Service areas including early education, safe housing, fairness and equal opportunity in employment, nutrition, psychological services, violence prevention and intervention.



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Community Information and Outreach (Former GIC)

2011-2012 Focus Areas



- Manage the 311 Answer Center

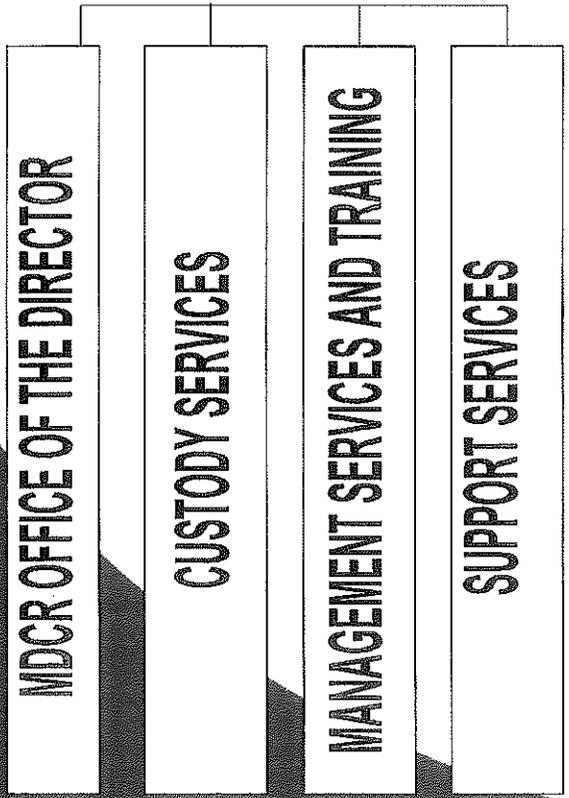
- Deliver content and application support for the web portal, miamidade.gov

- Provide Miami-Dade Television (MDTV) and audio and video support



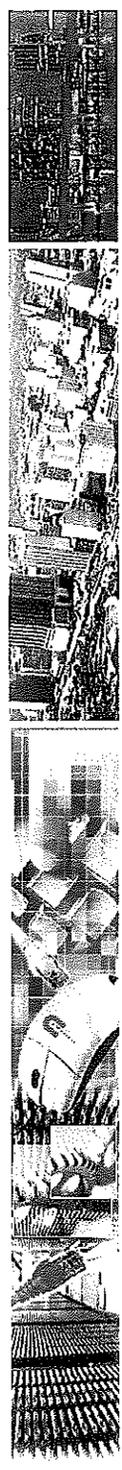
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Corrections & Rehabilitation

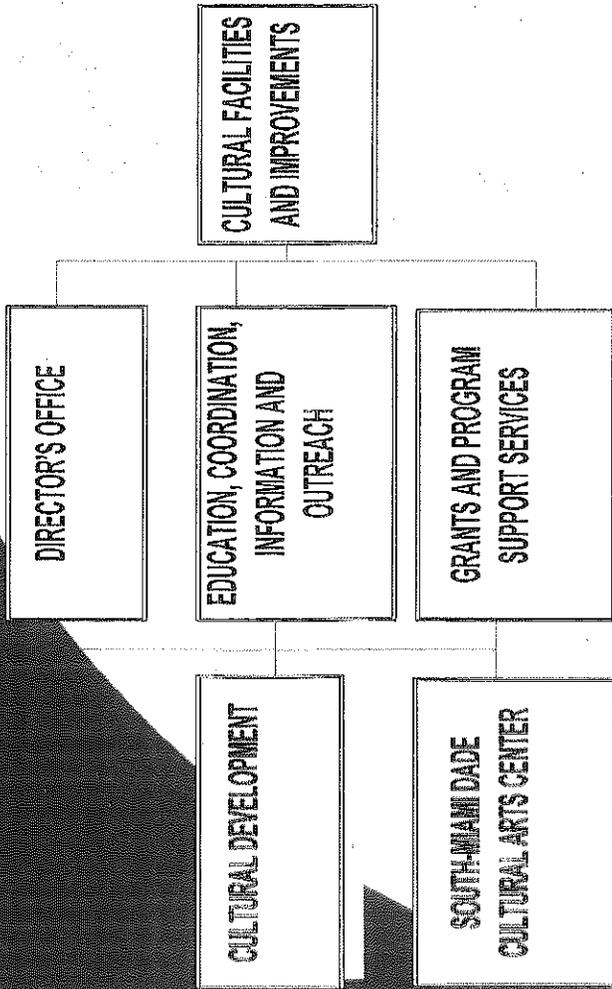


2011-2012 Focus Areas

- Provide court services, alternative to incarceration programs, inmate rehabilitation programs, and transportation to court and state facilities
- Operate detention facilities



Cultural Affairs



2011-2012 Focus Areas

- Develop and coordinate arts education and outreach programs
- Support a variety of competitive grants programs and monitor funding provided to major County facilities

Includes functions from former Park and Recreation

Will manage all County-operated cultural facilities, including the South Dade Performing Arts Center, African Heritage Center, Dade County Auditorium, and Caleb Auditorium



Elections

2011-2012 Focus Areas

OFFICE OF THE SUPERVISOR OF ELECTIONS

OFFICE OF
GOVERNMENTAL
AFFAIRS

VOTER SERVICES

INFORMATION SYSTEMS

OPERATIONS

COMMUNITY OUTREACH
AND TRAINING

- Prepare for upcoming countywide elections



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Finance

2011-2012 Focus Areas

OFFICE OF THE DIRECTOR

CONTROLLER

TAX COLLECTOR

CASH

MANAGEMENT

BOND

ADMINISTRATION

- Implement County financial policies and perform financial reporting
- Administer various bond programs and debt financing
- Manage and invest County's financial assets
- Collect ad valorem, business license, and tourist taxes and other fees and charges for the County and our municipalities and other taxing jurisdictions



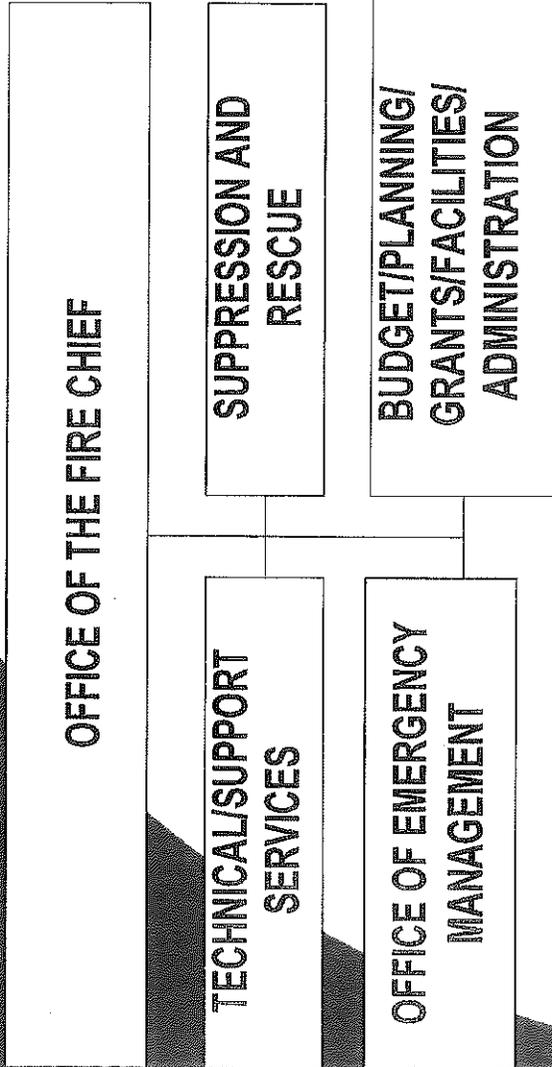
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2011-2012 Focus Areas

- Provide suppression and rescue services within the Miami-Dade Fire Rescue District

Merges Office of Emergency Management:

- *Communications services, air rescue, ocean rescue and emergency management services are provided county-wide*

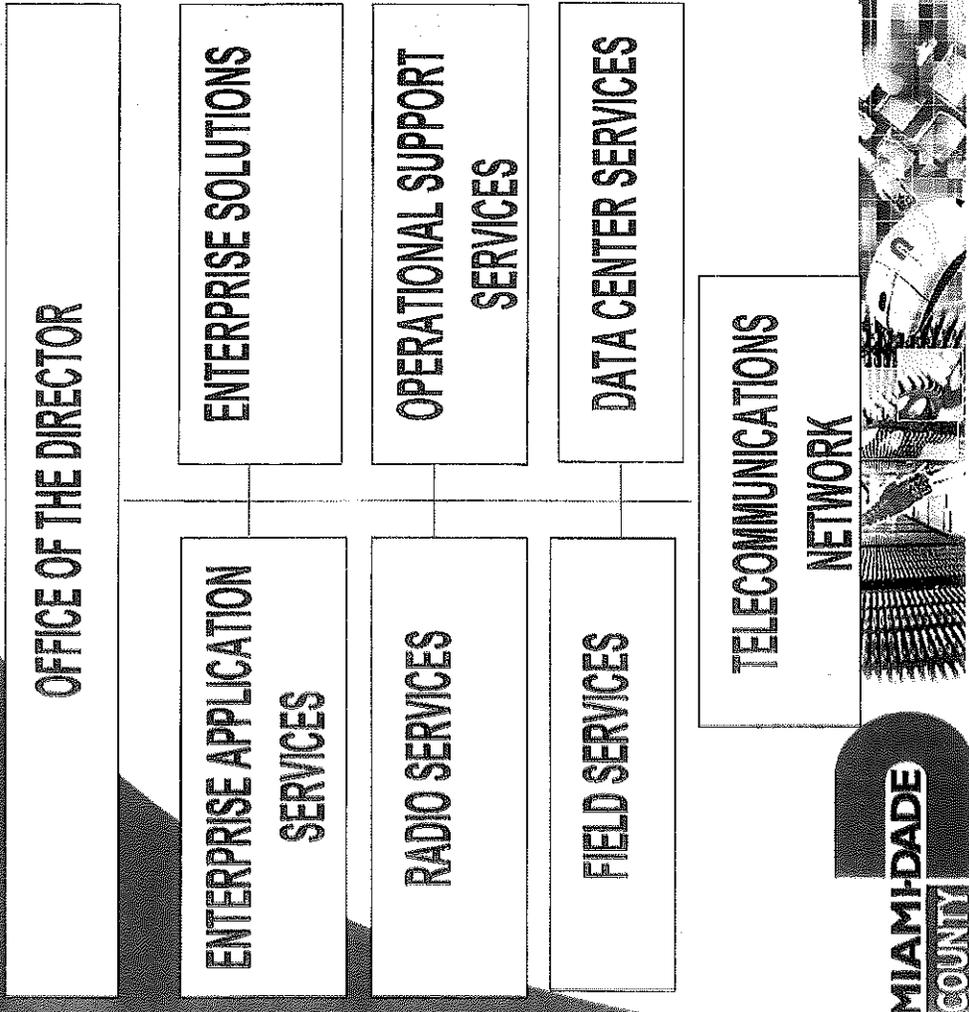


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Information Technology

2011-2012 Focus Areas

- Provide centralized information technology services including enterprise applications, mainframe services, voice and data circuits, and wireless and radio services
- Support efforts to implement technology solutions in order to deliver services more efficiently



Internal Services

OFFICE OF THE DIRECTOR

FLEET
MANAGEMENT

ADMINISTRATIVE
AND BUSINESS
SERVICES

DESIGN AND
CONSTRUCTION
SERVICES

FUMD

PROCUREMENT

REAL ESTATE

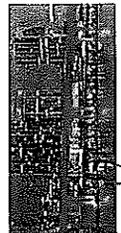
HUMAN
RESOURCES

2011-2012 Focus Areas

- *Merges functions from DPM, OCI, HR, and ADA Coordination*
- Oversee fleet and facility management
- Provide for county-wide ADA Coordination
- Support construction management services
- Manage procurement of goods and services and A&E services
- Perform employee recruitment and testing, payroll, compensation and training



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Juvenile Services

OFFICE OF THE DIRECTOR

CARE AND CUSTODY

CLINICAL ASSESSMENT AND
DIVERSION SERVICES

OPERATIONAL SUPPORT

COMMUNITY SERVICES

GUARDIAN AD LITEM

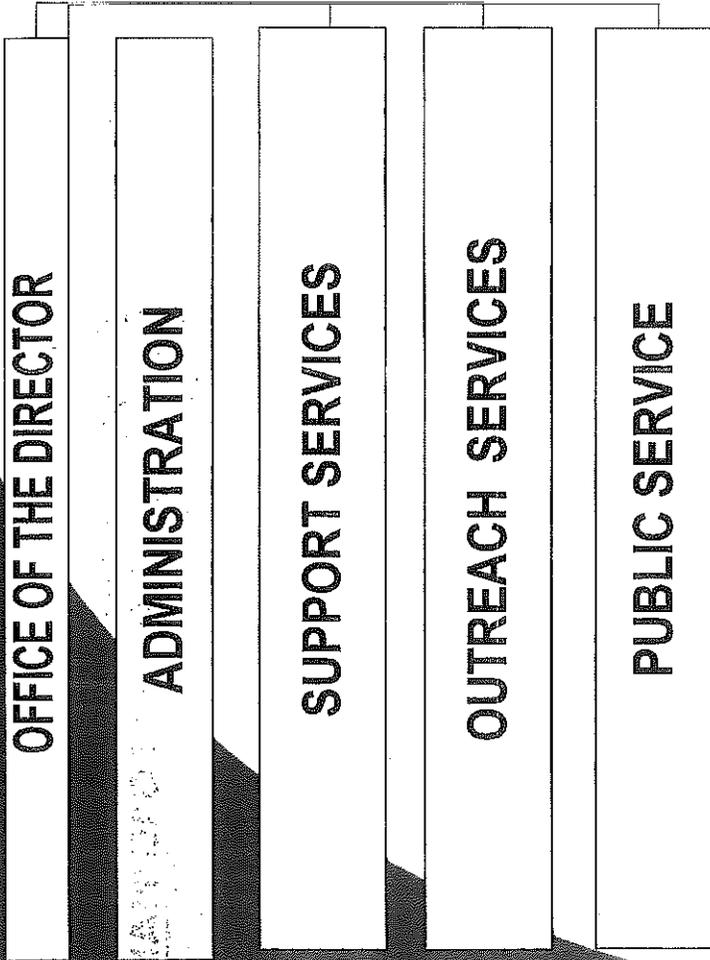
2011-2012 Focus Areas

- Operate the Juvenile Assessment Center
- Support juvenile diversion programs to keep children out of the criminal justice system



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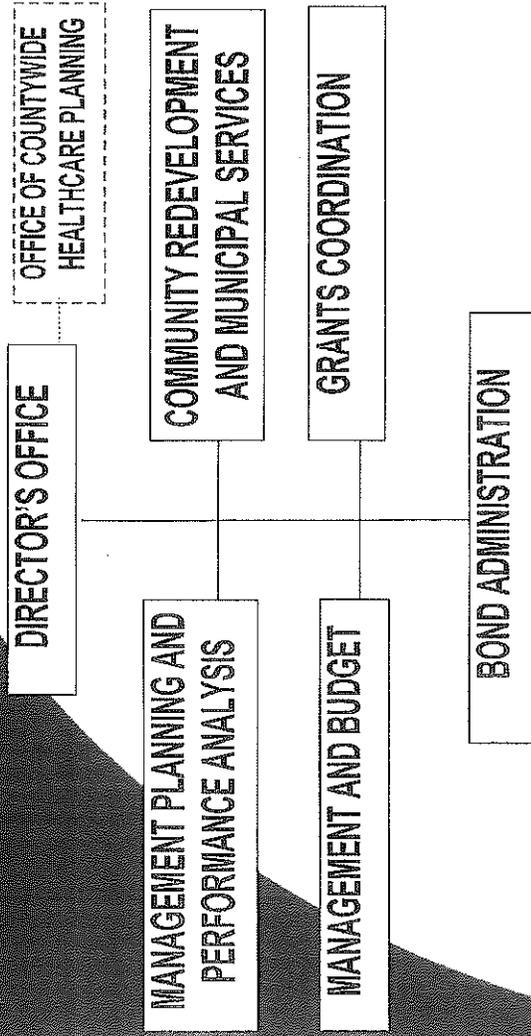
2011-2012 Focus Areas



- Operate 49 libraries and 2 bookmobiles



Management & Budget



2011-2012 Focus Areas

- Implement the Strategic Plan and results-oriented governing
- Perform internal process reviews and organizational analysis
- Develop and monitor the annual budget and multi-year capital plan, including oversight of bond programs
- Support incorporation and annexation efforts and community redevelopment areas

Merged Grants Coordination and OCHP

- Coordinate grant efforts including grants received by the County and grants provided to the County; provides for revenue maximization opportunities
- Support countywide healthcare planning efforts



Medical Examiner

**OFFICE OF THE CHIEF
MEDICAL EXAMINER**

DEATH INVESTIGATIONS

PUBLIC INTERMENT PROGRAM

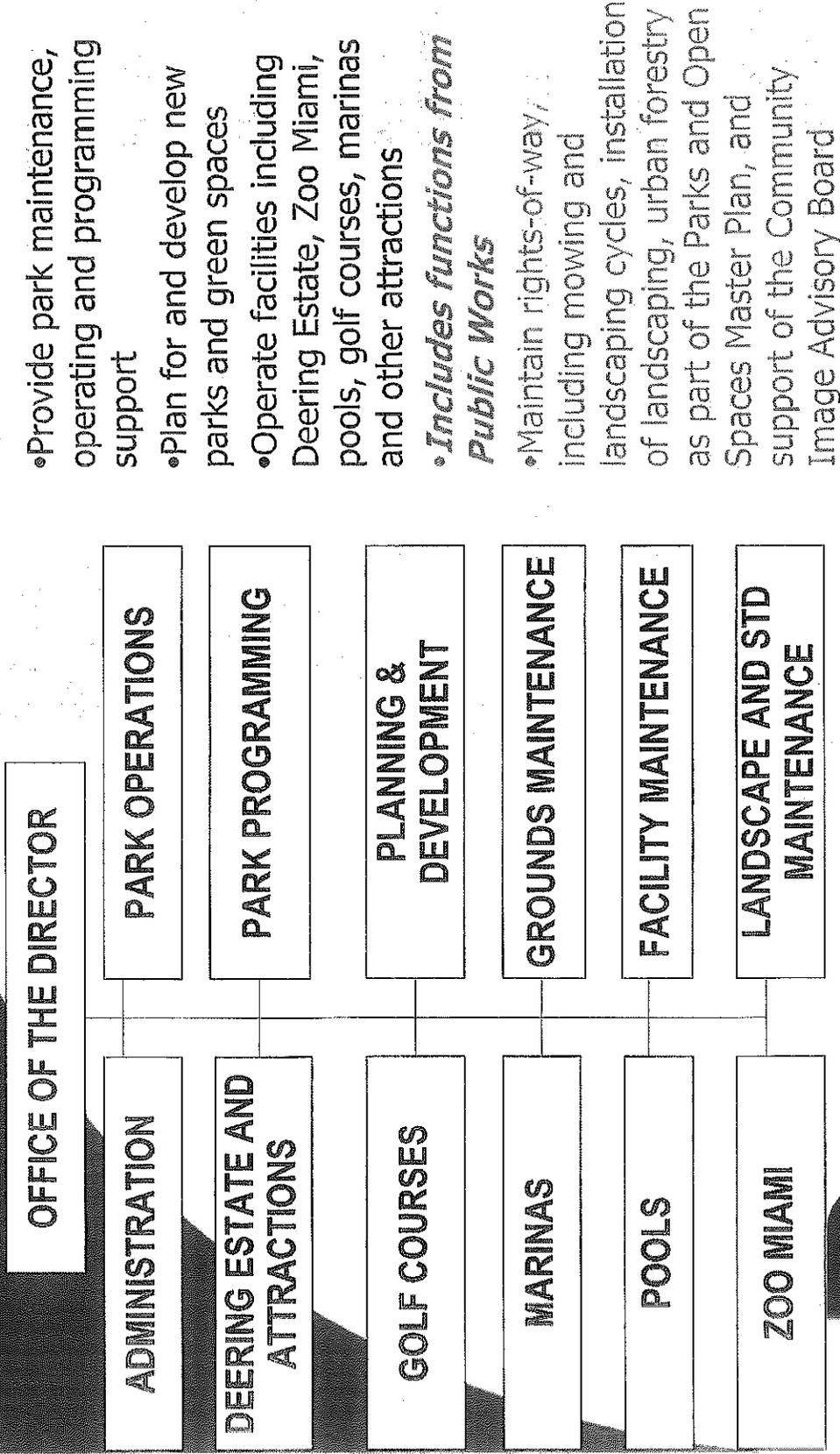
2011-2012 Focus Areas

- Provide death investigation services for the entire County
- Perform pathology, toxicology, records/transcription, morgue, photography, investigation, and public interment services



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Parks, Recreation and Open Spaces



2011-2012 Focus Areas

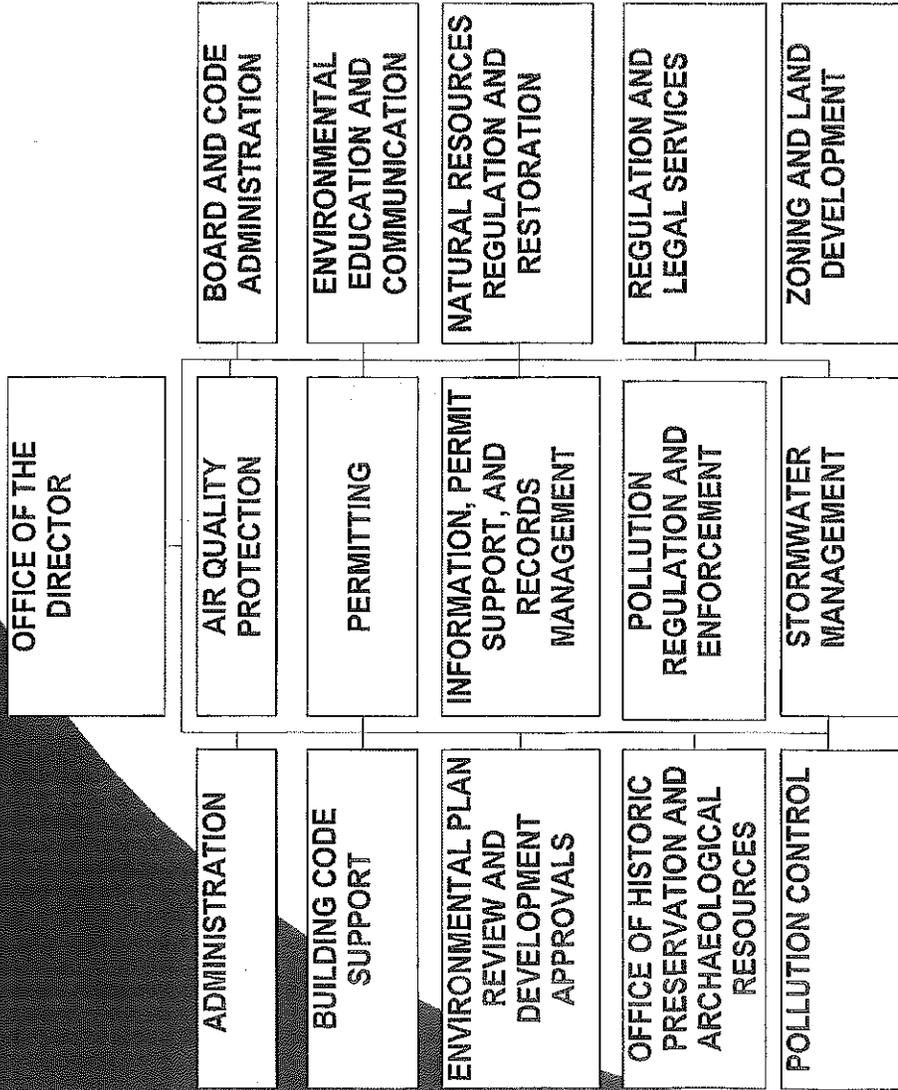
- Provide park maintenance, operating and programming support
- Plan for and develop new parks and green spaces
- Operate facilities including Deering Estate, Zoo Miami, pools, golf courses, marinas and other attractions
- *Includes functions from Public Works*
- Maintain rights-of-way, including mowing and landscaping cycles, installation of landscaping, urban forestry as part of the Parks and Open Spaces Master Plan, and support of the Community Image Advisory Board



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Permitting, Environment and Regulatory Affairs

2011-2012 Focus Areas



Merges the permitting and regulatory services of the County.

This includes the zoning and land regulation functions formerly in the Planning Department, as well as the Building and Neighborhood Compliance Departments.



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Police

OFFICE OF THE DIRECTOR/ADMINISTRATION

SUPPORT
SERVICES

POLICE
SERVICES

INVESTIGATIVE
SERVICES

2011-2012 Focus Areas

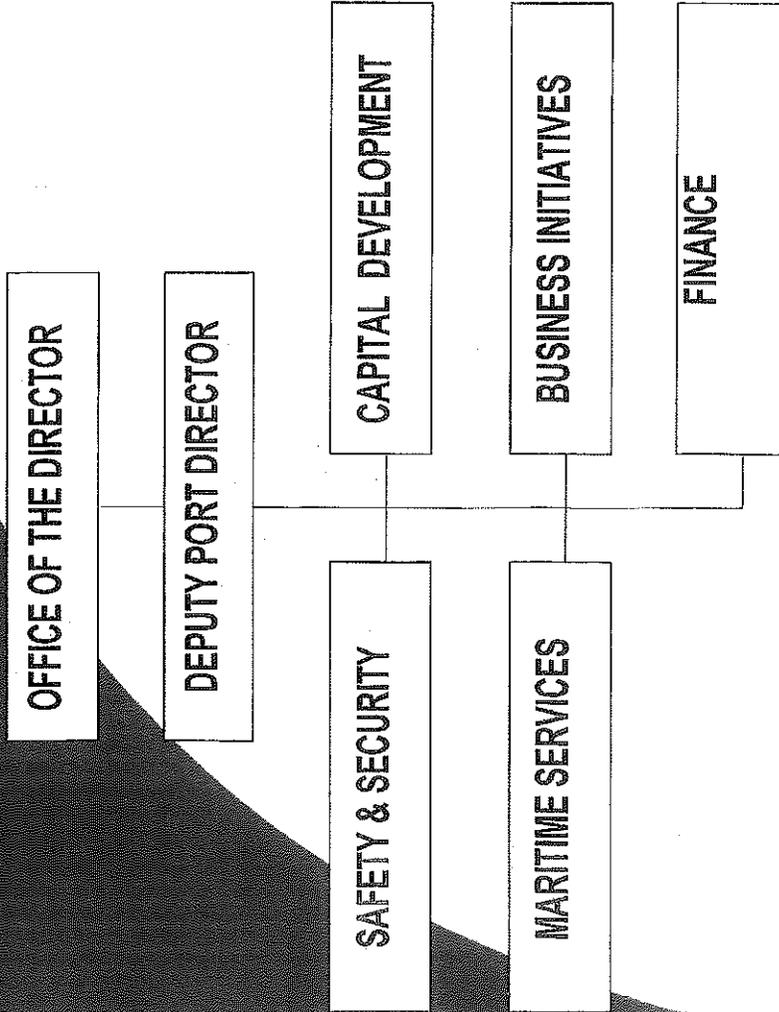
- Provide basic police services to the Unincorporated Municipal Service Area (UMSA) of Miami-Dade County and contracted municipalities
- Supply specialized support services to UMSA and various municipalities
- Perform sheriff services to all Miami-Dade County residents



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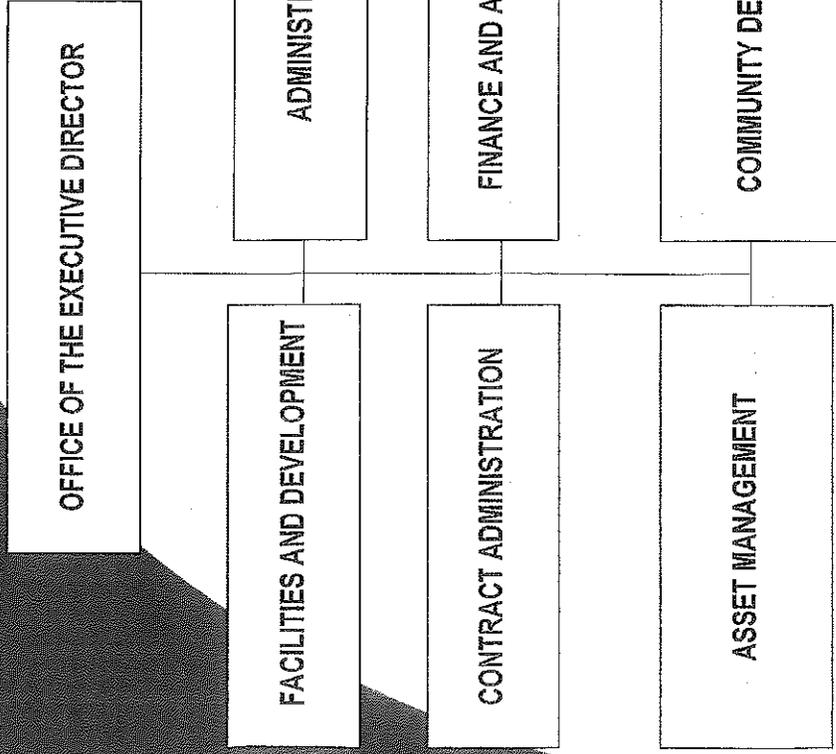
2011-2012 Focus Areas

- Responsible for the infrastructure needs of the cargo and cruise industries at the 11th busiest cargo container port in the United States



Public Housing and Community Development

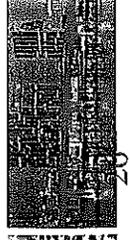
2011-2012 Focus Areas



• *Combines the former HCD and Public Housing*

• Administer funding programs including the HOME Investment Partnerships Grant (HOME), the Emergency Solutions Grant (ESG), and the Neighborhood Stabilization Program (NSP)

• Administer federally-subsidized rental housing programs; assists extremely low-income to moderate-income working families and individuals with buying homes; expands the inventory of affordable housing in the County



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Public Works

2011-2012 Focus Areas

OFFICE OF THE DIRECTOR

TRAFFIC SIGNALS AND SIGNS	STORMWATER UTILITY CANALS AND DRAINS	HIGHWAY AND ENGINEERING	ADMINISTRATION
CAUSEWAYS	TRAFFIC ENGINEERING	SPECIAL TAXING DISTRICTS ADMINISTRATION	DISPOSAL OPERATIONS
PEOPLE'S TRANSPORTATION PLAN	ROAD AND BRIDGE MAINTENANCE AND MOSQUITO CONTROL	BBC GOB PROGRAM	ENVIRONMENTAL AND TECHNICAL SERVICES
	CONSTRUCTION	RIGHT OF WAY	COLLECTION OPERATIONS

- Maintain traffic signs and signals, lot clearing and roadways
- Implement the roadways elements of the People's Transportation Plan
- Oversee causeways, construction, bridge maintenance and mosquito control
- *Combines Public Works functions and Solid Waste Management; transfers storm water utility from DERM*
- Provide solid waste disposal services county-wide
- Collect garbage and trash in the collection service area



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**Sustainability,
Planning, and
Economic
Enhancement**

OFFICE OF THE DIRECTOR

**ECONOMIC DEVELOPMENT AND
INTERNATIONAL TRADE**

**SMALL BUSINESS
DEVELOPMENT**

**ADMINISTRATION & FISCAL
MANAGEMENT**

**BUSINESS AFFAIRS AND
CONSUMER PROTECTION**

SUSTAINABILITY

PLANNING

2011-2012 Focus Areas

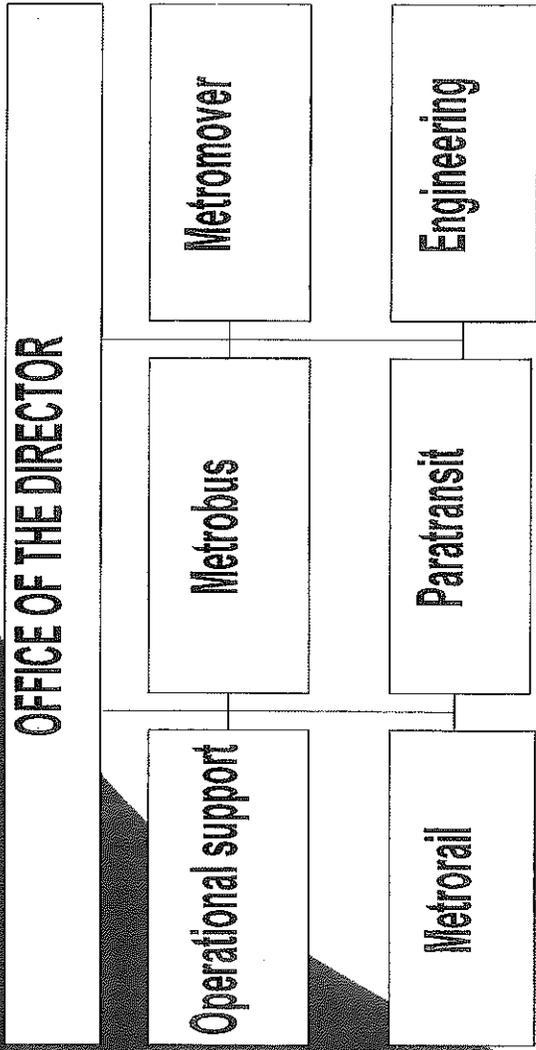
• *Includes former OEDIT,
Film and Entertainment,
SBD, Planning,
Cooperative Extension and
Agricultural Manager*

• Create a one-stop business development and support function by merging functions of the Office of Economic Development and International Trade, Small Business Development, Film and Entertainment, Planning and the Agricultural Manager and Cooperative Extension

• Include the Sustainability function to ensure environmental sustainability is woven into community economic sustainability



2011-2012 Focus Areas



- Provide Metrobus, Metromover, and Metrorail services
- Support paratransit operations
- Implement public transit portion of People's Transportation Plan



Water & Sewer

OFFICE OF THE DIRECTOR

WASTEWATER COLLECTION
AND TREATMENT

SUPPORT SERVICES AND
MAINTENANCE

FINANCE AND CUSTOMER
SERVICE

WATER PRODUCTION AND
DISTRIBUTION

ENGINEERING AND
CONSTRUCTION

REGULATORY COMPLIANCE,
QUALITY ASSURANCE AND
PRIORITY CAPITAL
PROJECTS

2011-2012 Focus Areas

- Provide water production and distribution services
- Perform wastewater collection, treatment, reuse, and disposal services
- Service both retail and wholesale customers



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Phase Two Savings

Savings will be identified as consolidations are implemented

- Geography
- Duplication of efforts
- Succession planning
- Board will be apprised quarterly of status of implementation; projections updated
- Savings will accrue to FY 2012-13 budget



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