

**MINUTES OF THE
SOCIAL AND ECONOMIC DEVELOPMENT COUNCIL MEETING
Friday, April 18, 2008
111 NW 1st Street, 12th Floor DIC Conference Room
1:30 p.m.**

Members Present

Dr. Antonio Jorge; Dr. Raul Moncarz; Dr. Kenneth Lipner; Elisa Moncarz; Dr. Bernadette West; Dr. William Atkins; Dr. Juan Clark; Reinaldo Azan; Pedro Pellet; Dr. German Munoz; and Jesus Permuy

Miami-Dade County Staff and Others in Attendance

Jennifer Glazer-Moon (OSBM); Dr. Robert Cruz (OSBM); Manuel Armada (Planning & Zoning), Michael Ruiz (OSBM); Robert Kirschbaum (OSBM); Ray Scher (OSBM); Amanda Jayska (OSBM); Mike Iturrey (OSBM); Oscar Braynon (MDC Office of Advocacy); Ines Beecher (Office of Commission Auditor); Clint Conliffe (Urban Task Force); Dennis Wrinn (OCED); Elsie Douge (OCED)

Members Excused Absences

Dr. Maria Dolores Espino; Dr. Leonardo Rodriguez; Dr. Willie Williams; Dr. Frank de Varona

Members Unexcused Absences

Mr. Michael Lavin, Dr. Dario Moreno; Dr. Jorge Salazar-Carrillo

Call to Order – Welcome and Introduction

Dr. Jorge called the meeting to order at 1:40 p.m.

Presentation – Strategic Plan

Dr. Jorge informed the Council that the first item of the day is a presentation by Mr. Ray Scher, Assistant Director – OSBM, on the Strategic Plan. Through a PowerPoint presentation, Mr. Scher explained in details the various components of the Strategic Plan and the County process used to create it. After a brief introduction by Mr. Scher on how to make sense of it all, he continued to cover at length the main components of the Strategic Plan. These include:

- Key dates
- Results-Oriented Government Framework
- Government for Results Legislation
- “Results-Oriented” Mechanics
- Strategic/Business Plan Linkage
- Business Reviews
- Strategic Framework for “Results Oriented Government”

Dr. Jorge questioned Mr. Scher on how the scorecard is derived from the Strategic Plan. Mr. Scher explained that once the Strategic Plan is in a place, each department then proceeds with their scorecard preparation. The County, he added, has very reliable performance management software used by the departments for this preparation. This particular software was purchased after analyzing and testing several others, but the one purchased by OSBM was not only very

user-friendly, but the closest in meeting the criteria to build in the scorecard. It enables the departments to input the necessary data and update it as time goes by. Prior to building the scorecard, the County first decides what performance measures it requires from each department and those measures are then entered into the software.

Dr. Lipner pointed out to Mr. Scher that although the SEDC has been in existence since 2002, his presentation did not include any of the SEDC goals. The Council's goal, Dr. Lipner added, has always been to decrease economic disparity and raise income, as is the policy of the County. If the goals are in fact part of the presentation, he would like Mr. Scher to point them out, but if they are not, to please explain why they are not incorporated into the presentation. Ms. Glazer-Moon replied to Dr. Lipner's question by explaining that the SEDC has always been helpful in the development of the economic development component of the Strategic Plan. She reiterated that the Council's input has always been an asset in the preparation of the Strategic Plan. She told the Council's members that can rest assured that the SEDC will be an integral part of the planning process this time also. Mr. Glazer-Moon indicated that it is her responsibility to present the Council's recommendations/suggestions to the Mayor who, in turn, will present them to the Board of County Commissioners. Ms. Glazer-Moon added that she can guarantee that the SEDC input will be part of the planning process and reminded all that the Council's participation in this process is also part of its Workplan.

Dr. Moncarz questioned Mr. Scher on how the County takes into account unexpected events in the Strategic Plan. By unexpected events, Dr. Moncarz referred to hurricanes, earthquakes, building destruction, nuclear disaster, etc. Mr. Scher replied that although it is quite impossible to account for every single event, the County does have a plan in place to face unexpected events. Ms. Ines Beecher of the Office of Commission Auditor intervened by emphasizing that each department does have an emergency plan that she also referred to as "plan for action." Dr. Moncarz then raised the question of what can be considered the County's biggest challenge and biggest accomplishment as far as the Strategic Plan is concerned. Mr. Scher replied that it does not encompass one thing, but rather all things put together that make it so outstanding to make the Strategic Plan work. In addition, to have an automated performance management system in place which can raise a red flag to let us know when something goes wrong is, in his opinion, a major accomplishment.

Dr. Jorge asked Mr. Scher to explain how in the decision-making process and planning the County derives the overall statement of the Strategic Plan and the specific goals of the individual department. Mr. Scher answered that the departments can generally determine their own particular goals, but one of the roles of the Assistant County Manager is to analyze the data of the performance measure system and find out what goals are being worked on and what are the ones that have been left behind. Although one cannot fully rely on the automated system, it is also a good thing to listen to the people, get their feedback, comments and concerns.

Dr. Jorge welcomed Dr. Juan Clark who joined the meeting.

Budget Update

Ms. Glazer-Moon briefed the Council on the budget process. She indicated that the departments' resource allocations meetings, which are essentially the budget meetings, have all taken place. At the present time, OSBM is in the process of consolidating all the figures so the budget can be developed to find out what the budget gap is. Once this is done, OSBM will have to start working on ideas to enable the County to close the gap. The budget will be finalized and submitted in June.

Ms. Glazer-Moon reiterated the choice of the Council to focus on four (4) particular departments essentially because of their economic impact on the County. Out of the four departments, Ms. Glazer-Moon briefed the Council on the financial status of the Airport and the Seaport. She detailed the work being done by the County to improve the Airport capital improvement plan and what can be done to draw more revenues from the Airport. She stated that the Airport Director has already consolidated several functions in order to make them more efficient. The County's main job is to move forward as quickly as possible with the capital plan because it is really what can drive the most revenues. As far the Seaport is concerned, it is essentially driven by its capital plan. The Seaport needs to develop the facility, but it needs customers to pay the money in order to be able to do so. Decisions are being made to get the capital development in place, entice the present customers to stay, attract new ones, and consequently generate the revenues. There are two big contracts (that have reached expiration) that will soon be presented to the Board of County Commissioners, which the County believes will really drive the revenue production for next year. The highest cost for the County at the Seaport is in the area of security. Although the Federal Government provides security at the Seaport, it does not fund it. The County has been spending a lot of money on security that could have been allocated to capital improvement.

Economic Disparity in Miami-Dade County

Dr. Jorge informed the Council that Dr. Atkins will now make a presentation on the economic disparity in Miami-Dade County. Dr. Atkins intervened to say that he was not at all aware he was supposed to make a presentation at the meeting. Dr. Atkins requested a few minutes to explain his viewpoint to the members. He began by reminding the members that approximately two years ago, he shared with to the Council a study done by the Brookings Institute which delineated the disparity in Miami-Dade County, the reasons for it, and the criteria for economic poverty in the County. Dr. Atkins added that all he had to say and do on this matter is already done and there is nothing further to add. The members of the Council who have read the study can certainly assert to the fact that this the most comprehensive and thorough study that has been done in a very long time. Dr. Jorge again stated that he would like Dr. Atkins to report on the criteria for identifying and measuring poverty in Miami-Dade County at the next meeting. Dr. Jorge suggested that Dr. Atkins and Dr. Capp work together on the report in order to identify the specific issues of poverty and investigate what could be the best policy to be adopted to address them. Dr. Atkins replied once again that the Brookings Institute's study has already done that. In his opinion, the Council has not given the study and its findings the attention they deserve. He stressed that considerable time and effort has been put into the study, but there was some indifference, or lack of action, regarding the findings. To continue to report on the same issues is a waste of time, Dr. Atkins added. Dr. Atkins said that he has already presented at least four reports to the Council, but he has never heard nor read a report from another member. Dr. Jorge, insisted that a new report could instead outline a policy and measures that could be adopted to alleviate the problem.

Mr. Braynon, of the Office of MDC Advocacy, told Dr. Jorge that he would like to add a few words to Dr. Atkins' viewpoint. Mr. Braynon said that Dr. Capp has already prepared several reports on this issue and now his office is moving beyond the reports. Focus groups are being formed, meetings are being planned in preparation for an economic summit that Dr. Capp's office will sponsor in June 2008 in order to address the issue with the community. Mr. Braynon told Dr. Jorge that his participation at the summit would be welcomed so he can offer his

suggestions and perspectives. Dr. Jorge said that he will call Dr. Capp and discuss the matter with him directly.

Presentation by Dr. Cruz

Dr. Cruz gave a brief overview of his report (included in meeting package) entitled: Miami-Dade County Current Economic Conditions, Short-term Outlook and County government Economic Stimulus." The report is essentially a summary of the following topics: (1) unemployment rate in Miami-Dade County, (2) the pace of economic growth; (3) Taxable sales; (4) Foreclosure and personal bankruptcy rates; (5) Tourism; and (6) early stages of economic recession in the US economy. Dr. Jorge said that he agrees overall with the report summary. As Dr. Cruz did not have sufficient time to elaborate on each issue, Dr. Jorge suggested that he consolidate his findings with those of the study done by the Brookings Institute to generate a report that will be presented to the Board of County Commissioners (BCC) to highlight the problem. On a last note, Dr. Jorge suggested that Dr. Munoz and Dr. Clark, the two experienced sociologists of the SEDC, could also participate in the economic summit.

Dr. Jorge made a motion to support Dr. Cruz's report and to have a resolution prepared in such a language to inform the BCC that the issues raised in Dr. Cruz's report are of utmost importance and some action must be taken in the short term. Dr. Moncarz seconded the motion. All were in favor, and the motion carried unanimously.

Dr. Jorge suggested that the next meeting agenda incorporate a presentation by Dr. Capp. Mr. Braynon explained that Dr. Capp is of the opinion that his last presentation was not followed through by the Council because he did not get any feedback from them. Mr. Braynon also reiterated that Dr. Capp is presently focusing on the preparation of the economic summit which he believes will bring concrete solutions to some of the problems. Dr. Atkins then added that one of the difficulties with the Council is not only the fact that the Council only meets on a monthly basis, but rather that the Council tries to cover too many topics at the same time. Dr. Atkins said if the SEDC adopts specific issues and focuses on them to bring them to conclusion, it would be a much more efficient way to operate and a path to better accomplishments. Right now, the issues, Dr. Atkins, said are "all over the place" and nothing is being done. Dr. Atkins suggested that the Council set its priorities and stay focus on those priorities.

Finally, Mike Iturrey gave a brief description of the items that will be on the May meeting agenda. Dr. Jorge suggested that the Council defer the presentation by Mr. Cintron, Director of OCED, to the June meeting. Also, it would be a good thing for Mr. Cintron to attend the May meeting in order to have some feedback for his presentation. Dr. Jorge also suggested that the presentation by the OSBM Development Coordinator be postponed to June.

Approval of the Minutes

Dr. Pellet called for a minor correction to be made on page 2 of the March 2008 SEDC Minutes. Dr. Pellet said that the sentence "to measure the goals" must read instead "to make the goals quantifiable." Dr. Jorge made a motion to approve the minutes with this minor correction. The motion was seconded by Dr. Pellet. The motion carried unanimously.

Sunset Review

Dr. Cruz handed out copies of the FY 2008 SEDC Sunset Review documents. Dr. Cruz made a presentation on the SEDC Sunset Review. A brief discussion was held, followed by several questions that were answered by Dr. Cruz. A motion was made by one of the Council members, and the motion was seconded to approve the FY 2008 SEDC Sunset Review and SEDC membership attendance records for FY 2006 and FY 2007. A vote was called, and the motion carried.

The May meeting will also be held at 1:30 p.m. Dr. Lipner asked if it would be possible to go back to the 140 Building for the SEDC meetings, as he finds the building more convenient than the 111 Building. Mike Iturrey offered to inquire about the possibility of obtaining a conference room in the 140 Building for future meetings. He will inform Dr. Jorge of his findings.

The meeting adjourned at 4:50 p.m.