

5-20-08

COMMISSIONER JOSE "PEPE" DIAZ

DISTRICT 12



Office of the

MAR 13 2008

Commission Auditor

MEMORANDUM

TO: Members, Airport and Tourism Committee

FROM: Commissioner Jose "Pepe" Diaz, Chairman
Airport and Tourism Committee

DATE: March 13, 2008

RE: Budget Priorities

In accordance with the rules of procedure of the county commission, the following are budget priorities for your consideration:

Aviation Department

- Maintain Miami International Airport's system competitive and affordable.
- Complete the North Terminal in order to enhance American Airlines' ability to grow its Latin American hub at MIA.
- Develop solutions to deliver necessary unfunded capital projects.
- Reduce the effects of a deteriorating economy and negative economic factors on the aviation industry at MIA.
- Continue to attract a mixture of airlines and air service for the needs of the traveling public. This includes new international passenger and cargo services as well as low cost domestic services.
- Optimize the use of existing airport facilities to generate maximum revenue.

- Meet 2015 target for cost per enplaned passenger of \$35.

Tourism

- Support the Travel Industry Association International POW WOW 2009 - During May 16-20, 2009, our community will have the privilege of hosting Pow Wow – the “Super Bowl” of international tourism trade shows in the United States. Support from the County should be in the form of in-kind contributions, rent waivers, and possible cash allocations.
- Support the enhancement of the Miami Beach Convention Center by exploring how additional investments can be made to the Center.
- Support beach maintenance and renourishment.
- Partner with the Greater Miami Convention and Visitors Bureau in the investment of a program to create awareness of the importance of customer service and its relationship to repeat visitation. Support from the county may come from leveraging our media assets, vast workforce, and any incremental funds that would be used to expand the community outreach and the secret shopper program.



MEMORANDUM
BOARD OF COUNTY COMMISSIONERS
COMMISSIONER AUDREY M. EDMONSON
DISTRICT 3

Date: March 31, 2008
To: Honorable Chairman Bruno Barreiro and Members of the Board of County Commissioners
From: Audrey M. Edmonson, Chair *Audrey M. Edmonson*
Subject: Proposed Budget Priorities: EDHS Committee

Please accept the following recommendations and priorities for the Economic Development and Human Services (EDHS) Committee FY 2008-09 budget. These recommendations and priorities were approved and accepted by the Committee in a Special Meeting on March 26, 2008.

Number 1 Priority:

- Maintain the current level of service in the Department of Human Services (DHS). Give priority to the bus fleet in DHS to ensure that buses are maintained and/or replaced to avoid liability;
- Maintain the current level of service in the Community Action Agency (CAA); and
- Maintain the current level of service/funding for Community Based Organizations (CBOs).

Additional EDHS Committee priorities/recommendations are listed in alphabetical order below:

Community Advocacy

- Increase funding to address caseload activity for the Equal Opportunity Board and change the name of the Board to more accurately describe the board's function.
- Increase the number of volunteer Goodwill Ambassadors to assist with crowd control at high-attendance events.

Community Action Agency

- Continue to fund the Head Start program at FY 2007-08 levels to ensure the needs of children are being met throughout Miami-Dade County.

Community and Economic Development

- Continue funding Community Based Organizations at 75%-85% of FY 2007-08 levels.
- Develop and implement a strategic plan to guide the equitable and targeted distribution of General Obligation Bond proceeds earmarked for affordable housing.

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- Continue to support the Mom & Pop Grant Program by funding this program at FY 2007-08 levels.
- Continue to operate the Documentary Stamp Surtax and State Housing Initiatives Partnership programs to increase the rental and homeownership opportunities in Miami-Dade County.

Consumer Services

- Increase funding to the Agricultural community.
- Support additional taxicab lotteries to be used as an additional revenue source.
- Support legislative efforts to prevent the State from preempting local governments from collecting fees for certain services.

Homeless Trust

- Maximize resources through the active pursuit of private funding, and federal and state grants.
- Increase the placement of homeless citizens and families in permanent and emergency housing.

Housing Agency

- Complete the Hope VI project through partnerships with established developers and increase monitoring of the project's progress.
- Address all outstanding issues identified in the settlement with the U.S. Department of Housing and Urban Development to advance the return of the Agency to the County.

Metro-Miami Action Plan

- Continue funding the Metro-Miami Action Plan at its current levels, and maintain this agency as a separate quasi-agency/trust.

Small Business Development

- Develop a fee schedule for services to provide for department enhancements and to offset potential service or staff reductions.

c: Honorable Carlos Alvarez, Mayor
George Burgess, County Manager
Cynthia Curry, Senior Advisor
Robert A. Cuevas, Jr., County Attorney
Cynthia Johnson Stacks, Assistant County Attorney
Jennifer Glazer Moon, Director, Office of Strategic Business Management
Charles Anderson, Commission Auditor
Kaye Sullivan, Clerk of the Board



MEMORANDUM
BOARD OF COUNTY COMMISSIONERS
COMMISSIONER CARLOS A. GIMENEZ
DISTRICT 7

Office of the

MAR 14 2008

Memorandum

Commission Auditor

TO: Joe A. Martinez, Chair, and Members
of the Budget and Finance Committee

DATE: March 13, 2008

FROM: Carlos A. Gimenez
Commissioner

SUBJECT: Budget Priorities

As we, the Board of County Commissioners, prepare for the upcoming 2008/09 budget, our constituents are still struggling with pocketbook issues: homeowners' insurance, gasoline prices, an economic slowdown, property taxes. With that in mind, I believe that we need to maintain our focus on getting back to basics and concentrate on direct services to our citizens. My priorities for the upcoming fiscal year are:

- **Cutting government waste**
 1. Administrative reductions should be achieved across all General Fund programs. While I am encouraged by the Administration's directive, on March 10th, to Directors to reduce their departments' general fund support by three percent, I believe further reductions are possible and necessary.
 2. The Administration must make a priority the reduction and elimination of duplicative and non-essential functions. Lay-offs should be minimized to the greatest extent possible through attrition and re-training employees to fill essential positions currently vacant. Future vacancies should be evaluated for re-training opportunities.
 3. The reduction of the light vehicle fleet should be accelerated. The Board, in last year's budget, directed the Administration to reduce the light vehicle fleet by ten percent, without lowering the number of hybrids currently in the fleet. That reduction, along with the subsequent savings has yet to occur, and in the meantime gasoline and diesel costs continue to outpace projections.
- **Direct services to citizens** – We have all repeatedly stated the need to focus on the County's core functions and direct services to citizens. With overall crime on the rise, we need more police on patrol in our neighborhoods; public works staff to repair

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sidewalks, fill potholes and fix streetlights; staff to keep libraries open; staff to maintain and provide security in our parks, etc.

- **Putting people to work** – With the housing and construction industries continuing to slow, more and more workers are either on the verge of or already out of work. Now is the time to truly energize our Building Better Communities / General Obligation Bond program. Capital projects, in particular those that do not require additional operation and maintenance costs, should be accelerated and expedited, much like the approved Water and Sewer projects. The benefits are two-fold. This will provide construction-related jobs at a time work is becoming scarce and will continue to provide opportunities until the private sector begins to recover. Additionally, as the economy continues to slow, competition for County contracts will increase and construction costs will be lower than they have been for the past few years.
- **Helping the elderly and young** – Now more than ever, we need to focus on those in our community who are most vulnerable. Funding cuts to CBOs should be phased, so that viable organizations will have the opportunity to make the necessary adjustments to continue to provide valuable services to those most in need.
- **Protecting our environment** – We have made great strides in protecting our environment and natural resources. Reallocating our budget and protecting our environment are not conflicting objectives, indeed they can go hand in hand. As mentioned earlier, reducing the light vehicle fleet is one way of achieving this. Acquisition of EEL parcels should also be accelerated to take advantage of declining property values.

I appreciate this opportunity to provide my recommendations. I look forward to working with all of members of the Board of County Commissioners and the Administration to establish a budget for 08/09, which is both responsive and responsible to the citizens of Miami-Dade County.

c: R. A. Cuevas, County Attorney
Charles Anderson, Commission Auditor
Kay Sullivan, Clerk of the Board



MEMORANDUM

TO: Honorable Jose "Pepe" Diaz, Chair
and members of the Airport and Tourism Committee

DATE: March 31, 2008

FROM: Sally A. Heyman
County Commissioner
District 1

SUBJECT: Airport and Tourism
Committee Budget Priorities

As our nation's economy continues to decline, revitalizing our airport and our tourism industry would potentially offset these negative impacts to Miami Dade County. Following are my priorities for the Airport and Tourism Committee.

Aviation

- Pursue federal funding opportunities for safety and security requirements as imposed by TSA and Customs.
- Closely monitor the construction of the North Terminal Development Project to assure that the County stays within its targeted completion date and its projected budget.
- Encourage existing airlines that Miami International Airport has partnered with to increase advertising for flights coming into and out of our Airport.
- Attract new national and international airlines to partner with Miami International Airport, including South African air route.

Tourism

- Lobby our state and federal government to continue funding for the County's Beach renourishing initiatives.
- It is important to pass domestic partner insurance legislation to continue our profitable relationship with our diverse tourist industry and avoid possible boycott.
- Allocate legitimate funds from CDT for Miami Beach Convention Center expansion-ballroom to attract large convention groups.

C: Honorable Mayor Carlos Alvarez
Honorable Chairman Bruno Barreiro and Members of the
Board of the County Commissioners
George Burgess, County Manager
Robert A. Cuevas Jr., County Attorney
Jennifer Glazer-Moon, Director, OSBM
Charles Anderson, Commission Auditor
Kay Sullivan, Clerk of the Board

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Memorandum
OFFICE OF VICE-CHAIRWOMAN
COMMISSIONER BARBARA J. JORDAN

To: Honorable Dorrin D. Rolle
County Commissioner, District 2

Date: March 12, 2008

From: Barbara J. Jordan, Vice-Chairwoman
Board of County Commissioners

Subject: Transit Budget Priorities

In anticipation of the upcoming budget process, below are several of my initial budget priorities for FY 08-09, as it relates to departments that fall under the jurisdiction of the Transit Committee.

CITT

- Prioritize allocation of Surtax funding for Orange Line projects prior to any funds being disbursed for other PTP projects

M-D Transit

- Continue work on New Starts Capital Cost Estimate to incorporate the required cost reductions to maintain cost effectiveness
- Work towards modernization of fleet
- Purchase of new rail cars
- Purchase of new People Mover Vehicles
- Generate additional revenue by the implementing system wide fair increase
- Generate additional revenue by increasing parking fees @ metrorail stations
- Continue to reduce operating costs by eliminating non-performing bus routes
- Continue to advance the 7th Avenue Transit Village Project

Seaport

- Continue to advance the Port of Miami Tunnel Project
- Continue to pursue additional revenue opportunities for both Cargo and Cruise
- Continue to reduce overtime security costs

Should you need additional clarification, feel free to contact Andre Ragin @ (305) 375-5694.



JOE A. MARTINEZ
MIAMI DADE COUNTY COMMISSIONER
DISTRICT 11

Memorandum

To: Honorable Vice-Chairman Carlos Gimenez and
Members of the Budget and Finance Committee

From: Honorable Chairman Joe A. Martinez 
Budget and Finance Committee

Date: March 6, 2008

Re: Budget and Finance Committee Priorities for FY2008-2009

Pursuant to Ordinance 08-08, I am asking that each Committee Member submit priorities via memorandum for discussion at the March 11, 2008 Budget and Finance Committee and that they be disseminated as add-ons to the respective discussion item. We are all well aware of the fact that we need to make some cuts due to the financial issues that are affecting our state, and frankly, the entire country. Using these memoranda will provide an avenue for us to have a discussion and determine which priorities the Committee will submit to the Board as we adopt this year's budget policies no later than April 8, 2008. For your convenience, I am including the priorities that I believe are most important to our county. To this end, I am submitting priorities that I believe are important in developing not only sound policy but also delivering services in the best interest of our community.

I am submitting my recommendations for discussion at the committee meeting. My observations and recommendations are as follows:

- First and foremost, we must continue to build our reserves.
- We must also continue to streamline the government in anticipation of further cuts expected to meet the requirements of the most recent property legislation adopted by the voters. Doing so will allow the County to do more with less and redirect funds where needs exist.
- I strongly believe that the Administration can still reduce the number of Administrative/Executive positions and ask the Mayor to look at possible reductions in these areas.

Memorandum to Honorable Vice-Chairman Gimenez and
Members of the Budget and Finance Committee
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March 6, 2008
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- While I am not prepared to recommend percentage cuts across the Board at this time, I will be doing so in the future and; therefore, I ask the Administration to provide this Committee the expected monetary impact of the recent tax cut legislation so we can decide where cuts are needed and ensure that services to our residents are not impacted. Both departmental reductions and millage reductions shall be a priority of this budget process without the consideration of layoffs or impact to our workforce.
- As we demand accountability and fiscal prudence from the County's Departments, we need to assure that Ordinance 07-168, which prohibits interdepartmental transfers, is being adhered to. This will assure that departments are staying within their budgets and taking necessary prudent steps to manage their budgets.
- I would ask that the Administration provide a report that details departmental carryovers to date so that we can have a better picture of where there will be shortfalls and why, as well as where there will be surpluses and how to best use them.

Audit and Management Services

We need to assure that the Administration is increasing effectiveness in planning and efficiency. I strongly believe that said department shall broaden their scope of auditing to include recommendations to the Board that will not only streamline the government but also propose ways to be more efficient. The Audit and Management Department should work closely with the Commissioner Auditor in order to ensure that the Board's priorities are being adhered to by the Administration.

BCC Office of Intergovernmental Affairs

The department needs to focus on the County's priorities locally and at the State and Federal level in order to be certain that the County is receiving its fair share. While it seems like a simple mission, we all know it is indeed a difficult task that places our communities in competition with others around the State and Country; therefore, we need a team of professionals that can truly build relationships, and guide our lobbying teams to the get the best return for our community. I would strongly urge our in-house staff to build relationships outside our delegations and work closely with our lobbying team across party lines.

BCC Office of the Commission Auditor

Now that the Commission Auditor has been given the ability to expand its staff, I would hope that this will assist in the Board's ability to drive the budget process and change the way we do business on a daily basis. While it is true that this is a process that does not occur overnight, I believe that we have made great strides in changing the way we draft and adopt our annual budget – however, we have a long way to go.

Memorandum to Honorable Vice-Chairman Gimenez and
Members of the Budget and Finance Committee
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General Services Administration Department (GSA)

We need to assure that internal service charges are minimized where possible, as well as a complete review of existing charges to ensure that departments are not being billed unnecessarily. Last year, we briefly discussed the use of temporary/contract employees and were told that these numbers would be decreased by redirecting work to existing full-time county positions. Has this occurred? We need to be certain that these types of requests to minimize the workforce are not falling on deaf ears.

Department of Procurement Management and Business Development

A change in the deadline to seek award of successor contracts or extensions of existing contracts from sixty to thirty days prior to expiration was adopted on July 6, 2006. What has been the outcome throughout the course of a year and a half and how has this streamlined the process financially and professionally? These are issues that if successful should have yielded significant savings. If so, where has this savings been applied?

Property Appraiser

Over the course of the last several years, many changes have been made to this department and most recently, the electorate opted to have this department's directed by an elected appraiser. To this end, there are issues that will have to be debated as to the proper funding for this new position and location if it is to be changed.

Police Department

I would once again ask the Administration to explore additional crime-fighting initiatives that will directly address crime-ridden areas that have recently been prone to gun violence affecting our community. We have recently seen an increase in the number of officers being injured and killed. This needs to stop. We need to invest appropriate sources of funding to properly equip our officers so that they can carry out their duties on a level playing field. I strongly believe that we need to continue to fund Enhanced Enforcement Initiatives (EEI) and new Basic Law Enforcement (BLE) classes in order to have a significant number of officers patrolling our streets.

Fire Department

In light of the recent cuts in our property taxes, I am concerned about maintaining adequate funding for our Fire Department so as to not affect services, both existing and new. We should be discussing ways to add/replace lost revenue for the Fire Department through other funding sources.

Memorandum to Honorable Vice-Chairman Gimenez and
Members of the Budget and Finance Committee
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I have asked the Administration to have each department under the jurisdiction of the Budget and Finance Committee to proffer a two minute presentation outlining their top priorities for FY 2008-09 on Tuesday, March 11, 2008.

Finally, we must recognize what is our reality—across the board cuts. While I do not believe that each department can be cut at a definitive percentage, I think we need to evaluate superfluous areas of each department. Through our budget process this year, I hope that we can come to a happy medium that our fellow employees, public servants and community can find acceptable.

If you have any questions, please contact my Chief of Staff Javier I. Marques, at 305-552-1155.

JM/jim

cc: Honorable Mayor Carlos Alvarez
Honorable Chairman Bruno Barreiro and Members
of the Board of County Commissioners
George Burgess, County Manager
R. A. Cuevas, Jr., County Attorney
Javier I. Marques, Chief of Staff, Office of Commissioner Joe A. Martinez
Jennifer Glazer-Moon, Director, Office of Strategic Business Management
Charles Anderson, Commission Auditor
Kay Sullivan, Clerk of the Board

COMMISSIONER DORRIN D. ROLLE

DISTRICT 2



MEMORANDUM

DATE: March 12, 2008

TO: Vice Chairwoman Barbara Jordan and Members
of the Transit Committee)

FROM: 
Dorrin D. Rolle
Chair, Transit Committee

SUBJECT: Transit Committee Budget Priorities

As we all know, the upcoming budget year will be one of extreme cutbacks, re prioritizations and substantial changes to our government organization. We must utilize our creativity and knowledge through this process, to ensure that the residents of Miami Dade County fill a minimum impact and loss of services.

For your consideration, I am suggesting the following budget priorities for discussion. Any additional priorities or areas of concern are encouraged and welcomed.

Miami-Dade Transit

- Aggressively pursue Federal Transportation Administration New Starts funding for the Metrorail Orange Line capital construction project, and improve the County's Federal Transportation Administration (FTA) New Starts rating of Medium-Low.
- Strategically focus funding from the People's Transportation Plan (PTP) on projects related to the Orange Line to ensure the financial viability of this important project.
- Prioritize the Orange Line-Phase II-North Corridor project, and continue the planning and design of this project.

- Complete work related to the Miami Intermodal Center (MIC)-Earlington Heights Connector.
- Begin replacement of outdated fleet of Metrorail cars, and investigate whether the sale of the retired fleet could offset the cost of railcar replacement.
- Advance the Transit Village Project (7th Avenue Transit Hug at NW 7th Avenue and 62nd Street).
- Reduce fuel costs through the implementation of alternative fuels.
- Reduce Transit expenses through the reduction of overtime.
- Reduce Transit expenses through the adjustment of underperforming bus routes.
- Generate revenue through the aggressive sale of advertising on and in buses, Metrorail (i.e. train ad wrapping), and on the bus way.
- Generate revenue through the sale or lease of Transit properties, which are not in use.

Port of Miami

- Increase cargo tonnage and revenue through effective renegotiations of POMTOC contract, which should include an increased land rental rate.
- Improve Port's financial position through aggressive recruiting of new cruise ship classes to the Port, such as Disney Lines, Carnival Dream class and others.
- Advance work related to the Port of Miami Tunnel to enhance mobility to and from the Port.
- Increase grant funding for the Port through application for Homeland Security and all available federal funding.
- Improve Port's financial position through the sale of indoor and outdoor advertising.
- End free parking policy for specialized vehicles, which would create a new revenue stream to improve the Port's financial position.
- Reduce security expenses through the reduction of overtime, and the hiring of police officers who are classified in preliminary pay steps.

Public Works Department (surface transportation)

- Continue full implementation of the Advanced Traffic Management System (ATMS).
- Retrofit intersections with LED illuminated street name signs.

Date: March 11, 2008

To: Vice Chairman Jose 'Pepe' Diaz and Members
Government Operations and Environment Committee (GOE)

From: Natacha Seijas 
Chair, GOE

Subject: Budget Priorities

This year will be an extremely difficult year for departments that rely on General Fund allocations. We may have to make substantial changes in our county organization in order to balance the budget. We may have to reconsider the investment in outreach activities, and focus our limited resources wisely to improve the operational efficiency of the entire organization. Expansion of the successful 311 services and the implementation of IT programs we have already purchased must continue as scheduled.

For those departments that ^{are} ~~are~~ not dependent on property tax revenues, it is important to ensure that we provide the resources necessary to address the regulatory requirements, capital investments, and operation and maintenance needs. This is particularly true of the Water and Sewer Department and Solid Waste Department. We must not defer maintenance and delay projects that will only cost more in the future.

For your consideration, I would suggest we discuss the following budget priorities:

- Transfer Code Enforcement responsibilities from Team Metro to a proprietary, regulatory department.
- Ensure the Office of Sustainability Initiatives addresses the membership requirements of the Chicago Climate Exchange, provides appropriate staff support for the Climate Change Advisory Task Force, and participates fully in the national discussion regarding climate change legislation.
- Adopt a Water and Sewer retail rate structure that encourages conservation and provides life-line service to qualified customers.
- Guarantee that the Water and Sewer Department meets its obligations of the Consumptive Use Permit.
- Evaluate the organizational structure of the Planning and Zoning Department and identify opportunities to realign functions to reduce exposure to market volatility.
- Centralize the Outreach services of Team Metro and eliminate the need to maintain regional facilities.
- Update the Solid Waste Department plans for long term disposal capacity.
- * Adequately fund November Presidential Election



Office of the

MAR 25 2008

Commission Auditor

MEMORANDUM
BOARD OF COUNTY COMMISSIONERS

TO: Honorable Chairperson Audrey M. Edmonson and
Members of the Economic Development and Human Services Committee
(EDHSC)

FROM: Katy Sorenson, Vice-Chairperson
County Commissioner, District 8 

DATE: March 25, 2008

SUBJECT: EDHSC Budget Priorities for FY2008-2009

We are once again facing a difficult budget season. The cuts made last year, while painful, were mostly the low-hanging fruit and we were able to avoid significant service disruption for our residents. This year, however, with another \$150-\$200 million in cuts, we will not be able to avoid difficult choices.

As our economy worsens and tax revenues decrease, the need for social services will only increase, and we must design a budget that can achieve savings without leaving the most vulnerable in our community without necessary resources. We should always strive to be more efficient in our operations, but we should protect the services residents have come to rely on.

Our Department of Human Services has cut positions drastically over the last several years. They have lost over 200 positions, and their level of administrative staff is particularly low. While we all want to focus our resources on direct services, these services can only be delivered efficiently with an effective administrative team. We only have to look at the State's lack of appropriate administrative oversight and the ensuing disasters to understand that social workers who provide direct services require strong, competent supervision. Additionally, our commission offices often contact DHS with constituents' concerns and we have come to rely on their efficient responses. If we expect this to continue, we must ensure that this department has the administrative resources it needs.

We also must continue to support, and expand if possible, the efforts supported by general fund dollars to help our veterans. These monies support caseworkers who help veterans access federal programs for which they are eligible. In a time of war when our

Memorandum to Honorable Chairperson Edmonson and
Members of the EDHSC
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March 25, 2008
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veteran population is steadily increasing, it is our duty to make sure our servicemen and women, who are returning home with serious and severe problems, are guided toward the federal services they deserve.

We need to maintain general fund support for our elderly programs as well. Meals on Wheels and other programmed activities for the elderly should not be sacrificed this budget year.

It is important for our community that we maintain funding for Community Based Organizations, and it is important that we as a commission quickly establish a feasible, effective policy for funding our CBO's. The interim grading process set up for this year is a step in the right direction, but we need an outcome-based strategy for evaluating CBO's so that we can be confident that the money we spend is a good investment yielding the desired services and results.

cc: Honorable Mayor Carlos Alvarez
Honorable Chairman Bruno Barreiro and Members
of the Board of County Commissioners
George Burgess, County Manager
Robert A. Cuevas, Jr., County Attorney
Cynthia Curry, Senior Advisor
Jennifer Glazer-Moon, Director, Office of Strategic Business Management
Charles Anderson, BCC Commission Auditor
Kay Sullivan, Clerk of the Board



MEMORANDUM

TO: Honorable Dennis Moss, Chair
and members of the Health and Public Safety
Committee

DATE: April 3, 2008

Office of the
APR 03 2008
Commission Auditor

FROM: Sally A. Herman
County Commissioner
District 11

SUBJECT: Health and Public Safety
Committee Budget Priorities

In light of today's Health and Public Safety Committee budget workshop, I am submitting my budget priorities for Fiscal Year 08-09.

Children's Court House

- Moving forward with the Children's Court House.

Public Health Trust

- Provide funding for construction of a new rehabilitation building in lieu of retrofitting the existing facility at JMH.

Animal Services

- Make certain that Animal Services moves into the identified warehouse that needs to be retrofitted.
- Secure land for large animals as mandated by Florida Statutes.

Corrections and Rehabilitation

- Capitol Improvement funds for facilities
- Ensure the cost of medical services provided to inmates be charged at the Medicaid rate.

Office of Community Health Care Planning

- Move ahead with the NACO Prescription Drug Card, as it provides savings to all County residents and does not have a fiscal impact to the County.

Department of Emergency Management and Homeland Security

- Look into temporary housing options for use during emergencies, such as: hurricanes, terrorist attacks, etc.

Miami Dade Fire Rescue

- Staffing for 2nd fire boat
- Dedicate \$1 million to the Bay Harbor Fire Station

Police

- Assess E-notify program for cost savings of court time and overtime.

C: Honorable Mayor Carlos Alvarez
Honorable Chairman Bruno Barreiro and Members of the
Board of the County Commissioners
George Burgess, County Manager
Robert A. Cuevas, Jr., County Attorney
Jennifer Glazer-Moon, Director, OSBM
Charles Anderson, Commission Auditor
Kay Sullivan, Clerk of the Board



MEMORANDUM

TO: Honorable Dorrin Rolle, Chair
and members of the Transit Committee

DATE: March 31, 2008

Office of the

FROM: Sally A. Heyman
County Commissioner
District 1

APR 04 2008

SUBJECT: Transit Committee Budget
Priorities

Commission Auditor

In light of recent State legislative action, we are once again faced with making difficult decisions at all levels. Therefore, I am including my initial budget priorities for the Transit Committee.

Citizen's Independent Transportation Trust

- Amend the PTP plan to allow the use of Surtax funds for projects other than those related to the Orange Line only if each fiscal year an annual allocation is made specifically to projects related to the Orange Line therein, allowing this important project to move forward.

Metropolitan Planning Organization

- Prioritize funding strategies for the development of transit along the FEC corridor.
- Take appropriate action to safeguard the County's revenue stream provided by the \$2 rental car surcharge.
- Continue to explore feasibility for use of Water Taxi's as an alternate source of transportation.

Seaport

- Continue to encourage the docking of military vessels at our Port as a means to bring in additional tourist dollars.
- Aggressively pursue grants and funding opportunities at the federal level for the security of our port.
- Ensure that the Seaport remains competitive to increase business with the cargo industry.
- Continue pursuit of Port of Miami Tunnel project

Transit

- In light of the increase in fuel cost, the County needs to diligently pursue alternate sources of fuel, or additives, which will not only improve efficiency, but also reduce emissions.
- Study the possibility of replacing outdated fleet with more fuel efficient vehicles.
- Perform a review of the Transit Department to make sure that we are operating in the most efficient manner, including downsizing fleet vehicles.

C: Honorable Mayor Carlos Alvarez
 Honorable Chairman Bruno Barreiro and Members of the
 Board of the County Commissioners
 George Burgess, County Manager
 Robert A. Cuevas Jr., County Attorney
 Jennifer Glazer-Moon, Director, OSBM
 Charles Anderson, Commission Auditor
 Kay Sullivan, Clerk of the Board

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JAVIER SOUTO
COUNTY COMMISSIONER
District 10

Office of the
APR 03 2008
Commission Auditor

BOARD OF COUNTY COMMISSIONERS
111 NW FIRST STREET, SUITE 320
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(305) 375-4838 FAX

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MIAMI, FLORIDA 33165-7575
(305) 222-2116
(305) 222-2120 FAX

MEMORANDUM

To: Honorable Dennis Moss, Chair
& Members of the Health & Public Safety Committee

From: Javier D. Souto
County Commission District 10

Date: April 3, 2008

Re: FY 2008-09 Budget Priorities for Health & Public Safety Committee

I would like to submit my Health and Public Safety Committee budget priorities for Fiscal Year 2008-2009.

My first and foremost priority is to take as many sworn officers from behind desk and administrative services, as well as some of our public service aides and place them in marked police cars, bicycles and on foot patrolling the neighborhoods in Unincorporated Miami Dade County. Residents want to see police in their neighborhoods, near their schools, in their parks, and driving through their neighborhoods. They want to feel a sense of security and to see their tax dollars out on the street protecting their families from crime.

My district is 100 percent unincorporated. As such my constituents depend on Miami Dade County Departments for all their services. I have received more law enforcement related requests for services and complaints than I have received in the past 14 years combined. Residents are concerned about the increase in crime and the lack of police visibility in the community. I receive daily telephone calls, emails and letter relating to law enforcement issues. Furthermore, as you know I hold monthly town meetings in Westchester and in Kendall, along with a roving office that goes out into different areas of the community every Monday and a meeting in a different park in the district every Saturday. The bulk of the concerns brought to my attention almost inevitably always revolve around law enforcement, police visibility for both crime deterrence (robberies, burglaries, gang activity and motor vehicle thefts) and to deter traffic infractions like speeding, as well as motorists who run traffic lights and stop signs.

The volume of concerns has been so significant that I brought patrols to supplement visibility like the citizens on patrol program. Residents and taxpayers who are frustrated with the level of service actually

came to me and to the press and requested to volunteer to serve on a citizen on patrol program to increase law enforcement visibility in their neighborhoods and serve as the eyes and ears of the police. I initiated a poll which all of you have read and which is posted in my web site and in The Miami Herald, because the clamor from my constituents over these issues was so intense. It clearly shows some of these concerns in Unincorporated Miami Dade County.

My second priority, which is as important as law enforcement, is our efforts to sustain the viability of our Public Hospital. Remember, that under the home rule charter, the provision of services through our public hospital is our responsibility. We have delegated responsibility and day to day operation to the Public Health Trust, but ultimately the responsibility to the people of Miami Dade County is ours. The Florida Legislature has made significant cuts to our hospital and the federal government Medicaid and Medicare program reforms have also cause disastrous revenue impacts on our public hospital. As such, we have to step up and assume the responsibility of finding ways to assist our hospital. Public health for the residents of this community has to be place ahead of a sales taxes for transportation projects, and ahead of a spending on ball parks, port tunnels, downtown trolleys and museums. We have to be as creative for funding the public health needs of our community as we have been in using Community Redevelopment Dollars for art, culture, professional sports and a tunnel to hide ugly trucks from the downtown area. The Civic Center/Public Health District is one of the economic employment engines in our communities and we have ignored this untapped resources. Two years ago, I came to this Board with the concept of increasing density in the Master Plan with an Urban District designation to create health/technology employment opportunities, as well as affordable high density housing for those who work in the Jackson Memorial/University of Miami Hospitals and Clinics, the Veterans Administration Hospital, the Courts, the State Attorney's Office, the Public Defender's Office, etc. I have asked the County Attorney to work with staff to draft legislation to create a Community Redevelopment Area in the Jackson Memorial Hospital/Civic Center Area to encompass the area from I-95 to SW 22 Avenue, from the Miami River to approximately NW 28th Street, which would truly create economic development and health and technology related employment opportunities in a community that truly needs it using the growth in development around the Miami River as a potential source of funding for this economic development and affordable housing development for the benefit of our public hospital and the residents of this community. If we can extend a CRA to incorporate some of the most valuable tracks of land in Downtown Miami and Watson Island for the benefit of the arts, culture, professional sports millionaires and those who don't want to see ugly trucks in downtown Miami, we can certainly examine how to create a CRA for the benefit of one of our main economic engines and our hospital that provides medical care to everyone in this community regardless of income, ethnicity or social position.

Cc: Honorable Mayor Carlos Alvarez

Honorable Chairman Bruno Barreiro

George Burgess, County Manager

Jennifer Glazer-Moon, Director, Office of Strategic Business Management

Charles Anderson, BCC Commission Auditor

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Office of the

MAR 17 2008

Martinez, Angie (OCA)

Commission Auditor

From: Anderson, Charles (OCA)
Sent: Monday, March 17, 2008 9:18 AM
To: Cuadra, Guillermo (OCA); Beecher, Ines (OCA)
Cc: Martinez, Angie (OCA)
Subject: FW: FY 2008-09 Budget Priorities for Recreation & Cultural Affairs Committee

FYI

From: Souto, Javier D. (DIST10)
Sent: Friday, March 14, 2008 6:18 PM
To: Chairperson and Members Board of County Commissioners; Alvarez, Carlos (Mayor's Office); Burgess, George (CEO); Anderson, Charles (OCA); Glazer-Moon, Jennifer (OSBM)
Cc: Kardys, Jack (MDPR); Santlago, Raymond (LIB); Spring, Michael (CUA)
Subject: FY 2008-09 Budget Priorities for Recreation & Cultural Affairs Committee

MEMORANDUM

To: Honorable Chairman Bruno A. Barreiro
 Members of the Recreation & Cultural Affairs Committee
 and Members of the Board of County Commissioners

From: Javier D. Souto, Chairperson
 Recreation & Cultural Affairs Committee

Date: March 14, 2008

Re: FY 2008-09 Budget Priorities for Recreation & Cultural Affairs Committee

As the Chairman of the Recreation & Cultural Affairs Committee, I am submitting my recommendations and priorities for FY 2008-09 Recreation & Cultural Affairs Committee Budget.

I would urge my colleagues to put forth their top priorities and recommendations so that the Recreation & Cultural Affairs Committee can successfully review the Board's priorities as well as those of the Mayor. This will allow us to craft a budget that reflects our County-wide mission and Countywide needs, while respecting the individual needs and priorities of each one of your districts.

While we undertake this exercise, we have to be cognizant of the fact that in all likelihood, actions in Tallahassee are going to dictate significant operational budget cuts across the board, so it is important that we prepare for this early as we move forward in identifying budget priorities. To this end, I am requesting that the County Manager provide this Committee with a report showing the following information for all the Departments, Offices and Museums which fall under the Recreation & Cultural Affairs Committee:

- 1) Proposed Budget to include salaries and benefits for every position, with a brief description of each position. This information should be divided as much as possible by function (administrative, maintenance, security, etc.). Also indicate if any of these positions is currently vacant.
- 2) Specific Department recommended budget cuts, if State tax actions force budget cuts at a 10 percent level and the same information at a 20 percent level.

In the preparation of operational budgets for the Departments that fall under the jurisdiction of this Committee, I would like to see any operational cuts focused on vacant positions, administrative positions and functions that can be centralized under other Departments such as the Communications Department or the Department of General Services. I want to preserve and enhance direct programming and service delivery positions, as well as maintenance positions.

Park and Recreation Department

First and foremost, I think that it is important that we move forward with the implementation of the Miami-Dade County Park and Open Space System Master Plan. The Board of County Commissioners has adopted the principles and goals of the Master Plan, which include:

EQUITY - Every resident should be able to enjoy the same quality of public facilities and services regardless of income, age, race, ability or geographic location;

ACCESS - Every resident should be able to safely and comfortably walk, bicycle, drive and/or ride public transit from their home to work, school, parks, libraries, shopping and community facilities;

BEAUTY - Every public space including streets, parks, plazas and civic buildings should be designed to be aesthetically pleasing and complement the natural and cultural landscape;

Now it is important to carry-out these goals through public investment and through private partnership and legislative initiatives to amend our zoning code and our Comprehensive Development Master Plan if necessary.

I would like to see our Recreation & Cultural facilities explore additional opportunities for revenues through such things as additional vending machine opportunities; additional food, beverage, souvenir and amusement ride concessions; additional opportunities for rental of facilities for revenue generating events, etc. Sometimes the only way we can provide the level of services requested by the residents is to contract out the activity through concession agreements, which in turn generate revenues for the Department. Examples include rentals of umbrellas, tents, peddle boats, sail boats, canoes, roller skates, arenas, meeting halls, shelters, etc. There are also certain things that the County does that we do extremely well and they could produce monies to sustain some of our facilities and our parks. For

instance, the Parks Department sign shop make wonderful wooden community signs. Many years ago, the sign shop would produce and sell these large signs to golf courses, residential communities, etc. and through this activity would generate thousands of dollars for the Department annually. Why don't we do this anymore? I would like to also like to see what ever came of the Parks Department's exploration of branding and naming rights, which was supposed to generate millions of dollars to support the park according to the Department.

I think that it is important to provide a safe environment for our children, families and elderly residents at our parks and park facilities. Over the years we have increased patrolling and surveillance of our parks by the Miami-Dade Parks Department Security Officers and the Miami Dade Police Department. The Parks Department has moved forward with safety initiatives that include emergency call boxes in some of our regional parks and facilities, improved illumination of our parks and park facilities, and most recently with the implementation of security surveillance cameras at some of our regional parks and park facilities. We must continue to invest in providing safety in our parks and park facilities. We need to invest in repairing broken sidewalks and walking paths in our parks facilities to prevent tripping accidents. We need to repair damaged or uneven playing fields and playing surfaces to prevent injury to our children. We need to repair and update our toddler playgrounds to make certain they are as safe as possible and that they are accessible to all children regardless of the child's abilities or disability. We need to illuminate parks facilities, walking paths and vita courses to encourage working families to use their neighborhood parks in the evening as a means to promote healthier lifestyles and quality family time away from televisions and computers.

I want to see our parks used as a venue for improving health by promoting exercise and proper nutrition. Parks are the ideal venue to host health fairs that reach out to the community, one neighborhood at a time. I want to see the menus from our restaurants, snack bars, vending machines and our contracted vendors reflect the official position of the Board of County Commissioners of promoting proper nutrition, healthier eating and healthier living.

At the same time we have moved to provide a safe environment by excluding sexual predators, drug dealers, and other criminals from gaining access to our children by seeking employment in our Parks Department, in our Youth Sports Leagues as coaches or referees, in our fairs and carnivals or by obtaining a permit to sell food or other products in our parks. The arrest of a volunteer working for a youth program in a park in Commissioner Rolle's District and the most recent arrest of a baseball coach in Tamiami Park who was on probation for a conviction related to growing and trafficking marijuana points out that we have much work to do to close any loop holes in the Shannon Melendi Act, but again all laws are as good as the actual enforcement by our Parks Department and by our programming partners. All it takes is one abduction, one rape or one murder and the confidence of our community in their County and in their Parks System will be irreparably harmed.

Second, we have to prioritize the nuts and bolts issues that matter to the residents and taxpayers of this communities, which are the overall maintenance of our parks. This not only includes the safety repair issues mentioned previously, but also the overall maintenance of our parks and park facilities. We have to have clean bathrooms, that look and smell clean. Bathrooms that are stocked with sanitary paper, soap and paper towels. Bathroom fixtures that are in proper working order and ceilings, walls, floors and stalls that are in good condition and free of holes and graffiti. The grass in our fields has to be mowed regularly and free of weeds that interfere with the proper play of sports like soccer, football and baseball. The nets in our basketball hoops and on our tennis courts have to be in good repair. The trash receptacles throughout our park facilities have to be maintained regularly to reduce unpleasant odors and the infestation of rodents. All the signs in our parks and park facilities have to be properly maintained. We are a community facing frequent hurricanes and we have to have sufficient staff and resources to repair fallen signs, as well as faded or vandalized signs at our park facilities. We have to irrigate our

parks to maintain the fields, landscaping and trees that turn a parcel of land into a true park.

We have to move forward with our Parks Department capital projects program. However, I think that we should prioritize the construction of capital facilities in the GOB that require little operational or maintenance costs, yet create revenue generating potential such as construction of picnic shelters in our parks that can be rented out for birthday parties and picnics, covered open air arenas that can be leased out, exhibition halls that can be leased out, etcetera. We have to move forward with the construction of multi-purpose facilities that allow us to maximize revenues for our cash starved parks and park systems. In a community where we experience extremely wet rainy seasons and extremely hot summers, we have to build more indoor gymnasiums that allow us to promote year round basketball and gymnastics programs for our youth. We have to complete all the pre-planned regional facilities that promote specialized sports and activities like boxing, soccer, etc. We have to provide capital projects that benefit not only the youth through recreation and sports amenities, but also projects that bring performing arts and culture to our parks for the enjoyment of all our residents, including families and the elderly. For example, we have to begin the construction of the Performing Arts/Cultural facility at Tropical Park.

Finally, we have to continue to promote performing arts with successful programming like the Noches Tropicales open air concerts. We have to continue with successful family activities like the Rib Fest in South Dade, which attracts thousands of families for a weekend of wholesome family oriented activity. We need to complete the renovations of our Marinas, which will generate additional revenues for our Parks Department and provide greater recreational opportunities for our residents. We need to continue to fund and preserve our park jewels like the Deering Estate.

Cultural Affairs Department

As part of the budget priorities relating to Culture, we have to continue to fund a multitude of diverse community cultural and performing arts activities through the small grants programs Administered by the Cultural Affairs Department.

We have to scrutinize operational budgets for all the new facilities proposed for museum park very carefully, because we don't want to see the mistakes of the Parrot Jungle or the Carnival Center for the Performing Arts repeat themselves. These facilities cannot rely on projections of their receipts at the gate or box office, as these other two have done because as we have seen with the Parrot Jungle, a new location on Watson Island did not bring more paying customers and as a result they defaulted on their loan within their first year. The Performing Arts Center underestimated their operational costs by half and significantly over estimated their subscribers and attendance figures. As the nations economy continues to decline, it is absolutely the worst time to build facilities that cater to consumers spending luxury or entertainment dollars. The first thing that consumers will cut out completely in a declining economy is vacations, which reduces the number of tourists coming to South Florida and spending on luxury items such as the theater, the symphony, museums, etc. This is compounded by the fact that Museum Park is being constructed in the heart of one of the poorest communities in the nation. While public works projects are always a tool used by governments to stimulate local economies and create jobs, these are usually self sustaining capital improvements like roads, storm drains, sidewalks and self sustaining facilities. The worst thing to do is to construct facilities that require substantial dollars to operate and maintain and then become white elephants. It is easy to spend bond monies to build a facility, but if you don't have three or four years of operating funds in reserve to help you through the first few years, then the facility will not be able to cover the expenses related to the annual debt payment, the costs of utilities, maintenance, administration and security. In addition to raising operating reserves from the private sectors, these facilities can be downsized and designed to be more energy efficient in order to save operational costs. In the case of museum park, you are not going to have one entity struggling to subsidize its operation, but several museums in the same situation.

Library Department

While we open new libraries, we must not ignore the needs of our existing libraries and the need to refurbish some of our older libraries. We must also increase the overall maintenance of our libraries. We must have clean bathrooms, properly maintained landscaping, functioning parking lot lights, etc.

Libraries, have become more than buildings to house books and research information. The Miami Dade Public Libraries are in fact the community centers in their respective neighborhoods. They are places where families bring their children to enhance their education and knowledge about a multitude of subject matters. In essence, our libraries are an extension of our elementary schools, our middle schools, our high schools and our universities. In addition, they are places where adults come to research topics of interest, to apply for employment via the internet, to take computer lessons, to learn English and to use library's meeting rooms for varied community and neighborhood public meetings at the grass roots level. We need to take this community center concept even further. This is why at the West Dade Regional Library, where currently we have a Regional Library, a Public Park, a newly developed Domino Park, a Fire Rescue Station, Art in Public Places Sculptures and a hub for the Coral Way MAX, we are exploring the addition of affordable housing for the elderly, which will create the perfect synergy between the Library, the Park, the Domino Park, and the mass transit hub. We have to explore these types of opportunities at all our libraries, because they create mutually beneficial opportunities and enhance the public use of our library resources.

Art in Public Places

We need to establish a dedicated source of funding for the acquisition and maintenance of art in public places. We have to also look at including art in public places as part of zoning approvals for large scale privately developed residential communities and large scale commercial projects. We need to incorporate art into the architectural design, outdoor sculptures, artistic water fountains that re-circulate water from lakes and ponds created to hold storm water runoff, gardens and landscape designs, when we approve shopping malls, large box type retail establishments with expansive parking lots and the construction of large scale single family residential communities and condominium communities. Walt Disney World is a prime example of art in public places through fountains, landscaping, sculptures and architectural design, which they incorporate not only into their parks, but also into each one of their resort hotels.

We need to promote art and culture using creative mechanisms such as bus shelter posters as part of a public service campaign, posters on utility boxes, art on Metrorail guide-ways and corridors, art through sculpture and landscape treatments, etc.

Conclusion

These budget priorities and recommendations are just a few issues that I have identified, but I would like to incorporate all memorandums from the members of this Committee, as well as any motions made by my colleagues at the Committee hearing on Monday. I want to move through the committee agenda as quickly as possible, so we can dedicate the bulk of Monday's meeting to the Department's budget presentations and discussions by the members of the Committee, so we can begin to move forward with the formulation of budget priorities for the Recreation & Cultural Affairs Committee.

Cc: Honorable Mayor Carlos Alvarez
George Burgess, County Manager
Jennifer Glazer-Moon, Director, Office of Strategic Business Management
Charles Anderson, BCC Commission Auditor



**BOARD OF COUNTY COMMISSIONERS
OFFICE OF THE COMMISSION AUDITOR**

M E M O R A N D U M

TO: Honorable Bruno A. Barreiro, Chairman
and Members, Board of County Commissioners

FROM: Charles Anderson 
Commission Auditor

DATE: April 8, 2008

SUBJECT: Proposed Budget Priorities – R & CA Committee

As requested by Senator Souto, Chairman, Recreation and Cultural Affairs Committee, listed below for your review and consideration are some proposed budget priorities. These proposed priorities are proffered for your discussion on BCC recommended budget priorities.

Cultural Affairs

- Scrutinize operational budgets of new facilities at the Museum Park.
- Fund artist, cultural, and performing arts grant programs at Fiscal Year 2007-08 levels.
- Ensure adequate funding of the South Miami-Dade Cultural Arts Center so that the center is completed in a timely manner and has necessary staffing.
- Continue contract management of Building Better Communities General Obligation Bond (GOB) cultural center projects such as Carver Theater, Lyric Theater, Florida Grand Opera Theater, Miami Science Museum/Historical Museum of Southern Florida, the Cuban Museum, the South Miami-Dade Cultural Arts Center and others.
- Increase community attendance and participation in various cultural programs through effective advertising and marketing partnerships with schools and Community Based Organizations.
- Reduce expenditures by transferring all marketing, advertising and research operations to the Government Information Center.
- Dedicate necessary funding of the Art in Public Places program to ensure that the program can properly account for and maintain the art currently held in the collection.
- Include Art in Public Places as part of zoning approvals for large scale, privately developed, residential communities and in large scale commercial projects.
- Promote art and culture using creative mechanisms.

Cultural Programs

- Increase revenue at the major arts centers such as the Adrienne Arsht Performing Arts Center, Miami Art Museum, Vizcaya Museum and Gardens, et al. through increased ticket sales and effective, targeted promotion of cultural events.
- Increase revenue through active pursuit of private donors and sponsorship from local and national philanthropic groups and individuals, and state and federal cultural grants.
- Maintain Fiscal Year 2007-08 General Fund funding of the Historical Museum of Southern Florida, Miami Art Museum, Miami Science Museum and the Vizcaya Museum and Gardens.

Library

- Increase the number of Project LEAD (Literacy for Every Adult in Dade) volunteer tutor hours.
- Refurbish older library facilities and increase overall maintenance of existing library facilities.
- Explore opportunities of using library facilities as neighborhood and community meeting places.

Park & Recreation

- Ensure that no parks are closed.
- Maximize all Park revenues.
- Preserve and enhance direct programming of Parks, as well as, service delivery and maintenance positions.
- Prioritize work related to Building Better Communities General Obligation Bond (GOB) parks-related projects, with a focus on those projects which require minimal maintenance costs and have revenue-generating potential such as the erection of picnic pavilions.
- Continue with the implementation of the Open Space Master Plan.
- Generate additional revenue through: the placement of vending machines at park facilities; the addition of food and beverage vendors; the sell of souvenirs and amusement ride concessions at parks; and through the rental of facilities and venues.
- Continue investing in park safety equipment.
- Repair any damaged or unsafe playgrounds, sidewalks, and park facilities.
- Promote health, nutrition, and exercise at park facilities.
- Continue to enforce background checks for park volunteers and employees.
- Continue the level of maintenance in our parks and parks facilities, i.e. maintenance of fields, cleanliness of bathrooms, landscaping and trees, signs, pest control.

Memorandum to Honorable Bruno A. Barreiro, Chairman
Proposed Budget Priorities: R &CA Committee
April 8, 2008
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- Complete renovations at County marinas.
- Continue promoting successful programming at all parks through effective and targeted advertising and marketing.

c: Honorable Carlos Alvarez, Mayor
George B. Burgess, County Manager
Robert A. Cuevas, County Attorney
Kay Sullivan, Clerk of the Board