



**MIAMI-DADE COUNTY
FINAL OFFICIAL MINUTES
Health and Public Safety Committee (HPSC)**

Board of County Commissioners

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

August 30, 2007
As Advertised

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

FINAL OFFICIAL
Meeting Minutes
Health and Public Safety Committee

Dennis C. Moss (9) Chair; Rebeca Sosa (6) Vice Chair; Commissioners Jose "Pepe" Diaz (12), Carlos A. Gimenez (7), Sally A. Heyman (4), and Javier D. Souto (10)

BUDGET WORKSHOP

Thursday, August 30, 2007

9:30 AM

COMMISSION CHAMBERS

Members Present: Jose "Pepe" Diaz, Carlos A. Gimenez, Rebeca Sosa, Javier D. Souto.

Members Absent: None.

Members Late: None.

Members Excused: Sally A. Heyman.

Members Absent County Business: Dennis C. Moss

1A **INVOCATION**

Report: *Karen Leonard, Commission Reporter, 305/375-1296*

1B **PLEDGE OF ALLEGIANCE**

Report:
The Committee members observed a Moment of Silence and Vice Chairwoman Sosa asked that the committee members pray for Commissioner Sally Heyman for a quick recovery, followed by the Pledge of Allegiance.

1C ROLL CALL

Report:

Vice Chairwoman Sosa called the meeting to order at 9:39 a.m. and announced that Commissioner Moss would be absent due to county business and Commissioner Heyman was absent on medical leave.

The following staff members were present: Assistant County Manager Alina Hudak; Assistant County Attorney Valda Christian; Ms. Jennifer Glazer-Moon, Budget Director of the Office of Strategic Business Management; and Deputy Clerk Karen Leonard.

In response to Vice Chairwoman Sosa's question as to whether the committee could hear presentations pending the attainment of a quorum, Assistant County Attorney Valda Christian noted that presentations could be heard without making a motion for recommendations because this meeting was a workshop.

2 REPORTS

2A

072563 Report

DEPARTMENTAL BUDGET PRESENTATIONS:

Presented

- 1) PUBLIC HEALTH TRUST
- 2) MEDICAL EXAMINER
- 3) JUVENILE SERVICES
- 4) EMERGENCY MANAGEMENT/HOMELAND SECURITY
- 5) ANIMAL SERVICES
- 6) OFFICE OF COUNTYWIDE HEALTHCARE PLANNING
- 7) INDEPENDENT REVIEW PANEL

Report: *The following Departmental Budget Presentations were presented:*

- 1) Public Health Trust*
- 2) Medical Examiner*
- 3) Juvenile Services*
- 4) Emergency Management/Homeland Security*
- 5) Animal Services*
- 7) Independent Review Panel*

PUBLIC HEALTH TRUST

At the request of Mr. Frank Barrett, Executive Vice President and Chief Officer of Finances of the Public Health Trust (PHT), Mr. Angel Medina, PHT Trustee provided a brief update of the past six months. He noted that the PHT had undertaken the required capital projects that totaled \$100 million in excess of capital expenditures for the next year to ensure public safety, and continued admissions to the Jackson Memorial Hospital (JMH). Mr. Medina noted that PHT appointed a committee to prioritize and identify funding sources to maintain the \$50,000.00 cash on hand to ensure continued and feasible operations of the hospital.

Mr. Medina noted in 90 days the PHT would attempt to identify other areas of opportunity in the project called "Recreate Jackson" that produced approximately \$150 million in savings and implemented service programs for JMH. He stated the PHT mission focused on primary care centers with a yearly cost of \$20 million, and the \$15 million cost to provide services for existing nursing homes as well as the jails. Consequently, these expenses impacted investments that would ensure hospital safety for employees and patients.

Mr. Medina noted that his intent was to present information pertaining to anticipated crisis that the PHT may face within the next two years. He noted a major power outage which included the air conditioning unit at the hospital. Mr. Medina noted the hospital was fortunate to be mitigated of any potential damage; and pointed out the possibility of damages to JMH partners such as the University of Miami (UM) research laboratories.

Mr. Medina advised the Committee of the PHT efforts to increase paying patients that would create the revenue needed to serve the continued increase of indigents and under insured residents in this community; but, without this type of investment, the hospital would be at risk of losing patients and maintaining its standards. He requested the Committee members to provide any questions within the next 90 days to the PHT Board regarding this issue. Mr. Medina noted the possibility of identifying resources from the Building Better Communities General Obligation Bonds (GOB) Program dollars.

Vice Chairwoman Sosa noted that the Board of County Commissioners expressed the need to lessen administration expenditures and to add more direct services across the board. Consequently, the County Commission would review and analyze County employees' salaries.

Concerning Vice Chairwoman Sosa's question regarding the County's revenue obligated to fund the JMH, referred to as the "Maintenance of Effort" (MOE), Ms. Glazer Moon noted that it totaled \$178.060 million this year and last year was \$159.780 million. She advised that this year's calculation of the MOE was based on the property tax relief initiative. Ms. Glazer-Moon noted that Vice Chairwoman Sosa was aware and instrumental in helping to ensure the entities of Miami-Dade County were protected as the legislation was implemented.

Ms. Glazer Moon noted the successful efforts in having the PHT MOE payment held harmless as part of the property tax reform.

Vice Chairwoman Sosa commended Assistant County Attorney Jess McCarty for his tireless effort to defend JMH in Tallahassee. She noted that the MOE in the proposed budget would provide JMH an additional \$19.280 million which was the County's obligation.

In response to Vice Chairwoman Sosa's question as to whether the County provided reserve account for debt payments, Ms. Glazer-Moon noted since the fiscal year (FY) 2004-05, the County issued debt payments on behalf of the PHT.

Ms. Glazer Moon proceeded to provide an overview of the \$11 million provided to JMH that was above the County's obligation and she referred to the budgeted line item listed under the General Departmental Summary PHT budget. She noted the listing under the header "Revenue by Major Category" reflected the debt proceeds and the \$11 million was the debt service payments that the County made on the debt issued that generated proceeds for the PHT.

Responding to Vice Chairwoman Sosa's question as to whether the County provided restricted funds to the JMH, Ms. Glazer-Moon said she was unaware; however, in terms of in-kind funds, since the JMH was cash funding its property liability insurance deductible, the County agreed to bring JMH in under the County's policy.

Discussion ensued among the Committee members regarding the additional County funds that were provided to JMH.

Vice Chairwoman Sosa questioned were there any other line items of funds that the County provided to the JMH because she noticed that the proposed budget was to transfer \$300,000.00 from the Office of Countywide Healthcare Planning (OCHP) budget to the Planned Healthcare program this year,

Concerning Vice Chairwoman Sosa's question regarding the elimination of OCHP and the transfer of funds to the PHT for JMH, Ms. Glazer-Moon noted that the original recommendation in the proposed budget that was briefly discussed with Mr. Marvin O'Quinn, President of PHT, that the County would match funds that the Trust was putting forward for comprehensive Countywide Healthcare Planning provided to the Trust. The Trust would provide that service or would subcontract that function and provide funding to another entity such as the Health Council of South Florida; but currently, the County has considered other options that included having those funds redirected to the Miami-Dade County Planning and Zoning Department to continue that comprehensive Countywide Healthcare Planning

function, Ms. Glazer-Moon noted.

Vice Chairwoman Sosa noted that Miami-Dade County was in the business of regionalizing services, monitoring traffic, attending to the airport and transportation needs, and with the Unincorporated Municipality Service Area (UMSA), to provide direct services to the community. She stated that JMH's expertise was in healthcare, healthcare planning and a delivery of healthcare services, but not the County's. Vice Chairwoman Sosa noted that she felt this was why the proposed budget included eliminating OCHP; however, the funding was not eliminated, but transferred to JMH.

Following the review of proposed PHT budget, Vice Chairwoman Sosa requested that each budgeted line item be reviewed in detail.

Ms. Glazer-Moon noted that in prior years the County made payments to the PHT for other services, which included medical services for inmates and nursing homes located within Miami-Dade County. However, this year it was discussed with the Trust in developing the proposed budget along with requirements from State Legislature to hold the Trust harmless, the Trust agreed to fund Maintenance of Efforts (MOE) activities for the FY2007-08.

Vice Chairwoman Sosa expressed appreciation to the County Manager, in response to Commissioner Souto's request, a list of the PHT positions including the annual salaries, and dates of hire.

Commissioner Diaz concurred with Vice Chairwoman Sosa regarding countywide budget cuts and noted that all County departments should be included. He spoke in favor of supporting the PHT and the JMH. Commissioner Diaz noted that the patient's average hospital stay was significantly more in JMH than other hospitals and he requested to be given an accurate number.

Commissioner Diaz expressed concern regarding the number of County or PHT employee positions in administration and the insufficient number of employees that worked with direct services. He noted that this year during the process of making budget cuts that this Committee needed to look for the lack of efficiency within the system.

Mr. Barrett noted that the issue regarding the patient's length of stay in the hospital was being

addressed and various reasons could cause a longer stay. He noted that one of the PHT's priorities was to work with the University of Miami (UM) physicians to discharge patients earlier and to provide orders earlier to complete the whole discharge process.

Mr. Barrett addressed the existing full time equivalence (FTE) this year's proposed budget totaled \$11,822.00 FTEs for all the facility locations. He referred to the breakdown of the budget which included \$8, 275.00 FTEs were direct patient care that would be the continued areas of focus and hiring nurses and clinical personnel. Mr. Barrett noted a lot of vacancies existed in that area and unfortunately having a lot of patients required this personnel to work overtime as well as clinical assistance agencies. He noted the focus was to hire more clinical staff in order for JMH to be more efficient and eliminating the 10% of the budget used to hire outside services.

Commissioner Diaz stated that those issues had been worked on for a long time with very little progress. He noted that a new facility in Cedars Hospital would be operated by UM and it would be strategically planned to function with proactive solutions to JMH's existing issues. He noted that he was opposed to this transition. Commissioner Diaz stated that another issue was the efficiency of the actual management at JMH. He emphasized that he wanted to see the course of action documented.

Mr. Barrett concurred with Commissioner Diaz noting that the PHT had the same concerns. He noted that the administrative was reviewing some strategic initiatives that would help to increase the volume and improve efficiencies of operation.

In terms of Cedars Hospital, Mr. Barrett noted the collaborative efforts between the JMH and the UM to reduce the lost of paying patients going to Cedars and servicing only un-insured patients. He noted that the PHT was responsible to oversee the commitment of debt payment that was made.

Commissioner Diaz requested that Mr. Barrett provide a written document with the commitments that the County administration would identify strategic initiatives to increase revenue and improve the deficiencies in operations as well as the annual operating agreement with the UM.

Mr. Barrett noted that the JMH had an annual operating agreement with UM and the commitments would be included.

Commissioner Gimenez expressed concern regarding the administrative overhead cost and noted that he wanted to begin shifting the resources back to the medical staff that provided direct services.

In response to Commissioner Gimenez' inquiry regarding whether the projection for FY 2007-08 of \$195.7 million was considered optimistic since last year's projection was \$195 million, Mr. Barrett noted that it came directly through the County and PHT budgeted at 95% which was in line with the County terms.

Ms. Glazer-Moon stated that the proposed budget was based on historical analysis with an understanding of the Legislative revised estimated conference, considering all that information in our projections of sales tax. She noted that they were comfortable with this number because they had not seen same impact of sales tax collection locally that was identified statewide.

Responding to Commissioner Gimenez' question regarding an analysis of how much sales tax was actually due to construction activity, Ms. Glazer Moon said an analysis had not been done, but would look into the suggestion for the five year planning model.

Commissioner Gimenez questioned whether the budgeted line item entitled "Miami-Dade County Assistance" that reflected \$50 million with no projections for FY2006-07 was because of no bonds.

Ms. Glazer-Moon agreed with Commissioner Gimenez noting that the County agreed to issue a debt payment on behalf of PHT this year, but in the revised budget projections it was not needed.

Concerning Commissioner Gimenez' question regarding what budget line item reflected debt service payment, Ms. Glazer-Moon noted debt service payments were reflected in the County Capital Outlay Reserve budget line item.

In response to Commissioner Gimenez' question regarding why the Patient Revenue budgeted line item reflected a budget projection that was over \$250 million increase in patient revenue, Mr.

Barrett noted that the major reason for increase was the addition of JMH North on December 17, 2006. He noted that the census at the JMH North had increased to 200 patients bringing in more revenue and monthly income that was \$1 million in the black.

Mr. Barrett noted that the increase also occurred in the Contractual and Purchased Services budgeted line item of the budget and that some areas of increase would be the physician services that had an additional \$12 million as well as new computer and clinical systems.

In response to Commissioner Gimenez' comment that in comparison to last year's budget, the line item for full time positions increased to 11,526 including staff from JMH North, Mr. Barrett concurred that the projections included 230 staff members from JMH North.

In response to Commissioner Gimenez' question regarding the projected additional 300 staff members for FY 2007-08, Mr. Barrett said it was based on having JMH North, but JMH North was not in operation for a full year. He also noted that other areas to be added would have strategic initiatives that had associated revenue.

Commissioner Gimenez expressed concern regarding the deficit of \$680,000.00 on the bottom line. He also expressed concern that those costs escalating and the fact that tax payers supported JMH with \$178 million directly coming from the General Fund and the other \$195 from the half penny tax.

Commissioner Gimenez reiterated that the PHT needed to take a look at administrative overhead, and cost. He noted that he hoped the Trust would look at the organizational structure to identify how to reduce administrative staff and add to direct services. He spoke in opposition of adding 300 staff members to the JMH personnel.

Mr. Barrett agreed with Commissioner Gimenez, and noted that the PHT consolidated some administration and would continue to identify ways to be more efficient and spend more on direct patient care.

Discussion ensued among the Committee members regarding areas to reduce overhead expenses.

Commissioner Souto requested that Mr. Barrett

provide an estimated percentage rate that could be cut from the JMH budget.

Mr. Barrett noted that the State Legislature had been looking at funds for the Medicaid program and reductions were on the table that would affect the rates at 4% reduction. He also noted that the Trust estimated its range of cuts would be \$45 million.

Commissioner Souto questioned whether the expenses of hospital supplies, cost of medication, and hospital meals, etc. could be cut.

Commissioner Souto requested that Mr. Barrett and the Trust staff identify nationwide savings for hospital supplies, contracts, medications and meals, etc. to cut the cost of the budget at the JMH. Commissioner Souto noted that the JMH should advertise for competitive bid prices for the hospital supplies.

Vice Chairwoman Sosa welcomed the input of the community and opened the floor to the Director of Victim Services.

Ms. Theresa Deshillo, Victim Services, Director representing the Trauma Resolution Center (TRC), provided a brief presentation and read commendations from a past meeting with representatives from the United States Government Health and Human Services. She noted that TRC had been successful beyond its capability of received funds and could not survive without the support of the County.

Vice Chairwoman Sosa directed the Clerk to send a copy of this presentation to the First Budget Public Hearing on September 6, 2007, to ensure that all members of the Board of County Commissioners received the Victim Services Director's comments.

Concerning Vice Chairwoman Sosa's question regarding the budget reflecting that PHT had been allocated funding that totaled \$8.3 million to provide self insurance, Ms. Glazer-Moon noted that PHT paid its own insurance premium, but remained in the County's insurance policy in order not to have to continue to cash fund their deductible.

In response Vice Chairwoman Sosa's inquiry regarding what percentage of the \$822 million included overtime cost, Mr. Barrett noted that the

overtime in the agencies made up approximately 10% of the total salaries; however, administration was contractual.

Vice Chairwoman Sosa informed the Committee members that she had a copy of a memorandum requested by Commissioner Souto regarding position titles, salaries and a list of 18 JMH executive positions out of 11,800 employees. She noted that the salaries of those 18 positions totaled \$5 million. Vice Chairwoman Sosa noted that a collaborative effort was needed to improve a delivery of services and implement a budget cut in the JMH or PHT administration.

Vice Chairwoman Sosa recommended that the \$300, 000 be placed back into the General Fund. She also recommended that an analysis be conducted on contractual agreements and purchase of services to identify what could be handled internally and how much could be a savings. Vice Chairwoman Sosa recommended that the Public Medical Assistance Assessment be reviewed as well as hospital supply expenses as indicated by Commissioner Souto.

Vice Chairwoman Sosa noted that this Committee wanted to improve the delivery of services and to reduce bureaucracy in government. She noted that JMH was protected this year and received \$20 million from the Legislature that the Board of County Commission worked hard to implement through the Speaker of the House.

Vice Chairwoman Sosa requested that the Committee members implement a plan to set aside reserve account in addition to the Maintenance of Effort (MOE) to keep the JMH harmless within the budget rather than provide the entire funding upfront. She pointed out the approved MOE budget that increased to \$19.280 million more than last year.

Commissioner Souto emphasized the importance of private patients and how they helped JMH's budget. He noted that the community as well as the Board of County Commissioners should take advantage of JMH's medical services.

Commissioner Souto noted that the Board of County Commission needed to be more aggressive and collaborate with active community leaders and the Chambers of Commerce to promote and to market private patients to utilize JMH services.

Vice Chairwoman Sosa noted that this Committee did not want entities to assume that overspending their budget would be compensated.

Vice Chairwoman Sosa noted that the recommendations were to bring back the \$300,000 to the General Fund and to keep the MOE with an additional \$19.280 million this year through the County's support and to protect JMH, keeping it harmless. Additionally, the JMH was allowed to keep the umbrella of property liability insurance that totaled \$11 million.

Ms. Glazer-Moon noted that the \$11 million for property liability insurance was paid by PHT and was not an issue for PHT or the County.

Responding to Vice Chairwoman Sosa's question regarding an explanation of the "Miami-Dade County Assistance" budgeted line item in the amount of \$45 million, Ms. Glazer-Moon noted that it was an anticipated sale of debt and the proceeds would go the PHT.

Vice Chairwoman Sosa requested that Administration provide an analysis.

In response to Vice Chairwoman Sosa's question regarding the \$25 million of in-kind services Ms. Glazer Moon noted that the \$25 million that would go towards in-kind was related to the property liability insurance, but was now a part of the County's larger plan.

Vice Chairwoman Sosa requested that funding other than the MOE and the other maintenance that was mandated in case there was a need for assistance due to the possibility of cash flow issues this year.

Ms. Glazer-Moon noted that it was discussed in order to identify the potentials as to what could happen in a special session both to the County and JMH as it relates to Medicaid and whether they could lose funding in other ways. She noted that the \$45 million for the issuance of debt would come back to the Board of County Commissioners for approval at the time of issuing a debt which would provide another chance to review.

Vice Chairwoman Sosa noted that the County needed to renew its commitment to JMH and make Legislature aware of this County's interest as well as reserve \$20 million committed to JMH.

In response to Commissioner Gimenez' question as to whether the \$178 million that came from the General Revenue Fund Countywide was entirely MOE, Mr. Glazer-Moon explained the process when the half penny surtax was implemented and the requirement of maintenance of effort from the County. Ms. Glazer-Moon noted that the calculations were done by calculating the millage equivalent of the MOE payment for last year and applied it to the new tax roll.

In response Commissioner Gimenez questioned were there any other General Fund monies that went to JMH, Ms. Glazer-Moon noted that other payments were made to JMH including the inmate medical services listed on the information provided by the Trust. She noted that the Trust agreed to absorb those services within that increase of MOE and no other payments were being made. Ms. Glazer Moon stated that the only other General Fund obligations associated with PHT was the payment of the debt service issued over the past (3) three years.

Discussion ensued among the Committee members regarding the County's debt service payment.

Following the discussion, Commissioner Gimenez noted the County needed to track the debt service payments because funding came from General Revenue Funds.

Vice Chairwoman Sosa noted that the intent of this Committee was to structure the budget and some sacrifices had to be made this year with the exception to JMH delivery of services.

Ms. Glazer Moon noted that if this Committee approved the PHT budget as presented the PHT would be granted the authority to spend up to that level, but they would not receive those proceeds until the Board of County Commissioners approved it.

Vice Chairwoman Sosa advised that the intent of this Committee was to clarify that this year the JMH would be cushioned with \$20 million from the State of Florida. She noted that there would be cut backs, a reduction of administration and management staff, and more funding would go to the delivery of services. Vice Chairwoman Sosa also noted that the MOE would be funded to keep JMH harmless, but the remaining funds should be held until the budget was built up

Vice Chairwoman Sosa noted that the proposed budget did not exclude the \$45 million from the budget, but would restrict a certain amount and present a disclosure of the \$45 million expenditures in order to prioritize expenses.

Ms. Glazer-Moon noted that the \$45 million was specifically for capital project expenditures for the PHT and had restricted use.

Vice Chairwoman Sosa emphasized that capital projects would produce operational cost which would require more funding. She noted the need to perform an evaluation of what was needed and implement a restructure of the entire operation system.

Ms. Glazer-Moon explained to the Committee members that if the \$45 million was not issued nor transferred to the PHT there would be no associated General Funds savings in FY2007-08 because the debt service payments associated with that \$45 million would begin in FY08-2009.

In response to Commissioner Gimenez' request for a report on how much of the General Fund was used for revenue bonds, Ms. Glazer Moon noted that the memorandum that was sent to him this week included a list of all debt service obligations in the County's General Funds.

Commissioner Gimenez stressed the need to be more careful in using funds from General Funds to pay debt service payments.

Discussion ensued among the Committee members and Mr. Barrett regarding the expenses and the setting priorities on the use of the PHT or JMH capital.

Ms. Glazer-Moon noted that a Five-year plan was developed at the direction of the Board to assist the PHT with financial difficulties. She noted that the two sides were both to provide additional general fund support and to issue debt on behalf of the Trust. This was the fourth year of a Five-year plan that was revised and each year the OSBM worked with the Trust to determine what assistance could be provided at the limitation of County resources, she noted. Ms. Glazer-Moon noted that she did not anticipate this process would be an ongoing basis.

Commissioner Gimenez noted the PHT should begin funding its own capital instead of using the

County's General Fund for its capital. He noted that the General Fund should be valued and not generously allocated. Commissioner Gimenez noted that he would be monitoring this closely and would advise the Board.

Vice Chairwoman Sosa concurred with Commissioner Gimenez and noted this Committee needed to ensure that services from JMH were provided. She expressed concern regarding the (18) administrative positions in JMH that totaled \$5 million.

Following the discussion, Commissioner Gimenez reiterated that the PHT needed to find \$4 million within its own budget to cover its capital expenses. He spoke in opposition of providing \$4 million from the General Revenue Funds and that the Trust should look at its administrative overhead.

Vice Chairwoman Sosa noted that it would be difficult to cut the PHT budget completely and that this Committee needed to identify \$25 million to assist JMH. She also noted that during this time PHT should begin moving in the direction Commissioner Gimenez recommended. However, the JMH needed to increase paying patients with insurance, reduce the administrative cost and track assets and improve the accountability in savings.

Commissioner Gimenez noted that he was not asking to cut the \$45 million, but to cut the debt service payment of \$4 million and with a \$2 billion budget the PHT could find \$4 million in its budget.

Commissioner Diaz expressed concern if this Committee directed the PHT to cut back, then services would be impacted and this Committee would be held responsible.

Commissioner Diaz noted that the Board of County Commissioners was scheduled to meet on September 6, 2007 and information needed to come back regarding the cuts that were implemented.

Vice Chairwoman Sosa noted that this Committee was not approving the budget, but guidelines needed to be recommended to the Administration in order for them to bring back with suggestions for amendments to the budget.

Vice Chairwoman Sosa questioned whether it would be more suitable for the PHT if the \$45 million remained, in addition to the MOE, plus the \$11 million from the County and \$25 million and this Committee requested the PHT to find the \$4.1910 million in debt services this year.

Mr. Barrett noted that the PHT was capable of finding \$4 million of funding that would be issued from the FY 2009 budget.

Vice Chairwoman Sosa questioned whether PHT agreed with the Committee that before the approval of \$45 million funding that guidelines were set to ensure conservative spending. In addition, she noted that from this day forward any additional operational cost of capital improvement would be included in the PHT budget without affecting direct services.

Mr. Barrett agreed with the foregoing recommendations indicated by Vice Chairwoman Sosa.

Discussion ensued among the Committee members regarding the PHT making budget cuts.

Vice Chairwoman Sosa noted that the proposal was to approve the \$45 million with restrictions and in order to use those dollars a proposal would be required to come before this Committee for approval with the consensus and understanding that additional administrative cost had to be funded from PHT's budget. She noted that this was why they needed to strategically plan for any additional capital improvement.

Discussion ensued among the Committee members regarding the process of financing the \$45 million over a period of 20 years.

Vice Chairwoman Sosa noted that this recommendation would be forwarded to the Board of County Commissioners. She explained that the \$300,000 was allocated with the intent to eliminate the Office of Countywide Healthcare Planning (OCHP) from the County budget.

Ms. Glazer Moon explained that it was anticipated in the proposed budget to transfer \$300,000 to match the same amount in the PHT budget for the OCHP activities; however, subsequent to the release of the proposed budget other alternatives were identified regarding how to fund that OCHP activity. Subsequently, this would include the

County's Planning and Zoning Department activity. She noted that the PHT funding budget of \$300,000 and the matched funds from the General Funds that totaled \$600,000 was still being looked at.

Discussion ensued among the Committee members regarding the transferring of \$300,000 funds.

Hearing no further questions or comments, the Committee proceeded to vote.

It was moved by Commissioner Gimenez that this Committee recommend the County to not issue the debt payment for \$45 million and that those monies be kept in the General Revenue Funds and that PHT find its own money for operating expenses which was \$4 million from a \$2 billion budget. In addition, the \$300,000 that was allocated to JMHS would be returned to the General Funds. This motion was seconded by Commissioner Diaz, and upon being put to a vote, passed by a vote of 4-0.

Mr. Barrett noted that the PHT had major capital needs as Mr. Medina previously mentioned including deferred maintenance regarding infrastructure.

Vice Chairwoman Sosa noted that this Committee would work with the PHT to ensure that additional budget cuts were not made on the funds received from the State. She noted that she felt a commitment was needed to assist the JMHS regarding funds because it served more than Miami Dade County.

MEDICAL EXAMINER

Mr. Bruce Hyma, PhD. Medical Examiner Department (MED) Director provided a brief overview of the MED's function. He noted that MED responsibilities were defined by the Florida Statute and consisted of investigating all unattended and violent deaths in or outside of prisons, or deaths that threatened public health in Miami-Dade County. Mr. Hyma noted the MED was responsible to investigate deaths that were requested to be buried at sea, cremation or a dissection by the medical school.

Dr. Hyma noted the average number of deaths that occurred per year was 15,000 and MED performed an investigation on approximately 11,000 of those deaths. He noted the collaborative

efforts between the University of Miami, Tissue Bank, Law Enforcement, and the legal and medical community.

In response to Commissioner Diaz' question regarding the MED's responsibility of individuals who died with no living relatives, Dr. Hyma noted that if those individuals were under a doctor's care or had a disease that was life threatening the doctor was responsible within a 30 day period for the death certificate. Consequently, if there was no doctor's care and no remaining family members, the MED would assume responsibility of the investigation, death certificate and perform a cremation as well as those families who could not afford funeral arrangements. Dr. Hyma also noted that MED maintained three (3) cemeteries for those individuals who were unidentified, but the majority deaths were cremated.

Chairman Sosa noted that the recommended annual proposed budget was \$8.896 million from the County contribution. She noted the recommendation was to reduce 8 positions in the MED and reduce the hours of operation.

In response to Vice Chairwoman Sosa's question as to whether those positions were occupied, Dr. Hyma noted that the MED had discussed with the Director of the Office of Strategic Business Management (OSBM) and the Office of the County Manager and identified a different alternative list of eight positions. Dr. Hyma advised that two of those positions were vacant.

Vice Chairwoman Sosa noted the on-going discussions with Administration, and that the final recommendations would come from the Board of County Commissioners.

Dr. Hyma noted the initial proposed budget included two vacant positions that were for a forensic investigator and a forensic photographer.

A discussion ensued between Vice Chairwoman Sosa and Ms. Glazer-Moon regarding the intent of the initial proposal that recommended eliminating those positions and the employees would be transferred to fill other vacancies available in the County's pipeline process.

Vice Chairwoman Sosa noted the proposed recommendations would require funding those employee's salaries through another County department.

In response to Vice Chairwoman Sosa's inquiry as to why those employees would be moved to another department if they were entitled to enter the County's pipeline, Ms. Glazer Moon explained that the County's pipeline process directed employees into funded vacant positions. She noted that during the elimination of funded vacant positions there were funded positions in the proposed County budget that were vacant for less than twelve months and were not the long term vacant positions recommended for elimination.

Vice Chairwoman Sosa noted the Board of County Commissioners could eliminate all vacant positions except for the police, fire rescue, public safety and those that provide direct services.

Commissioner Diaz concurred with Vice Chairwoman Sosa and opposed to reduce positions in direct services for public safety or healthcare except for redundancy in positions.

In response to Vice Chairwoman Sosa's question regarding another way to reduce expenditures in the MED in order to keep those positions without increasing the budget request, Dr. Hyma reiterated it was discussed that there were vacant positions in other areas and using those positions as a substitution

Responding to Vice Chairwoman Sosa's question whether MED could fund those positions with the revenue from the vacancies without removing the staff's positions using the \$8.896 million proposed budget, Dr. Hyma noted that an increase in funding would still be needed. He stated that MED's proposal to maintain services was 8.5% over last year's budget.

Vice Chairwoman Sosa spoke in opposition of MED's proposed budget and noted that it was not feasible because the State had mandated budget cuts. She emphasized the importance to ensure that all services provided by the MED be maintained.

Discussion ensued among the Committee members regarding how to keep the needed positions in the MED.

Vice Chairwoman Sosa requested that the OSBM come back with three alternatives pertaining to how to accommodate in keeping those positions in MED within the \$8.896 proposed budget.

Vice Chairwoman Sosa recommended a possible alternative would be to look at the cremation approval fees, and other areas that could increase revenue rather than depend on the taxpayers. She also recommended that the forensic imaging department could be used to increase revenue. Vice Chairwoman Sosa advised that the photographic sales, special service fees, toxicology testing should be re-examined since there had been a reduction of revenue. She noted if MED needed legislative approval, the County could work on increasing those fees to compensate the difference.

In response to Commissioner Gimenez' question regarding other vacancies in MED, Dr. Hyma stated there was a vacant position for a photographer, and the unlisted positions included a lab assistant, and forensic material specialist. He noted that the forensic material specialist handled and transferred all the evidence to various agencies.

Dr. Hyma noted that the MED wanted two of the five vacant positions filled.

It was moved by Commissioner Gimenez that this Committee recommend that Administration identify administrative overhead in other departments and refund those budget cuts in the MED putting revenue back into direct services and MED to remain with the same proposed budget. This motion was seconded by Commissioner Diaz and upon being put to a vote, passed by a vote of 4-0.

Vice Chairwoman Sosa noted Assistant County Attorney Christian advised her that this hearing could continue, but she could not forward the recommendations representing from this Committee.

Assistant County Attorney Christian explained that this Committee could not make a recommendation without a quorum, but it could be approved. However, the presentations could be heard without a quorum and the Committee members could make individual recommendations as Commissioners.

Vice Chairwoman Sosa suggested that the Committee members address the issue regarding the Office of Countywide Healthcare Planning (OCHP), and each member could send individual

recommendations to Chairman Moss regarding today's (8/30) discussions.

Discussion ensued among the Committee members regarding the procedure to send individual recommendations.

**OFFICE OF COUNTYWIDE HEALTHCARE
PLANNING**

Vice Chairwoman Sosa noted there were two issues that needed to be addressed. She explained the OCHP budget was eliminated from the proposed County budget, and the \$300,000 that was transferred to the JMH budget would be returned to the General Fund. She asked whether any of the Committee members wanted to recommend re-establishing the OCHP in the budget; however, a funding source would have to be identified.

In response to Commissioner Diaz' question regarding the funding source for the \$300,000, Ms. Glazer Moon explained that the \$300,000 was allocated for the OCHP in a proposed budget that was recommended to be transferred to the PHT matching their same contribution. Subsequently, other alternatives were being considered in order to provide the OCHP services and she asked for an opportunity to bring those suggestions back to the Board.

Commissioner Diaz noted that he was basing his decision on the fact that the \$300,000 came from the General Revenue Funds. He noted that he would not change his decision and take away funds from OCHP department without having a full understanding of the matter.

Vice Chairwoman Sosa requested input from the Committee members regarding the decision to put the OCHP back in the budget and allocate \$946,000. She expressed concern of this difficult position, but her objective was to provide direct services to the community.

Commissioner Gimenez expressed concern regarding the memorandum from Commissioner Martinez and that it appeared to be some cost saving transactions in development for the County and he requested more information on the subject.

Ms. Glazer Moon explained that the FY2006-07 budget for the OCHP totaled \$946,000. She noted that \$300,000 was funded by the PHT and \$646,000 was funded by the County General

Fund. In the FY2007-08 proposed budget the funding activity was reduced by \$346,000, leaving a total of \$300,000 coming from the County budget. Subsequently, the proposal to eliminate the OCHP and to transfer the remaining \$300,000 to the PHT for that activity; however, the proposal had been reconsidered. She noted that the request was to bring other options to the Board of County Commissioners regarding how to accomplish the function of OCHP.

In response to Commissioner Gimenez' question whether OCHP had looked into total countywide healthcare planning and not necessarily involving JMH, Ms. Glazer Moon concurred and stated this was the reason for requesting to come back to the Board with other alternatives. She noted that the creation of the OCHP was intended to provide a comprehensive countywide healthcare planning function without being limited to JMH and PHT.

Commissioner Diaz requested that Administration bring back 3 alternatives regarding this item.

Following the discussion, Vice Chairwoman Sosa noted that effective October 1, 2007; the proposal was to eliminate the OCHP department and would not be recommended in the proposed budget.

Commissioner Diaz noted that he wanted to know other alternatives and he would agree to bring this issue back to the Committee, if necessary.

It was moved by Commissioner Gimenez that the Administration needed to come back with alternatives and that OCHP would provide a list of actions, purposes and projected goals. He noted that if this Committee deemed the list to be priority items those items would be kept. This motion was seconded by Commissioner Diaz and upon being put to a vote, passed by a vote of 3-0.

Vice Chairwoman Sosa requested that she be recorded with an opposed voted.

2A - INDEPENDENT REVIEW PANEL

Vice Chairwoman Sosa explained that a recent legislative change in Tallahassee impacted the investigative function of the Independent Review Panel (IRP), which the IRP could no longer perform or issue subpoenas. She requested a recommendation from the Office of the County Attorney to ensure that the budget would adapt to the legislative change.

Assistant County Attorney Christian noted that she would identify which investigative functions of the IRP were impacted.

Vice Chairwoman Sosa noted that \$635,000 was funded per year to the IRP by the County and there might be savings due to the elimination of some of those positions.

It was moved by Commissioner Diaz to recommend the Administration to work with the Office of the County Attorney in order to determine which positions in the IRP would be eliminated in order to adapt to the legislative change in the proposed budget. This motion was seconded by Commissioner Gimenez, and upon being put to a vote, passed by a vote 4-0.

Vice Chairwoman Sosa requested that the memorandum from Commissioner Joe Martinez regarding the OCHP and Healthcare Delivery be submitted to the Clerk of the Board for the record.

Assistant County Attorney Christian read into the record a letter from Honorable State Representative Juan C. Zapata, District 119, dated August 29, 2007,

Later in the meeting Assistant County Attorney Christian read into the record the memorandum from Commissioner Joe A Martinez, dated August 23, 2007 regarding the Countywide Healthcare Planning and Healthcare Delivery.

JUVENILE SERVICES

Vice Chairwoman Sosa commended the work of the Juvenile Services Department. She noted that the proposed budget recommendation included a 3% reduction that would reflect a \$13.828 million budget.

Ms. Wansley Walter, Juvenile Services Department (JSD), Director noted this reduction would eliminate 4 positions. She noted the two positions to be vacated were a Clerk 4 and a Judicial Support Specialist (JSS). Ms. Walter advised that a JSS provided support to the Guardian Ad Litem Program and its clients and was a clerical position having a salary range of \$40,000.

Ms. Walter noted the challenge of losing those

positions and it was discussed with the budget analyst in determining ways to maintain these positions. She emphasized that last year the Juvenile Assessment Center (JAC) had eliminated several administrative positions.

Vice Chairwoman Sosa noted her written request to the County Administration would be to review the possibility of funding the JSS position that involved direct services in the JAC.

In response to Commissioner Gimenez' question regarding the duties of the Administrative Officer II (AO) positions, Ms. Walter explained that in JAC the AOs were responsible for the quality assurance of the arrest and assess files, and grant management, which was required by the State as well as specialized reports for community based organizations that were seeking funding in that geographic area. She also noted that another AO position handled the procurement and travel expenses.

In response to Vice Chairwoman Sosa's question as to why JAC did not use the County's procurement and travel processes, Ms. Glazer Moon noted that JAC used those services, but this position served as a liaison within the department that processed the paperwork.

Discussion ensued among the Committee members regarding those administrative functions.

Ms. Walter noted that until the approval of this budget the other AO positions under Teen Court were not officially under the JAC, therefore, she had limited information regarding the functions of those positions.

Commissioner Gimenez noted that he was in support of the budget reductions and the JAC needed to identify some administrative overhead cost reductions.

Discussion ensued among the Committee members regarding the number of JAC staff and vehicles.

In response to Commissioner Gimenez' inquiry regarding a budget change memorandum, Assistant County Manager Alina Hudak noted she would have to come back with this information. She noted that if Commissioner Gimenez was referring to the spreadsheets by the Commissioner Auditor a reconciliation of the 136 positions in the projected budget and 134 positions reflected in the

budget book. She noted the difference in the numbers could be overages.

Vice Chairwoman Sosa recommended that the proposed budget remain at \$13.828 million and to look at alternatives and the possibility of increasing the collection fees, and Teen Court fees since the JAC had received an increase in State and Federal grants.

EMERGENCY MANAGEMENT/HOMELAND SECURITY

Mr. Doug Bass, Office of Emergency Management and Homeland Security (OEMHS), Director appeared before the Committee to present the OEMHS budget.

In response to Commissioner Gimenez' inquiry regarding whether the carryover of \$7.146 million was restricted, Ms. Glazer Moon provided an overview of the carryover and noted that some of it was specifically grant related funding that met specific needs and others were vacant positions from the prior year. She noted there was some element of under spending that was opted to keep within the OEMHS carryover for operations for next year.

Commissioner Gimenez requested that in the preparation for the next proposed OEMHS budget that the restricted carryover information be documented on a different line item distinguishing the funds from the County's General Revenue Fund support.

Commissioner Gimenez noted that the majority of the increases in the OEMHS were due to additional federal grants, etc., and there was a reduction in its budget for salaries. He noted that he felt there was no issue with this particular department.

In response to Vice Chairwoman Sosa's question regarding the 54% increased budget for OEMHS, Ms. Glazer Moon noted there were additional positions that were authorized in the current fiscal year that were annualized in the next fiscal year and no position reductions were made in the OEMHS in the proposed budget.

Ms. Glazer Moon explained that the total budget included grant funding and only the Federal Grants Budget should be used for comparison. She noted that the Federal Grant budget for the fiscal

year (FY) 2006-07 was \$161,000 but the anticipated budget for FY 2007-08 was approximately \$12 million which was why it reflected the total authorized budget increase.

ANIMAL SERVICES

Vice Chairwoman Sosa noted that proposed budget for the Animal Service (AS) was \$10.276 million and increased by 11%, with a reduction of six positions, but AS reported nine vacancies in this department.

Dr. Sara Pizano, Animal Services Department (ASD), Director noted that after that document was published there were additional vacant positions and instead of reducing the position the vacancies increased. Subsequently, 3 positions were approved to be filled, she noted.

In response to Vice Chairwoman Sosa's question regarding the need of fill those positions, Dr. Pizano noted that any cut on this small department impacted them financially. She noted that the customer service position was most needed to deliver direct services.

Responding to Vice Chairwoman Sosa's question as to whether the customer service position could be restored without increasing the budget, Ms. Glazer Moon noted that they had met with AS staff to identify other alternatives to try to stay within the same appropriation level and not affect service delivery issues. She noted that those suggestions would be brought back to this Committee.

Vice Chairwoman Sosa stressed the importance of obtaining the information to be provided by Ms. Glazer-moon regarding the restoration of the customer service position. Therefore, the implementation of preventative measures could be made to ensure good customer services due to recent negative television broadcasts regarding AS.

In response to Commissioner Gimenez' question regarding the decision to reduce the positions for the Community Outreach Specialist (COS) and add the Community Outreach Coordinator (COC), Dr. Pizano advised that the COC was a Public Information Officer (PIO) position and the COS provided presentations to the community and was needed.

Discussion ensued among the Committee members and Dr. Pizano regarding the number of staff in

the foregoing positions and their function.

In response to Commissioner Gimenez' question regarding why the AS needed an additional PIO, Dr. Pizano advised that ASD received many request from the media that required networking and outreach and it was added as an overage this year.

Commissioner Gimenez noted that he was not in favor of an additional PIO positions for the AS and it was not a necessity, but he was in favor of restoring the customer service position. Commissioner Gimenez also noted that he felt the department could function without the COC position and he asked that Vice Chairwoman Sosa incorporate this in her memorandum of the Committee budget recommendations.

Dr. Pizano informed the Committee that the ASD budget proposal included the discontinuation of the spaying and neuter services and the closure of the Mobile Animal Clinic because they were ancillary programs.

Vice Chairwoman Sosa noted that the services recommended for closure were needed by the community. She expressed that she preferred to keep the services for the community and cuts should occur in the bureaucracy of the administration rather than in services for the community.

Dr. Pizano advised the Committee members that the ASD required adequate staff to perform those core functions and responsibilities as mandated by the Code and the Florida Statutes.

Further discussion ensued among the Committee members regarding the responsibilities of the AS staff.

Commissioner Gimenez suggested the automation of the job function for issuing animal license tags.

In response to Commissioner Souto's question regarding the range of citation fees due to abused animals, Mr. Robert Santos, AS Assistant Director advised that those were the larger fines that had a cap of \$500.00.

Commissioner Souto noted that one way to increase the AS revenue would be to increase the cap on the fines.

Mr. Santos noted that the accruals from non payment or non compliance were removed from those files and AS worked with the Office of the County Attorney and the Clerk of the Board to reinstate them. He also noted that the accruals could range up to \$10,510.00 and that ASD was working with the Miami Dade County Finance Department to establish a lien unit that would pursue those non compliant individuals.

Dr. Pizano advised that the Chapter of the Miami-Dade County Code or the Florida Statutes was a proposed amendment or amended to include increased fines in addition to the increase of all fees for the next fiscal year that would increase a revenue estimation of \$2 million.

Vice Chairwoman Sosa noted that this Committee would review the fines and services for the ASD, and would urge the State Legislature to increase the fines for animal services

Commissioner Souto noted that the fines for mistreatment of animals should be increase and investigated.

Mr. Robert Santos, ASD Assistant Director noted that those fines had a cap of \$500.00; however, when non payment or non compliance occurred accruals could be as high as \$10, 510. He noted that those accruals had been moved from the files and ASD had worked with the Office of the County Attorney to get them reinstated. Mr. Santos stated that those funds would assist the ASD budget and they were working with the finance department to establish liens to pursue those individuals who were in non compliance.

Discussion ensued among the Committee members and Dr. Pizano regarding the process of retrieving the accruals and increasing the fees and fines across the board that would contribute more revenue for the ASD.

In response to Commissioner Gimenez' question regarding the significant difference in the ASD operating budget versus the expenditures, Dr. Pizano explained that the ASD budget was developed in FY 2005-06 but used actual expenses from previous years that were not accurate. She also explained that the operational expenses to adopt, save and care for animals was more than anticipated in comparison to the past budget as well as the estimated cost for the General Services Administration (GSA) janitorial services.

Discussion ensued among the Committee members regarding the process of requesting services through GSA.

Ms. Glazer Moon noted that she was aware of the estimated cost for GSA janitorial services, but the numbers that were reported were higher than the estimate. She noted that she would provide more information regarding this issue.

Following further discussion, Dr. Pizano noted that she would provide information regarding specific savings on restoring the custodial services positions back to ASD.

Vice Chairwoman Sosa noted for the record that the Board of Commissioners set the competitive bidding rules for GSA that would not allow certain adjustments to ensure the proper process.

Mr. Santos agreed with Vice Chairwoman Sosa as well as Ms. Glazer Moon and noted that massive cost reductions that were estimated, but following further research changes occurred.

Vice Chairwoman Sosa recommended that the County Administration look at the customer service position and perform an evaluation of the custodial and mobile unit positions to determine how to provide funding for these job positions. She expressed that the Board of County Commissioners did not support a cut in County services to this community.

3 ADJOURNMENT

Report: *There being no further business to come before the Committee, the HPSC workshop adjourned at 1:05 p.m.*

Dennis C. Moss, Chair