



MEMORANDUM

SPAGO
Agenda Item No. 6A

TO: Honorable Chairman Juan C. Zapata
and Members, Strategic Planning and
Government Committee

DATE: May 12, 2015

FROM: Christopher Agrippa
Director, Clerk of the Board Division

SUBJECT: Approval of Commission
Committee Minutes

The Clerk of the Board's office is submitting the following Clerk's Summary of Minutes for approval by the Strategic Planning and Government Operations Committee:

April 14, 2015

CA/ae
Attachment



Stephen P. Clark
Government Center
111 N.W. 1st Street
Miami, FL 33128

CLERK'S SUMMARY OF Meeting Minutes

Strategic Planning & Government Operations Cmte

Juan C. Zapata (11) Chair; Rebeca Sosa (6), Vice Chair; Commissioners Esteban L. Bovo, Jr. (13), Daniella Levine Cava (8), Sally A. Heyman (4), and Javier D. Souto (10)

Tuesday, April 14, 2015

9:30 AM

Commission Chambers

Members Present: Esteban L. Bovo, Jr., Daniella Levine Cava, Sally A. Heyman, Juan C. Zapata.

Members Absent: Rebeca Sosa, Javier D. Souto.

Members Late: None.

Members Excused: None.

Members Absent County Business: None.

1A INVOCATION AS PROVIDED IN RULE 5.05 (H)

Report: *Chairman Zapata asked that Board of County Commission Chairman Monestime and his family be kept in everyone's prayers, followed by the invocation led by Sergeant-At-Arms Michael Roan.*

1B **ROLL CALL**

Report: *Chairman Zapata called the Strategic Planning & Government Operations (SPAGO) Committee meeting to order at 10:29 a.m.*

In addition to the Committee members, the following staff members were present: Deputy Mayor Edward Marquez; Assistant County Attorneys Monica Maldonado and Juliette Antoine; Ms. Jennifer Moon, Budget Director, Office of Management & Budget; and Deputy Clerk Alan Eisenberg.

Assistant County Attorney Maldonado announced that in addition to the corrections noted in Board of County Commissioners Chairman Jean Monestime's Changes Memorandum dated April 14, 2015, Commissioner Zapata requested that Agenda Item 2B be deferred to no date certain.

It was moved by Commissioner Heyman that the April 14, 2015 SPAGO Committee meeting agenda be approved with the changes and corrections noted by Assistant County Attorney Maldonado. This motion was seconded by Commissioner Bovo, and upon being put to a vote, passed by a 4-0 vote (Commissioners Sosa and Souto were absent).

1C **PLEDGE OF ALLEGIANCE**

Report: *Commissioner Heyman led the Committee in the Pledge of Allegiance.*

1D **REASONABLE OPPORTUNITY FOR THE PUBLIC TO BE HEARD AS PROVIDED IN RULE 6.06**

Report: *Chairman Zapata opened the floor for public comments and called for persons wishing to appear before the Committee. He explained that public comments could be made either at this time or when the agenda item was presented. The floor was closed after no one appeared wishing to speak.*

1E **SPECIAL PRESENTATION(S)**

1E1

150625 Service Awards

Jean Monestime

PRESENTATION OF SERVICE AWARDS TO THE
FOLLOWING EMPLOYEES:

Presented

ROBERTO A. GALVEZ - ITD - 30 YEARS
JANET H. HUTCHEON - ISD - 30 YEARS
DANIEL MACHIN - ISD - 35 YEARS

1E2

150569 Special Presentation**Juan C. Zapata***Presented*

A PRESENTATION BY ATTORNEYS PATRICK HARDER AND COREY BOOCK, PARTNERS AT THE LAW FIRM NOSSAMAN, WHICH SERVED AS LEGAL COUNSEL ON THE PORTMIAMI TUNNEL AND INDIANAPOLIS COURTHOUSE P3 PROJECTS TO ADDRESS FUTURE MIAMI-DADE P3 PROJECTS, INCLUDING THE MIAMI-DADE COURTHOUSE PROJECT

Report: *Assistant County Attorney Monica Maldonado read the foregoing proposed special presentation into the record.*

Chairman Zapata welcomed representatives from the law firm, Nossaman LLP to share with the Strategic Planning and Government Operations Committee (SPAGO) the experiences and best practices gained from their previous work on other public-private partnership (P3) projects.

Mr. Patrick D. Harder, Partner, Nossaman LLP (Nossaman), pointed out that Nossaman served as the lead attorney for the Florida Department of Transportation (FDOT) on the Port Miami Tunnel, the Interstate 595, and the Interstate 4 projects. He noted that Nossaman also served as lead council for the Indianapolis Justice Center project. Mr. Harder said that the availability payment structure was often used for social infrastructure projects with the public sector retaining the revenue risk; however, in a courthouse scenario the public sector retained facility ownership since there was no revenue generation.

Mr. Harder indicated that the public sector partner entered into a long-term contract with the concessionaire being obligated to design, build, finance, operate and maintain the facility for a typical 35 year term and make repayments through availability payments. He noted that availability payments were made on a periodic basis and subject to downward adjustment for deficiencies and performance. Mr. Harder said there was an expectation as to how the facility would perform; how the operations and maintenance would be conducted; and there would be downward payment adjustments made for deficiencies and/or termination of contract.

Mr. Harder noted the success of previous P3 projects; presented an overview of pending social

infrastructure projects; discussed the Florida P3 Legislation (House Bill 85); and presented lessons learned. He said that Florida had credibility in the P3 marketplace because of the successfully completed FDOT projects.

Mr. Corey A. Boock, Partner, Nossaman, presented an overview of the City of Indianapolis (City) Courthouse project, noting its similarity to the one being considered locally. He commented that their existing facilities were over fifty years' old, very inefficient, and posed significant public safety risks. Mr. Boock said that the project consolidated the criminal courts, the prison, and corrections into one facility. He noted the project was funded through efficiencies and cost savings by eliminating old facilities and consolidating functions. Mr. Boock said that the developer was responsible for the design, construction, financing, operations and maintenance of the facility for 35 years and that the City was responsible for the availability payment concession (APC) for 35 years commencing upon facility completion.

Mr. Boock pointed out that the payments were subject to appropriation and this project was the first municipal credit to use the APC model. He noted project risk, energy efficiency, hazardous materials, and long-term maintenance of building elements and equipment was shifted to the private sector. Mr. Boock indicated that payments to the developer would be deducted if the project did not perform and withheld if not completed. He noted the facility was owned by the City and would revert back to the City after 35 years.

Mr. Boock indicated that the procurement process included extensive outreach with stakeholders and users; that over 240 meetings were held; that it took over nine months from Request for Qualification (RFQ) issuance to due date; and that five teams submitted RFQ's and bids were submitted by three. He noted the preferred bid was \$100 million below the City's estimate for capital costs; \$3 million below the City's affordability limit; \$58 million equity investment; and one of the first uses of private placements with top-tier life insurance companies.

Mr. Boock noted that stakeholder engagement with end users needed to begin early in the process, the scope needed to be fully engaged, and the site needed to be identified early. He said the procurement should be initiated only when ready. Mr. Boock commented that an affordability limit

should be developed based upon cost savings and revenue sources. He noted the project needed to be clearly defined and significant changes not made mid-stream. Mr. Boock said the need to downsize the project needed to be recognized if costs were excessive. He recommended that the right internal and external teams should be created consisting of dedicated senior level county staff as well as technical, financial and legal advisors. Mr. Boock said the process typically lasted twelve to eighteen months from initiation to Request for Proposal (RFP) to financial close.

Commissioner Levine Cava noted multiple stakeholders in the process and solicited recommendations for successfully obtaining everyone's participation.

Mr. Boock and Mr. Harder described the stakeholder groups, noting that these groups selected a few representatives from within their organizations to participate in smaller group meetings.

In response to Commissioner Levine Cava's question about the short timeframe recommended, Mr. Boock noted the suggestion was a mainstream recommendation and the period could be accelerated by a few months with everyone's commitment.

Commissioner Levine Cava inquired about the reason a P3 arrangement resulted in such significant cost savings and whether the savings were related to the project being managed by the private sector.

Mr. Harder responded that the risk allocations associated with the Port Miami Tunnel resulted in significant construction cost reductions. He noted that risk allocations had a large effect on the overall costs with the State's engineers estimate being several hundred million dollars over the actual bid. Mr. Harder noted that a P3 gave the private sector flexibility to design and maintain the facility, thus driving down capital costs and creating efficiencies. Mr. Harder indicated that labor costs did not change since the prevailing wage was used; however, noted construction innovation and efficiencies reduced the need for additional work.

Mr. Boock added that the life cycle cost approach drove down capital costs and created efficiencies.

Mr. Boock responded to Commissioner Levine Cava's question about the challenges associated with the City Courthouse project and how those challenges were resolved by indicating that Nossaman was engaged in January 2014 and that he was not involved in or aware of those earlier issues. Mr. Harder pointed out that issues often arise when the project scope, definition and site location was not clearly defined.

Chairman Zapata questioned the benefits of engaging legal and financial experts and whether the knowledge gained by outside consultants would transfer internally.

Mr. Harder responded that the external experts bring experience by having previously participated in this type of transaction. He indicated that the private sector expected credible advisors to develop project interest.

Mr. Boock pointed out that there was some knowledge transfer over time; however, whether the need for additional legal and financial assistance was unknown.

Chairman Zapata noted it should take approximately 4.5 months to initiate the RFP process before proceeding to negotiation. He questioned whether the financial close could occur within 60 to 90 days.

Mr. Boock responded that a simultaneous signing and financial close was possible, within 90 to 120 days; however, the goal was to obtain committed financing supported by a healthy bond or letter of credit. He noted the financial close would likely occur 30 to 60 days after being selected.

Chairman Zapata questioned the role of the financial advisor.

Mr. Boock noted the financial advisor assessed affordability, cost savings, funding, and helped to negotiate financial terms.

Mr. Harder added that the financial advisor also ensured an appropriate and sufficient contractual agreement was created. He pointed out that there were simultaneous commercial and financial closings within 3-4 months on all three Florida P3 transactions.

Deputy Mayor Edward Marquez indicated that County administration and legal staff was meeting

with Mr. Harder and Mr. Boock later today (4/14). He commented that giving the private sector multiple site selection options may not be the best alternative. Deputy Mayor Marquez pointed out that a significant amount of time was needed to develop master plans, to initiate the RFPs for legal and financial assistance and to compile a team to work on the RFQ. He inquired about the fees charged by Nossaman for their work on the City Courthouse project.

Mr. Boock noted he could not disclose this figure due to attorney/client privilege; however, indicated that it was in the low-seven digit price range and represented less than one percent of the total project cost.

Commissioner Levine Cava expressed concern about the scope and timeline, noting the County needed it's time to develop the scope and questioned the progress in this regard.

Deputy Mayor Marquez responded that an understanding of the scope was needed between the administration and the Board in terms of the RFQ. He said that the scope definition was critical and administration planned on involving the Courts and Corrections Department in this process. Deputy Mayor Marquez noted that there were multiple land options available making this a difficult process.

Commissioner Levine Cava inquired whether there was a timeline scheduled to be presented with a report from administration.

Deputy Mayor Marquez indicated that there was not an established date for a report; however, noted that administration would present the SPAGO committee with a monthly update.

Ms. Miriam Singer, Assistant Director, Procurement Management, Internal Services Department, reported that solicitations for legal services and financial advisor were posted for industry comment from March 25, 2015 to April 10, 2015. She noted steps to finalize the solicitations for issuance were underway and would be released for advertisement on April 21, 2015 and anticipated recommendations for award in July, 2015.

In response to Commissioner Levine Cava's question whether the Board would review the solicitation before its release; Ms. Singer

indicated that the solicitation was already posted for industry comment and that she would provide her and any other Board member with a copy of the scope of service for legal and financial advisors.

1E3

150787 Special Presentation**Juan C. Zapata**PRESENTATION OF THE INTERNAL SERVICES
DEPARTMENT'S SCORECARD*Presented*

Report: *Assistant County Attorney Monica Maldonado read the foregoing proposed special presentation into the record.*

Chairman Zapata commented that Commissioner Bovo and the Finance Committee underwent efforts over the past two years to understand how the County was spending its money. He explained that the department scorecards represented the results of funding the various County departments. Chairman Zapata pointed out that it was difficult to understand the scorecards; questioning whether the correct questions were being addressed and if the right practices were being measured. Chairman Zapata noted the scorecards were being communicated to the public and needed to be accurate, timely, and easily understood.

Ms. Tara Smith, Assistant Director, Internal Services Department (ISD), indicated that the ISD supported seven different priority goals in the countywide strategic plan within general government and economic development. She pointed out that ISD did not provide much direct services to the public, noting that metrics were therefore focused on turn times and feedback from other county departments. Ms. Smith pointed out that ISD provided procurement, facilities management, fleet, small business participation, parking services, real estate management, materials management, design and construction management, risk management and Americans with Disabilities Act coordination. She noted the scorecard was a work in progress with efforts to better align the scorecard with efficiencies in ISD's business lines. Ms. Smith said that the scorecard currently reflected the various measures and business lines without identifying efficiencies. She further explained that ISD automated the fueling of County vehicles and tracked electricity usage and billing.

Chairman Zapata questioned the amount of savings realized through the efficiencies already put into place.

Ms. Smith reported that the information was

captured but not reflected on the scorecard.

Chairman Zapata noted the importance of being able to disseminate quantifiable information about accomplishments and to measure performance. He questioned how to align the goal that the print shop was being measured on the number of jobs completed while at the same time the Office of Management and Budget had a goal to reduce the amount of paper used.

Ms. Smith explained that the measure of print shop jobs completed was to capture the business line production, noting that goals were not established to reduce the amount of paper printing. She noted data reflected a monthly reduction with a spike every two years due to election ballot and annual tax notice printing.

Ms. Jennifer Moon, Budget Director, Office of Management and Budget, pointed out that the print house was saving the County money because it was now printing what used to be outsourced.

Ms. Smith pointed out that in-house printing added additional internal controls and integrity to the production of election ballot printing.

Mr. Sola, Director, Internal Services Department, commented that business decisions were made in conjunction with Community Information and Outreach Department whether to print and to control the amount of paper used.

Chairman Zapata pointed out that it was difficult to understand every dollar spent by the County and that the purpose of the scorecard was to measure departmental spending based upon the services they intended to provide for the money received. He noted concern that there was metric data on the scorecards which was not updated since 2012.

Ms. Moon reported that the methods used to measure efficiency and report goals were difficult. She indicated that staff had less time to maintain scorecards in order to maintain adequate County services as a result of budget reductions.

Chairman Zapata commented that accurate information needed to be provided to the public and the Board should have been made aware that the information was not being maintained. He said the ability to govern effectively was directly

related to the trust people had in government.

Ms. Moon noted that the information was accurate as of the date released.

Chairman Zapata indicated that perhaps less information should be collected and that the information collected should be more relevant. He suggested that the metrics from ISD could report the cost of vehicle maintenance per mile traveled with the goal to reduce the cost paid for goods and services. Chairman Zapata noted that there was quite a bit of information on ISD's scorecard and questioned whether all of this information was necessary.

Ms. Smith reported that ISD was making efforts to streamline measures.

Ms. Moon stated she was excited about this conversation related to the performance measurement development process. She noted that all of details that everyone needed to know to meet the County's overall goals were gathered; however, the available tools in the Active Strategy Enterprise System, used to develop scorecards, needed to be fully incorporated into the process. Ms. Moon said that detailed scorecard information was needed in order to effectively manage County departments, even though it may not be appropriate for the general public.

Chairman Zapata stated that he shared Board of County Commissioners (BCC) Chairman Monestime's goal for the Commission to discuss priorities much earlier in the process, before determining the methods to fund those priorities. He noted the Commission Auditor should be included in the review of whether established priorities were met. Chairman Zapata said discussions were needed in terms of the measurement process and outcome expectations.

Commissioner Levine Cava noted strategic planning and visioning discussions presented an opportunity for the County to set direction. She said that a clear vision about accomplishments was needed and that scorecards should be used to set forth departmental roles. Commissioner Levine Cava suggested redirecting the process to look at what was necessary to achieve a vision for the County, noting a real vision did not currently exist. She noted measurement tools were essential but there should be fewer and more aggregate measurements. Commissioner Levine Cava also

noted that each individual team member's contribution to the overall effectiveness of their department's strategic goals and objectives should be measured. She said that incentives were needed for employees to identify system improvements, efficiencies and economies.

Chairman Zapata explained that the present scorecard was built upon the process used to develop the County's current strategic plan. He concurred with Commissioner Levine Cava that there a clear vision about the County's transit system was necessary and that funding would be allocated for the intended purpose. Chairman Zapata stressed the importance to focus on services that would truly have an impact.

Commissioner Bovo indicated that the strategic plans often changed over time to meet political realities. He suggested that a dashboard monitoring application be used rather than the more intimidating scorecard system. Commissioner Bovo noted that the private sector did not deviate from their strategic plan and inquired whether any opportunities to adjust the plan existed in County government.

Ms. Moon reported that the strategic planning process outlined the maximum time for the plan to be in effect without being refreshed; however, it could be refreshed as often as the organization's leadership wanted to do so. She said that there were multiple high priorities based upon service areas because it was difficult for areas such as public safety and transportation to determine higher priorities and strategic vision. For this reason, Ms. Moon noted that the strategic plan was written to address new priorities. She pointed out that affordable housing programs were among the highest priorities during the previous planning process, noting that many programs were implemented since that time while housing improvement efforts were not forgotten. Ms. Moon said the strategic plan could be refreshed but it should be written in a manner that was flexible and did not limit the ability to address new concerns later.

In response to Commissioner Bovo's comment that the strategic plan should be developed to meet the priorities of the moment, Ms. Moon commented that the organization should have priorities that transcend the moment and the strategic plan should be flexible to recognize that. She said the plan was flexible inasmuch as it addressed a safe

community, a well-managed organization and general information about the community.

Chairman Zapata pointed out that there were no metrics or measurements to define what a safe community was. He said that a strategic plan addressed the position of the community for the future, noting the current plan merely justified what was done rather than where the community needed to be in the future. Chairman Zapata said it was the Commissions responsibility to address transportation improvement needs even though it was not the current focus. He said the plan needed to be aspirational, have a clear vision for the future and data driven. Chairman Zapata commented that the affordable housing and transit strategies were not aligned, noting that housing was not built in conjunction with transportation, parks and schools.

Commissioner Bovo indicated that the County Commission should establish the strategic plan; set priorities for staff to implement; and adhere to those goals.

Chairman Zapata commented that different scorecards should be implemented for internal management, for oversight, and for public access purposes.

Commissioner Levine Cava noted the strategic plan needed to be better communicated to the public, to focus on fewer strategic goals and flexible to accommodate changes in priorities. She pointed out that a workshop should be scheduled to address strategic planning; however, suggested to begin the process of identifying efficiencies across the entire organization as a short-term solution. Commissioner Levine Cava noted that the County Commission was responsible for the community vision and Mayor Gimenez was then responsible to execute that vision once identified.

Chairman Zapata said he would request that BCC Chairman Monestime schedule additional meetings to focus on strategic planning and budget development. He said the strategic plan, the business plans and the scorecards needed to be considered together with the budget in order for government to be effective and measurable.

1E4

150788 Special Presentation**Juan C. Zapata**PRESENTATION OF THE MIAMI-DADE TRANSIT
DEPARTMENT'S SCORECARD*Presented*

Report: *Assistant County Attorney Monica Maldonado read the foregoing proposed special presentation into the record.*

Chairman Zapata indicated that the Miami-Dade Transit Department's scorecard contained metrics; that there were no target goals; that the information was outdated; and that the Department also used a set of internal metrics.

Ms. Ysela Llorc, Director, Miami-Dade Transit Department (MDT), reported that MDT used a performance based planning process and that internal documents existed. She pointed out that the MDT scorecard was aligned with the County's strategic plan as well as the Metropolitan Planning Organization's long range plan. Ms. Llorc noted that cyclical assessments were performed; that the budget drove the business plan; and that the scorecards and attainment drove subsequent budgets.

Ms. Llorc proceeded to describe the MDT mission and the process used to establish key performance indicators in a PowerPoint presentation.

Chairman Zapata noted that the 2012 Strategic Plan addressed transportation issues but not the MDT. He also noted that sample strategies were listed without specific metrics and inquired whether ridership goals were measured.

Ms. Llorc reported that the last annual ridership report was used and projected forward.

Chairman Zapata said that the goals were vague but needed to be quantified.

Ms. Jennifer Moon, Budget Director, Office of Management and Budget, pointed out that the strategic plan was high level and that the business plan measured accomplishments toward the overall goal.

Discussion ensued between Chairman Zapata and Ms. Llorc about MDT's scorecard and progress toward meeting the County's strategic goals. He noted a performance issue existed and questioned

the efforts being undertaken to use the scorecard as a tool for improvement, with measurable metrics. He said that the scorecard was tied to the business plan which was tied to the strategic plan and then to the budget, noting that money was being given to MDT to produce certain outcomes that were not being achieved.

Ms. Llort clarified that two scorecards were used, noting an internal scorecard was used to manage the fleet, schedules, garages, bus type and problem type. She reported decreased system reliability due to greater congestion levels and an aging bus fleet. Ms. Llort noted the need to streamline transportation through the corridors and a system linking people to the streamlined corridors. Ms. Llort said the fleet was aging due to the lack of capital for replacement and the compressed natural gas conversion process taking longer than anticipated. As a result, Ms. Llort reported increased preventative maintenance and inventory expenditures as well as improved safety and security program efforts.

Ms. Llort indicated that MDT updated its scorecard monthly in addition to presenting its performance metrics and financial management report to the Citizens Independent Transportation Trust (CITT) quarterly. She noted capital projects were slow partially due to procurement staffing issues. Ms. Llort said that the deficit would be reduced by funding the purchase of new busses, thus reducing personnel costs for maintenance, operations and the purchase of parts. She noted that more busses were needed because it was taking longer to travel through the congested corridors; that bus stops needed to be eliminated; and that schedules needed to be adjusted to be more realistic. Ms. Llort pointed out that the scorecard matched recent rider assessments, noting riders wanted clean vehicles, meaningful schedules and to be able to rely on the transit system.

Chairman Zapata questioned the strategy used to determine whether to purchase new busses or to maintain the existing fleet. He noted the need to temporarily reduce the fleet in order to strengthen it for the future.

Ms. Llort pointed out the system could also be operated a little differently in the future.

Chairman Zapata indicated that the transit oriented development idea presented at the recent

Transit Summit needed to be pursued.

Commissioner Levine Cava said the County Commission was responsible to provide sufficient resources for MDT to meet its goals. She pointed out that the Commission was scheduled to approve the purchase of additional articulated busses needed to address these concerns at its April 21, 2015 meeting.

Commissioner Heyman inquired whether the County paid for bus shelters located in municipalities. She noted concern that more bus shelters rather than benches were needed on State roads and through streets due to South Florida's severe weather conditions.

Ms. Llort reported that those bus shelters were the municipalities' responsibility, unless they piggybacked on the existing County contract. She noted that bus shelters required sufficient right-of-way in order to meet Americans with Disability Act requirements.

Commissioner Heyman noted she supported the use of private advertisements on bus shelters to generate additional revenue.

Commissioner Bovo questioned whether there were bus shelters in the unincorporated areas.

Ms. Llort responded that there were bus shelters in the unincorporated areas; however, they were not at every bus stop and that not all bus stops had a bench.

Commissioner Bovo discussed the need for bus shelters, noting the dilemma that the bus frequency was a result of the number of passengers served and that passengers would not use the bus if the frequency was insufficient. He said that there should be a bus shelter at every bus stop, noting this was one of the biggest impediments to people using the system.

Ms. Llort noted that additional services depended upon the availability of resources. She pointed out that the bus shelter contract allowed advertising in return for shelter maintenance. Ms. Llort commented that future shelters needed to offer shelter as well as adequate route and schedule information for riders.

Chairman Zapata concluded that customer experience was the key; that there needed to be a

countywide strategy; and that little things helped to improve the overall customer experience.

1E5

150815 Special Presentation **Juan C. Zapata**
 PRESENTATION OF RESULTS-ORIENTED *Not presented*
 GOVERNING - PERFORMANCE MEASUREMENT

1F DISCUSSION ITEM(S)

1F1

150789 Discussion Item **Juan C. Zapata** *Presented*
 DISCUSSION ITEM REGARDING LOW INCOME POOL
 (LIP) AND THE 2015 LEGISLATIVE SESSION

Report: *Assistant County Attorney Monica Maldonado read the foregoing proposed discussion item into the record.*

Chairman Zapata expressed concern that the Low Income Pool (LIP) funding might disappear, noting this represented approximately \$200 million funding for Jackson Memorial Hospital (JMH). He commented that there was much discussion about Medicaid expansion but none on LIP funding.

Commissioner Levine Cava pointed out that Medicaid and LIP funding were being considered together by the State Health and Human Services Committee. She said that the State Senate would try to hold the State House hostage on this budget item.

Chairman Zapata indicated that the elimination of LIP funding would have a significant impact on JMH.

Chairman Zapata opened the floor for public comments. He closed the floor after no one appeared wishing to speak.

1F2

150790 Discussion Item **Juan C. Zapata** *Presented*
DISCUSSION ITEM REGARDING THE LOCAL
PREFERENCE REQUIREMENT FOR THE HEALTH CARE
RFP

Report: *Assistant County Attorney Monica Maldonado read the foregoing proposed discussion item into the record.*

Chairman Zapata explained that local preference for the health care procurement existed. He suggested that local preference might need to be removed in order to open the procurement to national companies in order to obtain the best possible price for the County's self-insured program.

Commissioner Levine Cava commented that local preference allowed local companies the option to meet the best price and did not exclude national participation.

Ms. Miriam Singer, Assistant Director, Procurement Management, Internal Services Department, pointed out that the solicitation for health care services was posted three times for industry comment. She said the Request for Proposals (RFP) would be released on April 21, 2015 and an award made in September, 2015 prior to the October, 2015 open enrollment period. Ms. Singer noted this was a qualitative RFP; therefore, local preference was different than in a straight bid, resulting in a best and final offer.

Commissioner Levine Cava questioned whether local preference restricted national groups from applying.

Ms. Singer clarified that national groups were not restricted; however, noted preference existed for local and locally headquartered firms in accordance with County Code. She explained that locally headquartered firms received a 10 point advantage and that local firms without local headquarters received a 5 point advantage.

Chairman Zapata opened the floor for public comments. He closed the floor after no one appeared wishing to speak.

1G **PUBLIC HEARING**

1G1

150301 Ordinance**Juan C. Zapata***Deferred to May 12, 2015*

ORDINANCE RELATING TO THE RULES OF PROCEDURE OF THE BOARD OF COUNTY COMMISSIONERS; AMENDING SECTION 2-1 OF THE CODE OF MIAMI-DADE COUNTY, FLORIDA; REQUIRING A SEPARATE VOTE ON CERTAIN AMENDMENTS TO THE MAYOR'S PROPOSED COUNTY BUDGET AT PUBLIC BUDGET HEARINGS; ESTABLISHING COUNTY POLICY TO REQUIRE DISTRIBUTION OF MAYOR'S CHANGES MEMORANDA NO LATER THAN 48 HOURS PRIOR TO THE FIRST AND SECOND BUDGET HEARINGS; PROVIDING SEVERABILITY, INCLUSION IN THE CODE, AND AN EFFECTIVE DATE

Report: *Assistant County Attorney Monica Maldonado read the foregoing proposed ordinance into the record.*

Chairman Zapata opened the public hearing and called for persons wishing to appear before the Committee on the foregoing proposed ordinance. He closed the public hearing after no one appeared wishing to speak.

It was moved by Commissioner Heyman that the foregoing proposed ordinance be adopted. This motion was seconded by Commissioner Bovo for discussion.

Commissioner Levine Cava requested an overview of the impact of this ordinance.

Chairman Zapata noted that this legislation would allow the County Commission to vote separately on any portion of the proposed budget. He said that the intent was to provide the Commission more time to respond to the Mayor's Budget Change Memorandums.

Assistant County Attorney Geri Bonzon-Keenan noted that the foregoing proposed ordinance would need to be deferred and placed on the next Strategic Planning and Government Operations Committee meeting due to the lack of quorum (Commissioner Heyman was no longer present). She mentioned that the item could continue to be discussed at this time as long as no vote was taken.

Chairman Zapata added that the proposal would require the change memorandum to be received at

least 48 hours prior to the Budget Hearing. He said this process would provide more time to understand the recommended changes before being required to vote on those changes. Chairman Zapata noted that budget changes would require an amendment once presented by the Mayor, rather than just adopting the change memorandum. He pointed out that this process allowed the budget to be broken down into smaller components and those components voted on separately, rather than the entire budget.

Ms. Jennifer Moon, Budget Director, Office of Management and Budget stated that administration was supportive of this legislation, noting the intent to get information out as quickly as possible. She commented that the changes memorandum for the first Budget Hearing was usually provided at least four to five days in advance; however, it was more difficult to generate timely information for the second Budget Hearing. Ms. Moon noted that administration would issue a report in advance of the meeting and introduce additional changes once available.

Chairman Zapata pointed out that his intention was to slow down the budget process and give the Commission greater control over the process and the ability to modify the budget before being adopted.

NOTE: The foregoing proposed ordinance was deferred to the May 12, 2015 Strategic Planning and Government Operations Committee meeting due to the lack of a quorum.

2 COUNTY COMMISSION

2A

150576 Resolution**Rebeca Sosa**

RESOLUTION DIRECTING THE MAYOR OR DESIGNEE TO PREPARE A "FAIR SHARE" REPORT FOR PRESENTATION TO THE BOARD, ANALYZING THE DIFFERENCE BETWEEN THE AMOUNT OF TAX REVENUE SENT TO THE STATE OF FLORIDA BY MIAMI-DADE COUNTY ANNUALLY AND THE AMOUNT OF STATE FUNDING THAT MIAMI-DADE COUNTY RECEIVES BACK EACH YEAR

*Deferred to no date certain**Mover: Heyman**Seconder: Bovo, Jr.**Vote: 4-0**Absent: Souto, Sosa*

Report: *The foregoing proposed resolution was deferred to no date certain at the request of Commissioner Sosa.*

2B

150208 Resolution**Juan C. Zapata**

RESOLUTION WAIVING THE REQUIREMENTS OF THE MASTER PROCUREMENT IMPLEMENTING ORDER 3-38, DIRECTING THE MAYOR OR THE MAYOR'S DESIGNEE TO NEGOTIATE AN AGREEMENT WITH THE RAND CORPORATION FOR THE PURPOSE OF EVALUATING MIAMI-DADE COUNTY'S SELF-INSURED HEALTH PLAN FOR POTENTIAL COST SAVINGS, IDENTIFY A FUNDING SOURCE FOR PAYMENT OF THE SERVICES PROVIDED, AND PRESENT AGREEMENT, OR IN THE ALTERNATIVE, A REPORT TO THE BOARD FOR ITS CONSIDERATION AND APPROVAL

*Deferred to no date certain**Mover: Heyman**Seconder: Bovo, Jr.**Vote: 4-0**Absent: Souto, Sosa*

Report: *The foregoing proposed resolution was deferred to no date certain at the request of Chairman Zapata.*

2C

150745 Resolution

Juan C. Zapata

RESOLUTION DIRECTING THE MAYOR OR MAYOR'S DESIGNEE TO PROVIDE A REPORT IDENTIFYING ALL SENIOR POSITIONS WITHIN EACH COUNTY DEPARTMENT UNDER THE MAYOR'S PURVIEW THAT WILL BE VACANT IN THE NEXT THREE YEARS DUE TO RETIREMENT AND WHAT SUCCESSION PLANS ARE IN PLACE FOR EACH POSITION

Forwarded to BCC with a favorable recommendation

Mover: Heyman

Secunder: Cava

Vote: 4-0

Absent: Souto, Sosa

Report: *Assistant County Attorney Monica Maldonado read the foregoing proposed resolution into the record.*

Chairman Zapata relinquished the floor to Commissioner Heyman.

Acting Chair Heyman opened the floor for public comments. The floor was closed after no one appeared wishing to speak.

Hearing no questions or comments, the Committee proceeded to vote on the foregoing proposed resolution.

Chairman Zapata resumed the floor.

3 DEPARTMENT

3A

150538 Resolution

RESOLUTION AUTHORIZING TRANSFER OF UNALLOCATED FUNDS UNDER CONTRACT NO. 9301-0/20, MULTIFUNCTIONAL DEVICES, MAINTENANCE AND SOLUTIONS PREQUALIFICATION TOTALING \$70,000.00 TO THE OFFICE OF THE CITIZENS' INDEPENDENT TRANSPORTATION TRUST FOR REPLACEMENT LEASES OF SUCH DEVICES; AND AUTHORIZING THE USE OF CHARTER COUNTY TRANSPORTATION SURTAX FUNDS FOR SUCH PURPOSES (Internal Services)

Forwarded to BCC with a favorable recommendation

Mover: Heyman

Seconder: Bovo, Jr.

Vote: 4-0

Absent: Souto, Sosa

Report: *Assistant County Attorney Monica Maldonado read the foregoing proposed resolution into the record.*

In response to Commissioner Levine Cava's question whether this item was for the lease of printers through 2021, Deputy Mayor Edward Marquez responded that it was.

Hearing no further questions or comments, the Committee proceeded to vote on the foregoing proposed resolution.

3B

150539 Resolution

RESOLUTION RATIFYING ACTION BY THE COUNTY MAYOR OR COUNTY MAYOR'S DESIGNEE WITH RESPECT TO ADDING VENDORS TO OPEN POOL CONTRACTS DURING THE PERIOD OF JULY 1, 2014 THROUGH DECEMBER 31, 2014 (Internal Services)

Forwarded to BCC with a favorable recommendation

Mover: Heyman

Seconder: Bovo, Jr.

Vote: 4-0

Absent: Souto, Sosa

Report: *Assistant County Attorney Monica Maldonado read the foregoing proposed resolution into the record.*

Hearing no questions or comments, the Committee proceeded to vote on the foregoing proposed resolution.

3C

150540 Resolution

RESOLUTION AUTHORIZING ESTABLISHMENT OF PREQUALIFICATION POOL RTQ-00150 IN A TOTAL AMOUNT UP TO \$30,900,000.00 FOR CARPET, RELATED FLOORING MATERIALS AND INSTALLATION SERVICES FOR VARIOUS COUNTY DEPARTMENTS; AND AUTHORIZING THE COUNTY MAYOR OR COUNTY MAYOR'S DESIGNEE TO SOLICIT PRICING, AWARD CONTRACTS, EXERCISE ALL PROVISIONS OF THE SOLICITATION DOCUMENTS AND ANY RESULTING CONTRACTS PURSUANT TO SECTION 2-8.1 OF THE COUNTY CODE AND IMPLEMENTING ORDER 3-38 AND ADD VENDORS TO THE POOL AT ANY TIME, SUBJECT TO RATIFICATION BY THE BOARD ON A BI-ANNUAL BASIS (Internal Services)

Forwarded to BCC with a favorable recommendation

Mover: Heyman

Secunder: Bovo, Jr.

Vote: 4-0

Absent: Sosa, Souto

Report: *Assistant County Attorney Monica Maldonado read the foregoing proposed resolution into the record.*

Hearing no questions or comments, the Committee proceeded to vote on the foregoing proposed resolution.

3D

150547 Resolution

RESOLUTION APPROVING REJECTION OF PROPOSALS TENDERED IN RESPONSE TO REQUEST FOR PROPOSALS NO. 833 FOR COMMUNICATIONS FACILITY TOWERS ON COUNTY PROPERTIES; WAIVING, BY A TWO-THIRDS VOTE OF THE BOARD MEMBERS PRESENT, COMPETITIVE BID PROCEDURES PURSUANT TO SECTION 5.03(D) OF THE CHARTER, SECTION 2-8.1 OF THE COUNTY CODE AND IMPLEMENTING ORDER 3-38 AND BID PROTEST PROCEDURES PURSUANT TO SECTION 2-8.4 OF THE COUNTY CODE TO AUTHORIZE THE ISSUANCE OF AN INVITATION TO BID FOR BEST AND FINAL OFFER AMONG THREE RESPONSIVE PROPOSERS UNDER REQUEST FOR PROPOSALS NO. 833 FOR COMMUNICATIONS FACILITY TOWERS ON COUNTY PROPERTIES (Internal Services)

Amended

Report: *NOTE: See Agenda No. 3D AMENDED, Legislative File No. 150868 for the amended version.*

3D AMENDED

150868 Resolution

RESOLUTION APPROVING REJECTION OF PROPOSALS TENDERED IN RESPONSE TO REQUEST FOR PROPOSALS NO. 833 FOR COMMUNICATIONS FACILITY TOWERS ON COUNTY PROPERTIES; WAIVING, BY A TWO-THIRDS VOTE OF THE MEMBERS PRESENT, COMPETITIVE BID PROCEDURES PURSUANT TO SECTION 5.03(D) OF THE CHARTER, SECTION 2-8.1 OF THE COUNTY CODE AND IMPLEMENTING ORDER 3-38 AND BID PROTEST PROCEDURES PURSUANT TO SECTION 2-8.4 OF THE COUNTY CODE TO AUTHORIZE THE ISSUANCE OF AN INVITATION TO BID FOR BEST AND FINAL OFFER AMONG THE FIVE PROPOSERS UNDER REQUEST FOR PROPOSALS NO. 833 FOR COMMUNICATIONS FACILITY TOWERS ON COUNTY PROPERTIES [SEE ORIGINAL ITEM UNDER FILE NO. 150547] (Internal Services)

Forwarded with a favorable recommendation as amended

Mover: Cava

Second: Heyman

Vote: 4-0

Absent: Souto, Sosa

Report: *Assistant County Attorney Monica Maldonado read the foregoing proposed resolution into the record.*

Commissioner Heyman noted concern about rejecting all proposals when people showed interest, spending approximately \$10,000 to submit a bid, and then selectively picking just a few firms. She questioned whether the selected firms were responsive because they saw something in the Request for Proposals that was flawed from the beginning and responded based upon what they believed the County wanted rather than the specifics requested. Commissioner Heyman suggested that each original proposer be allowed to submit a Best and Final Offer, unless there was an impropriety or illegality.

Commissioner Levine Cava concurred with Commissioner Heyman, noting problems with the original solicitation and a limited number of firms that could compete. She offered an amendment to the foregoing proposed resolution to negotiate a Best and Final Offer among the five proposers.

Deputy Mayor Edward Marquez stated that Commissioner Levine Cava's proposed amendment was acceptable to administration.

Ms. Miriam Singer, Assistant Director, Procurement Management, Internal Services Department, commented that there was no gross illegality and that staff would vet the two non-

responsive proposals to ensure experience and capacity prior to being included in the Best and Final Offer process. She said she planned to meet with all firms to ensure the terms and features of the agreement were reasonable for industry and the County.

Chairman Zapata indicated that a respondent crossed out language contained in the agreement; that administration subsequently modified the agreement; and that the proposers were being held to the old standard, rather than the current standard.

Hearing no further questions or comments, the Committee proceeded to vote on the foregoing proposed resolution, as amended.

The foregoing proposed resolution was forwarded to the Board of County Commissioners with Committee amendments to negotiate a Best and Final Offer among the five proposers.

3E

150556 Resolution

RESOLUTION AUTHORIZING ADDITIONAL EXPENDITURE AUTHORITY IN A TOTAL AMOUNT UP TO \$973,000.00 FOR CONTRACT FB-00142 FOR PURCHASE OF COMPRESSED NATURAL GAS TRUCK TRACTORS FOR THE MIAMI-DADE PUBLIC WORKS AND WASTE MANAGEMENT DEPARTMENT; AND AUTHORIZING THE COUNTY MAYOR OR COUNTY MAYOR'S DESIGNEE TO EXERCISE ALL PROVISIONS OF THE CONTRACT (Internal Services)

Forwarded to BCC with a favorable recommendation

Mover: Heyman

Seconder: Bovo, Jr.

Vote: 4-0

Absent: Sosa, Souto

Report: *into the record.*

Commissioner Levine Cava noted that she was advised by the Village of Palmetto Bay that the County's recycling and garbage trucks were leaving behind oil, hydraulic fluid and glass on the roads. She asked Deputy Mayor Edward Marquez and Mr. Paul Mauriello, Assistant Director, Public Works and Waste Management Department, to meet with her and provide an update on fleet maintenance and purchase plans.

Mr. Mauriello noted he would meet with Commissioner Levine Cava. He also responded to Chairman Zapata's inquiry that this was a pilot program and that the Department would provide performance data in the future.

Hearing no further questions or comments, the Committee proceeded to vote on the foregoing proposed resolution.

3F

150586 Resolution

RESOLUTION AUTHORIZING ESTABLISHMENT OF PREQUALIFICATION POOL RTQ-00117 WITH A TOTAL ESTIMATED REVENUE OF \$1,800,000.00 FOR RECYCLING SERVICES FOR THE MIAMI-DADE PUBLIC WORKS AND WASTE MANAGEMENT DEPARTMENT AND AUTHORIZING THE COUNTY MAYOR OR COUNTY MAYOR'S DESIGNEE TO CONDUCT SPOT BIDS, AWARD SUBSEQUENT CONTRACTS, ADD VENDORS TO THE POOL AT ANY TIME, SUBJECT TO RATIFICATION BY THE BOARD ON A BI-ANNUAL BASIS, EXECUTE CONTRACTS, AND EXERCISE ANY CANCELLATION PROVISIONS AND ANY OTHER RIGHTS CONTAINED THEREIN (Internal Services)

Forwarded to BCC with a favorable recommendation

Mover: Heyman

Seconder: Bovo, Jr.

Vote: 4-0

Absent: Sosa, Souto

Report: *Assistant County Attorney Monica Maldonado read the foregoing proposed resolution into the record.*

Chairman Zapata questioned whether the \$200,000 revenue going back to the Public Works and Waste Management Department (PWWMD) was an accurate projection, and if so, where that money went.

Ms. Miriam Singer, Assistant Director, Procurement Management, Internal Services Department, responded that the revenue projection was an accurate figure. Mr. Paul Mauriello, Assistant Director, PWWMD, indicated that the revenue would be placed in the Department's Operating Account.

Ms. Jennifer Moon, Budget Director, Office of Management and Budget, advised Chairman Zapata that these funds were considered solid waste collections and could not be allocated for median maintenance, wall painting or other public works activities.

Hearing no further questions or comments, the Committee proceeded to vote on the foregoing proposed resolution.

3G

150588 Resolution

RESOLUTION AUTHORIZING ESTABLISHMENT OF PREQUALIFICATION POOL RTQ-00116 IN A TOTAL AMOUNT UP TO \$20,236,000.00 FOR MEAT, POULTRY, DAIRY AND FROZEN FOODS FOR VARIOUS COUNTY DEPARTMENTS; AND AUTHORIZING THE COUNTY MAYOR OR COUNTY MAYOR'S DESIGNEE TO SOLICIT PRICING, AWARD CONTRACTS, EXERCISE ALL PROVISIONS OF THE SOLICITATION DOCUMENTS AND ANY RESULTING CONTRACTS PURSUANT TO SECTION 2-8.1 OF THE COUNTY CODE AND IMPLEMENTING ORDER 3-38, AND ADD VENDORS TO THE POOL AT ANY TIME, SUBJECT TO RATIFICATION BY THE BOARD ON A BI-ANNUAL BASIS (Internal Services)

Forwarded to BCC with a favorable recommendation

Mover: Heyman

Second: Bovo, Jr.

Vote: 4-0

Absent: Souto, Sosa

Report: *Assistant County Attorney Monica Maldonado read the foregoing proposed resolution into the record.*

Commissioner Heyman acknowledged staff, noting that over \$30,000 was being saved monthly as a result of this contract.

Hearing no further questions or comments, the Committee proceeded to vote on the foregoing proposed resolution.

3H

150649 Resolution

RESOLUTION APPROVING ACCESS OF FLORIDA SHERIFFS ASSOCIATION CONTRACT 14-12-0904 FOR THE PURCHASE OF CAB AND CHASSIS TRUCKS AND OTHER FLEET EQUIPMENT IN THE AGGREGATE AMOUNT OF \$4,709,000.00; AND AUTHORIZING THE COUNTY MAYOR OR COUNTY MAYOR'S DESIGNEE TO EXECUTE DOCUMENTS NECESSARY TO ACCESS THE SAME AND EXERCISE ANY CANCELLATION, RENEWAL AND OTHER RIGHTS AND PROVISIONS CONTAINED THEREIN (Internal Services)

Forwarded to BCC with a favorable recommendation

Mover: Heyman

Second: Bovo, Jr.

Vote: 4-0

Absent: Sosa, Souto

Report: *Assistant County Attorney Monica Maldonado read the foregoing proposed resolution into the record.*

Hearing no questions or comments, the Committee proceeded to vote on the foregoing proposed resolution.

3I

150634 Resolution

RESOLUTION AUTHORIZING ADDITIONAL EXPENDITURE AUTHORITY IN A TOTAL AMOUNT UP TO \$738,000.00 FOR CONTRACT 9535-1/21 FOR PURCHASE OF TOOLS AND ACCESSORIES FOR THE MIAMI-DADE TRANSIT DEPARTMENT; AND AUTHORIZING THE COUNTY MAYOR OR COUNTY MAYOR'S DESIGNEE TO EXERCISE ALL PROVISIONS OF THE CONTRACT (Internal Services)

*Forwarded to BCC with a favorable recommendation
Mover: Bovo, Jr.
Seconder: Heyman
Vote: 4-0
Absent: Sosa, Souto*

Report: *Assistant County Attorney Monica Maldonado read the foregoing proposed resolution into the record.*

Commissioner Levine Cava asked Deputy Mayor Edward Marquez and Mayor Gimenez to provide a Metromover privatization report to the Strategic Planning and Government Operations Committee at the May 12, 2015, meeting.

Hearing no further questions or comments, the Committee proceeded to vote on the foregoing proposed resolution.

3J

150638 Resolution

RESOLUTION AUTHORIZING ADDITIONAL EXPENDITURE AUTHORITY IN A TOTAL AMOUNT UP TO \$140,000.00 FOR CONTRACT 9436-2/17-1 FOR PURCHASE OF UNIFORMS AND ACCESSORIES FOR THE MIAMI-DADE TRANSIT DEPARTMENT; AND AUTHORIZING THE COUNTY MAYOR OR COUNTY MAYOR'S DESIGNEE TO EXERCISE ALL PROVISIONS OF THE CONTRACT (Internal Services)

*Forwarded to BCC
Mover: Heyman
Seconder: Bovo, Jr.
Vote: 4-0
Absent: Sosa, Souto*

Report: *Assistant County Attorney Monica Maldonado read the foregoing proposed resolution into the record.*

Hearing no questions or comments, the Committee proceeded to vote on the foregoing proposed resolution.

4 COUNTY MAYOR

5 COUNTY ATTORNEY

6 CLERK OF THE BOARD

6A

150627 Report

APPROVAL OF CLERK'S MEETING MINUTES FOR THE MARCH 10, 2015 STRATEGIC PLANNING AND GOVERNMENT OPERATIONS COMMITTEE (Clerk of the Board)

Approved
Mover: Bovo, Jr.
Seconder: Heyman
Vote: 4-0
Absent: Souto, Sosa

Report: *Assistant County Attorney Monica Maldonado read the foregoing proposed report into the record.*

Hearing no further questions or comments, the Committee proceeded to vote on the foregoing proposed report.

7 REPORT(S)

7A

150471 Discussion Item

Rebeca Sosa

ORAL REPORT BY ADMINISTRATION REGARDING RESTORATION OF BENEFITS FOR NON-BARGAINING EMPLOYEES

Deferred to May 12, 2015

Report: *The foregoing report was deferred to the May 12, 2015 Strategic Planning and Government Operations Committee meeting.*

8 ADJOURNMENT

Report: *There being no further business, the Strategic Planning and Government Operations Committee meeting was adjourned at 12:07 p.m.*