



Supplement #2 to  
Agenda Item No. 6(A)

May 20, 2008

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

**MEMORANDUM**

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

**FROM:** Charles Anderson   
Commission Auditor

**DATE:** April 4, 2008

**SUBJECT:** FY 2008-09 Recommended Budget Priorities

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Attached is a draft of the FY 2008-09 Recommended Budget Priorities. The format is by committee and includes the County Manager's recommended priorities and highlights from the Mayor's Budget Message. All of these are proffered for your review and discussion in the development of the BCC recommended budget priorities, per Ordinance 08-08.

Attachment 1 – FY 2008-09 Recommended Budget Priorities (County Manager\Mayor)

Attachment 2 – BCC Committee Budget Priorities – This document includes all comments, including priorities submitted by individual Commissioners.

Attachment 3 – Ordinance 08-08

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

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COORDINATORS OFF  
AGENDA

**FY.2008-09 County Manager's Recommended Budget Priorities:  
(Extracted from County Manager's memo dated January 31, 2008)**

***Mayor's Budget Message for FY 2008-09:  
(Extracted from Mayor's memo dated March 27, 2008)***

**Governmental Operations and Environment (GOE)**

**Continuing Priorities**

- Continue to implement the Building Better Communities (BBC) Bond Program.
- Ensure the continuation of efforts to balance the need to preserve our natural resources, including water quality, with the need for sustainable development.
- Continue implementation of the 311 Answer Center and community outreach and awareness.
- Continue to improve the building permit and development process.
- Provide effective services; improve service through technology and application of best practices.

**Additional Priorities**

- Despite resource reductions, we must ensure that the little things, the things that make Miami-Dade County a great place to live, work, learn, and play continue to be supported.
- Continue Neighborhood Enhancement Action Teams (NEAT Teams).

**Mayor's Message**

- *Continue supporting the expedite capital improvement plan, including maintenance of the existing water and sewer systems.*
- *Continue accelerating capital improvement programs, including BBC funded projects.*
- *Protecting our Environment and Economy.*
- *Use of the BBC general obligation bond program to replace our aging facilities and infrastructure and to develop new facilities to support our community for decades to come.*
- *Employing new technology mandated by the State for the November 4, 2008 Presidential Election.*
- *Support of the zoning and permitting process in light of the slowdown in the building industry.*
- *Planning for the future through the Comprehensive Development Master Plan and the County Strategic Plan rewrite.*
- *Continue support of the 311 Answer Center and NEAT teams.*

- *Maintenance of the internal support functions necessary to enable our externally focused departments to have the resources they need to provide core services.*

## **Airport and Tourism (AT)**

### **Continuing Priorities**

- Continue implementation of the Miami International Airport (MIA) Capital Improvement Plan (CIP) to attract airlines and passengers.

### **Additional Priorities**

- Continue construction of the MIA North Terminal.

### **Mayor's Message**

- *Continue to support the development of Miami International Airport (MIA) and properly fund the capital improvement programs at MIA and the general aviation airports.*
- *Maintain the daily operations at these facilities.*
- *Accelerate the capital improvement programs funded by the Building Better Communities General Obligation Bond (GOB) program.*

## **Budget and Finance (BF)**

### **Continuing Priorities**

- Support increased employment opportunities at all levels (external).
- Attract and retain a talented and motivated workforce through effective recruiting, performance standards and training, and gain-sharing and managed competition.
- Continue to improve the financial stability for tax-supported and enterprise funds.

### **Additional Priorities**

- Our efforts to “do more with less” by carefully reviewing our goals and objectives, tracking our performance, adjusting our resource allocations, analyzing our processes, and planning for the future must be sustained.
- Work on the Strategic Plan rewrite will continue, along with our management and performance assessment functions.
- General Services Administration will continue to improve our other government facilities.
- Work to develop and adopt a budget that meets the expectations of our community.

- County Executive Office and Office of Strategic Management and Budget will work closely with Commission Auditor to prepare the FY 2008-09 Proposed Budget.

#### Mayor's Message

- *Work closely with the Commission Auditor in the development of priorities and adjustments to the Proposed Budget prior to release.*

### Economic Development and Human Services (EDHS)

#### Continuing Priorities

- Support increased employment opportunities at all levels (external).
- Concentrate on social service needs of all segments of the community to include children's programs and meals for the elderly.

#### Additional Priorities

- Continue to work hand in hand with US HUD officials to address the problems we have identified in the Miami-Dade Housing Agency (MDHA).
- Focus on affordable housing programs outside of MDHA; funding must get into the hands of developers who can build homes quickly.
- Coordinate economic development programs within and outside of Miami-Dade government to ensure limited resources are leveraged to bring relief to sectors of the community most impacted by current economic hardships.

#### Mayor's Message

- *Continue to support the protection of the local economy.*
- *Accelerate the capital improvement programs funded by the Building Better Communities General Obligation Bond (GOB) program.*
- *Provide affordable housing and other social services.*
- *Dedicate the resources necessary to ensure that affordable and workforce housing are available in future years.*
- *Establish an outcome-oriented, results-based process to allocate resources to Community-Based Organizations (CBOs) to leverage the maximum amount of services possible with the increasingly limited amount of funding.*

### Health and Public Safety (HPS)

#### Continuing Priorities

- Provide required training and equipment for all public safety functions.

- Improve public safety response times, through facility placement, community policing, and other strategies.
- Concentrate on social service needs of all segments of the community to include Healthcare and insurance.
- Concentrate on social service needs of all segments of the community to include intervention, prevention and diversion programs.
- Continue to assist the Public Health Trust.
- Promote an honest and ethical government.

#### Mayor's Message

- *Maintaining public safety.*
- *Maintain efforts to include juvenile diversion programs provided through Department of Juvenile Services.*
- *Continue funding of the Police Department, Fire and Rescue and Corrections and Rehabilitation in order to protect the residents of Miami-Dade County.*
- *Ensure that we are deploying our limited resources in the most effective way possible.*
- *Support future capital and multi-year commitments for Miami-Dade Police Department, Miami-Dade Fire Rescue, and the Corrections and Rehabilitation Department.*

### Recreation and Cultural Affairs (RCA)

#### Continuing Priorities

- Expand and support recreational and cultural programs and facilities.

#### Additional Priorities

- Maintain our parks: Funding was reduced for park and other facility maintenance, the Park and Recreation Department will do the best they can with limited resources to maintain our parks.

#### Mayor's Message

- *Maintain after school programs and other activities funded through the Park and Recreation Department, Libraries, and other cultural programs targeted at children.*

## Transit (Transit)

### Continuing Priorities

- Continue to implement the People's Transportation Plan.
- Continue implementation of the capital improvement programs at Dante B. Fascell Port of Miami to allow for efficient and secure operations.

### Additional Priorities

- Carry on the implementation of the Port Tunnel project.
- Carry on the implementation of the Automated Transportation Management System (ATMS) to improve traffic flow.
- Continue the development of the Metrorail/People Mover extensions to Miami International Airport (MIA).
- Continue the planning and designing of the Metrorail Orange Line.
- Continue to improve the financial stability for tax-supported and enterprise funds (Surtax).

### Mayor's Message

- *Continue to support the development of the Port of Miami and properly fund the capital improvement programs at the Port.*
- *Maintain the daily operations at the Port of Miami.*
- *Accelerate the capital improvement programs funded by the Building Better Communities General Obligation Bond (GOB) program.*
- *Continue to support the expansion of the public transportation.*
- *Continue to press the federal government to support the County's local transportation needs.*
- *Leverage all available revenues, including the People's Transportation Plan Surtax, to support the existing transit system to ensure that the County has a firm foundation on which to build new transit lines.*
- *Regain federal approval and funding for the Orange Line.*

TRANSIT COMMITTEE

General Comments

As we all know, the upcoming budget year will be one of extreme cutbacks, reprioritizations 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 feel a minimum impact and loss of services.

Miami-Dade Transit

Aggressively pursue Federal Transportation Administration (FTA) New Starts funding for the Metrorail Orange Line capital construction project, and improve the County's 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 the railcar replacement.

Advance the Transit Village Project (7<sup>th</sup> Ave Transit Hub at NW 7<sup>th</sup> Avenue and 62<sup>nd</sup> Street).

Reduce fuel costs through the implementation of alternative fuels.

Reduce Transit expenses through the reduction of overtime.

Miami-Dade Transit  
(Continued)

Reduce Transit expenses through the adjustment of underperforming bus routes.

Generate revenue through the aggressive sell 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.

**Vice-Chairwoman Jordan**

Continue work on New Starts Capital Cost Estimate to incorporate the required cost reductions to maintain cost effectiveness.

Work towards the modernization of Transit fleet.

Purchase of new rail cars.

Purchase new People Mover vehicles.

Generate additional revenue by implementing system-wide fair increases.

Generate additional revenue by increasing parking fees at Metrorail stations.

Continue to reduce operating costs by eliminating non-performing bus routes.

**Commissioner Heyman**

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.

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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 sell 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.

**Vice-Chairwoman Jordan**

Continue to advance the Port of Miami Tunnel Project.

Continue to pursue additional revenue opportunities for both Cargo and Cruise.

**Commissioner Heyman**

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.

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<p>Public Works Department (surface transportation)</p>	<p>Continue full implementation of the Advanced Traffic Management System (ATMS). Retrofit intersections with LED illuminated street name signs.</p>
<p>CITY</p>	<p>Vice-Chairwoman Jordan                  Prioritize allocation of Surtax funding for the Orange Line projects prior to any funds being disbursed for other PTP projects.                  Commissioner Heyman                  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.</p>
<p>Metropolitan Planning Organization</p>	<p>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 as an alternate source of transportation.</p>

Aviation Department

Maintain Miami International Airport's system as 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 although the BCC already approved a resolution opposing any unfunded mandates.

Reduce the effects of the 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 passengers and cargo services as well as low-cost domestic services.

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

**Commissioner Heyman**

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 in to and out of our Airport

Attract new national and international airlines to partner with Miami International Airport, including South African air route.

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, and support any and all enhancements to infrastructure approved by the BCC that can attract tourism.

Support beach maintenance and re-nourishment.

Partner with the Greater Miami Convention & 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 secret shopper program.

**Commissioner Heyman**

Lobby our state and federal government to continue funding 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 a possible boycott.

Allocate legitimate funds from CDT for Miami Beach Convention Center expansion-ballroom to attract large convention groups.

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BUDGET AND FINANCE COMMITTEE

General Comments

We are 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.

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.

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.

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BUDGET AND FINANCE COMMITTEE  
(Continued)

<p>Audit and Management Services</p>	<p>We need to ensure 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 Commission Auditor in order to ensure that the Board's priorities are being adhered to by the Administration.</p>
<p>BCC Office of Intergovernmental Affairs</p>	<p>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 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.</p>
<p>BCC Office of The Commission Auditor</p>	<p>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.</p>

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BUDGET AND FINANCE COMMITTEE  
 (Continued)

<p>General Services Administration                  Department (GSA)</p>	<p>We need to ensure 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.</p>
<p>Department of Procurement                  Management and Business                  Development</p>	<p>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 have this savings been applied?</p>
<p>Property Appraiser</p>	<p>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 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.</p>

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BUDGET AND FINANCE COMMITTEE

Commissioner Gimenez

**Cutting government waste:**

Administrative reductions should be achieved across all General Fund Programs. While I am encouraged by the Administration's directive, on March 10<sup>th</sup>, to Directors to reduce their departments' general fund support by three percent, I believe further reductions are possible and necessary.

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.

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 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.

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ECONOMIC DEVELOPMENT AND HUMAN SERVICES COMMITTEE

Overall Priorities

- 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 current level of service for CAA, Homeless Services and CBO's

<p>Community Advocacy</p>	<p>Increase the number of volunteer Goodwill Ambassadors to assist with crowd control at high-attendance events. 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.</p>
<p>Community Action Agency</p>	<p>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.</p>
<p>Metro-Miami Action Plan</p>	<p>Continue funding the Metro-Miami Action Plan at its current levels, and maintain this agency as a separate quasi agency / trust.</p>
<p>Homeless Trust</p>	<p>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.</p>

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ECONOMIC DEVELOPMENT AND HUMAN SERVICES COMMITTEE  
(Continued)

<p>Housing Agency</p>	<p>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.</p>
<p>Consumer Services</p>	<p>Support additional taxicab lotteries to be used as an additional revenue source. Increase funding to the Agricultural community. Support legislative efforts to prevent the State from preempting local governments from collecting fees for certain services.</p>
<p>Human Services</p>	<p>Fleet Management and replacement</p>

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ECONOMIC DEVELOPMENT AND HUMAN SERVICES  
(Continued)

<p>Office of Community and Economic Development</p>	<p>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.          Continue to support the Mom &amp; 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.          Continue to operate the Documentary Stamp Surtax and State Housing Initiatives Partnerships programs to increase the rental and homeownership opportunities in Miami-Dade County.</p>
<p>Business Development Department</p>	<p>Develop fee schedule for this department that will offset any reductions.</p>

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ECONOMIC DEVELOPMENT AND HUMAN SERVICES  
(Continued)

Commissioner Sorenson:

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 disruptions 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' access federal programs for which they are eligible. In a time of war when our veteran population is steadily increasing, it is our duty to make sure 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.

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GOVERNMENT OPERATIONS AND ENVIRONMENT COMMITTEE

General Comments

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 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.

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 Consumption 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.

**Provide funding to the Elections Department for the November Presidential election.**

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RECREATION AND CULTURAL AFFAIRS COMMITTEE

Senator Squire

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 Countywide 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 are 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.

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RECREATIONAL AND CULTURAL AFFAIRS COMMITTEE  
(Continued)

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.

Park and Recreation Department  
(Continued)

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 shops 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.

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Park and Recreation Department  
(Continued)

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.

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Park and Recreation Department  
(Continued)

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 system. 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.

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RECREATION AND CULTURAL AFFAIRS  
(continued)

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.

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RECREATION AND CULTURAL AFFAIRS  
(Continued)

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 our 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.

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RECREATION AND CULTURAL AFFAIRS  
(Continued)

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.

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HEARING AND PUBLIC SAFETY COMMITTEE

Overall Priority

The Mayor is to take all steps necessary to balance the budget and to prioritize the services that are provided by the Police, Fire Rescue, Corrections, and Juvenile Services Departments.

Commissioner Herman

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	<p>Make certain that Animal Services moves into the identified warehouse that needs to be retrofitted.</p> <p>Secure land for large animals as mandated by Florida Statutes.</p>
Corrections and Rehabilitation	<p>Capitol Improvement funds for facilities</p> <p>Ensure the cost of medical services provided to inmates be charged at the Medicaid rate</p>
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 2 <sup>nd</sup> fire boat Dedicate \$1 million to the Bay Harbor Fire Station
Police	Assess E-notify program for cost savings of court time and overtime

**Senator Sotiro**

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 letters 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 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 a 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 on 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.

HEALTH AND PUBLIC SAFETY COMMITTEE  
(Continued)

Senator Souto

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's Medicaid and Medicare program reforms have also caused 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 residents of this community has to be placed ahead of sales taxes for transportation projects, and ahead of 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 resource. Two years ago, I came to this Board with the concept of increasing density in the Master Plan 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 Ave, from the Miami River to approximately NW 28<sup>th</sup> 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.

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Approved \_\_\_\_\_ Mayor \_\_\_\_\_ Agenda Item No. 7(C)  
Veto \_\_\_\_\_ 01-10-08  
Override \_\_\_\_\_

ORDINANCE NO. 08-08

ORDINANCE AMENDING SECTION 2-1795 OF THE CODE OF MIAMI-DADE COUNTY RELATED TO PROCEDURES TO BE FOLLOWED IN THE PREPARATION AND ADOPTION OF THE COUNTY'S ANNUAL BUDGET; AMENDING SECTION 2-481 OF THE CODE OF MIAMI-DADE COUNTY RELATED TO THE COMMISSION AUDITOR'S ACCESS TO INFORMATION; AND PROVIDING SEVERABILITY, INCLUSION IN THE CODE AND EFFECTIVE DATE

**BE IT ORDAINED BY THE BOARD OF COUNTY COMMISSIONERS OF MIAMI-DADE COUNTY, FLORIDA that:**

**Section 1.** Section 2-1795 of the Code of Miami-Dade County, Florida is amended as follows:<sup>1</sup>

**Sec. 2-1795. Allocation of County Resources**

\* \* \*

(d) The County Manager shall, no later than January 31 of each year, transmit to the Board of County Commissioners no more than twenty (20) of his or her top recommendations to be reflected in the coming year's budget. These recommendations shall be presented in measurable, quantifiable terms to the extent possible and shall be considered by the appropriate committees of the County Commission. Each committee shall formulate its top priorities and policy objectives and forward those recommendations to the County Commission. The County Commission shall no later than the first meeting in April of each year consider the Committees' priorities and policy objectives and, by motion, approve up to twenty (20) priorities and policy objectives for the coming year's budget. This list shall guide the

<sup>1</sup> Words stricken through and/or [[double bracketed]] shall be deleted. Words underscored and/or >>double arrowed<< constitute the amendment proposed. Remaining provisions are now in effect and remain unchanged.

Commission when adopting the budget. On an annual basis, the County Manager shall present the proposed budget, including the proposed resource allocation plans, to the Board of County Commissioners for approval in accordance with the requirements of Section 5.03 of the Home Rule Charter. >>The Commission Auditor shall work with the Office of Strategic Business Management in the development of the proposed budget. Copies of the proposed budget referenced in the first sentence of Section 5.03(B) of the Home Rule Charter shall be made available to the County Commission and the Commission Auditor on the same date as such budget is presented by the County Manager to the Mayor. The Commission Auditor shall then commence an in depth review and analysis of such budget giving full consideration to the County Commission's adopted priorities and policy directives. The Commission Auditor's in depth review and analysis shall include a review and analysis of any changes to such proposed budget made as a result of the budget prepared and recommended by the County Manager, and the Mayor's written response thereto, presented to the Commission in accordance with the second sentence of Section 5.03(B) of the Home Rule Charter. Between August 15th and the first budget hearing, the Budget and Finance Committee, or the successor committee with jurisdiction over budgetary matters, shall meet to review and discuss the proposed budget in relation to the County Commission's approved budget priorities and policy objectives and the findings, results and recommendations of the Commission Auditor. Prior to the first budget hearing and after consultation with the Commission Chair and the Chair of the committee having jurisdiction over budgetary matters, the Commission Auditor, in cooperation with the Mayor or his/her designee, shall prepare and issue any recommended written changes to the proposed budget and shall present same together with proposed budget amendments to the County Commission at the first budget hearing. The Budget and Finance Committee, or the successor committee with jurisdiction over budgetary matters, shall meet between the first and second budget hearings to discuss any proposed changes and recommendations which may result from the first budget hearing. At the second budget hearing, after consultation with the Chair of the Commission and the Chair of the committee having jurisdiction over budgetary matters and in cooperation with the Mayor or his/her designee, the Commission Auditor shall issue any final recommended written changes to the tentative budget and then present implementing amendments thereto to the County Commission. This paragraph is not intended to be construed in any way as a limitation on the Mayor's right to participate in the

budget process as set forth in the Home Rule Charter, including specifically the right to attend and be heard at the budget hearings to express a difference of opinion with the Commission Auditor's recommendations and proposed changes. The responsibilities assigned by this section to the Commission Auditor shall be deemed a permanent element of the Commission Auditor's annual work program for each ensuing fiscal year without need for further Commission approval.<<

\* \* \*

**Section 2.** Section 2-481 of the Code of Miami-Dade County, Florida is amended as

follows:

**Sec. 2-481. Access to information.**

The Commission Auditor shall have >>read-only access to any and all financial, data, and reporting systems of the County and<< access to all books>>, << [[and]] records>>, memoranda and other documents, including both those internally or externally created, << of all departments, boards, agencies, and other entities of the County. >>To the extent such information is required by law to remain confidential and/or exempt from disclosure, such information shall also be maintained by the Commission Auditor as confidential and/or exempt. The Commission Auditor may make direct inquiries of any officer, agent, or employee of any department, board, agency or other County entity to clarify matters under his or her purview. It shall be a policy of this Board that such officer, agent or employee shall respond to such inquiries and shall not knowingly omit significant facts when presenting the requested information.<< The Commission Auditor may require the appearance of any officer, agent or employee of any department, board, agency or other entity for the purpose of examining that person under oath or affirmation. All contracts with outside contractors and subcontractors shall provide for access by the Commission Auditor to all financial and performance related records, property, and equipment purchased in whole or in part with governmental funds. The Commission Auditor shall have the power to summon any person to be examined under oath or affirmation. The Commission Auditor, or an assistant, may administer an oath or affirmation. The Commission Auditor may issue necessary process, including a subpoena or subpoena duces tecum, to compel attendance or the production of documents or other things. Prior to issuing a subpoena, the Commission Auditor shall notify the State Attorney and the U.S. Attorney for the

Southern District of Florida. The Commission Auditor shall not interfere with any ongoing investigation of the State Attorney or the U.S. Attorney for the Southern District of Florida where the State Attorney or the U.S. Attorney for the Southern District of Florida has explicitly notified the Commission Auditor in writing that the Commission Auditor's investigation is interfering with an ongoing criminal investigation.

**Section 3.** If any section, subsection, sentence, clause or provision of this ordinance is held invalid, the remainder of this ordinance shall not be affected by such invalidity.

**Section 4.** It is the intention of the Board of County Commissioners, and it is hereby ordained that the provisions of this ordinance, including any Sunset provision, shall become and be made a part of the Code of Miami-Dade County, Florida. The sections of this ordinance may be renumbered or re-lettered to accomplish such intention, and the word "ordinance" may be changed to "section," "article," or other appropriate work.

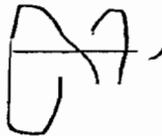
**Section 5.** This ordinance shall become effective 10 days after the date of enactment unless vetoed by the Mayor, and if vetoed, shall become effective only upon an override by this Board.

PASSED AND ADOPTED:

Approved by County Attorney as  
to form and legal sufficiency:



Prepared by:



Jim Kracht/Geri Bonzon-Keenan

Sponsored by Commissioner Carlos A. Gimenez