

Memorandum



Date: September 16, 2011

To: Honorable Joe A. Martinez, Chairman
And Members, Board of County Commissioners

From: Carlos A. Gimenez
Mayor

A handwritten signature in black ink, appearing to read "Carlos A. Gimenez". The signature is fluid and cursive, with a prominent loop at the end.

Subject: County Reorganization

During the first budget hearing, you requested further information on my proposal to reorganize County government, which aims to more efficiently and effectively deliver services to our customers and position Miami-Dade County as a catalyst for economic development and job creation. The information contained in this memo and the attached documents aims to address your request.

As an organization, Miami-Dade County has a long tradition of working honestly and diligently on behalf of the public it serves. However, over the decades that our current organizational structure has been in place, County government has grown to be a complicated and often functionally redundant organization, and one that is challenging for our customers to utilize.

The addition of new departments and services over the years may have been well intended, but it has resulted in a maze of departments, many performing the same function, and all too often making it difficult for our customers to accomplish simple tasks, such as getting a permit so that they can open a new job-creating business or improve their homes. In short, County government, in its efforts to better deliver services to the public, has developed in a manner that prevents it from efficiently accomplishing that very task.

In addition to addressing inefficiencies, this reorganization includes specific elements aimed at making County government a facilitator in the areas of job creation and economic development. Regulatory functions have been consolidated to ensure that our residents can take care of permitting and licensing issues through a single department. Similarly, it merges multiple economic development departments and functions under a single umbrella. The synergies created by bringing these currently disparate parts together will put the County in a position to capitalize on economic development opportunities and stimulate needed job creation efforts.

It is also important to note that the development of the County's revised strategic plan will incorporate this new, 25 department reorganization. This strategic plan will serve as a roadmap for the County for the next five years.

Step One

Two weeks ago, I set forth my initial plan to reduce the number of departments under my purview from 42 to 25 (see attached memo and tables of organization). The plan is a clear departure from the County's current structure and represents only the **first step** of what will necessarily be a methodical and lengthy process. The departmental mergers and eliminations required to produce a County government that more efficiently and effectively delivers service cannot be made hastily, and full consideration must be given to ensuring that there is no disruption of service to our customers during the reorganization process.

The fact that the reorganization process will take a significant amount of time to fully implement only underscores the need to begin the process now. Government, regardless of level, form or size, is rarely noted for its efficiency or for acting with a sense of urgency. But if we are to begin the process of building a more efficient County government to better serve our taxpayers, we must not hesitate. The time to act is now, and I hope that you will join me in making this first important step.

Next Steps

With a new 25 department organizational model in place, the second step in the reorganization will be to determine which individual administrators will head the new departments. Candidates will be assessed on their qualifications, past performance, and skill sets. Putting together a leadership team that is committed to the process of reorganizing County government and reflects the diversity of our community is also a priority for me. To be sure, this organization already has many proven leaders and talent and dedication will be rewarded.

It is critical to emphasize that the department mergers set forth in my reorganization plan **do not** take into account **who** is currently serving as a department director. As of this writing, no overall decision has been made as to who will be included in the group of the 25 department directors, with the exception of the Police and Fire Chiefs, who I have already selected. The heads of the merged departments and even those of the non-merged departments will not be finalized until after the FY 2011-12 budget has been adopted.

Once the 25 new department directors are in place, the substantive work of reorganizing County government will begin in earnest, and the following tasks must be carried out:

- Department directors will be charged with reviewing their existing or newly configured departmental operations and determining where efficiencies can be realized;
- Ongoing reviews of operations to identify procedures that need to be changed to be more effective or efficient;
- Reviewing management practices to ensure additional and improved coordination between departments
- Analyses of where technology can create substantial benefit in terms of efficiency or service delivery; and
- Analyses of where centralization of functions can make our operation more efficient.

Over the upcoming year, we *will* become more efficient. However, the full benefit of the reorganization will be recognized as new procedures, systems and managerial practices are implemented over a time period of months and years.

Operational Mergers

The information on the ensuing pages will provide you with a clearer understanding of the key departmental mergers that will help bring about the operational efficiencies and opportunities for economic development and job creation underpinning this process. These mergers have distinct rationales behind them, precedent in other jurisdictions, and/or serve an operational goal.

Fire Department

The Office of Emergency Management (OEM) has been merged into the Fire Department to permit back-office efficiencies. The OEM will be a division of the Fire Department; however, during emergency periods, they will report to me and take the lead on emergency responses.

Sustainability, Planning and Economic Development

The Sustainability, Planning and Economic Enhancement Department is a merger of economic development agencies (OEDIT, including the Office of Film and Entertainment, and SBD) with the Office of Sustainability, our consumer protection activities, and the planning for future physical growth and change being conducted by the Planning Department. This combination of key departments concerned with the County's efforts in economic growth and enhancement will provide a more coordinated and streamlined approach to protecting the key elements of our economy, and working with key partners to expand and improve our economic future.

Permitting, Environment and Regulatory Affairs

The Department of Permitting, Environment and Regulatory Affairs brings together the permitting and regulatory services of the County. This includes the zoning and land regulatory functions formerly in the Planning Department, as well as the Building and Neighborhood Compliance Departments. The purpose of this element of the reorganization is to provide the regulatory and permitting services of Miami-Dade County to our citizens and businesses in a more convenient and efficient manner.

Community Action and Human Services

The Community Action and Human Services Department combines the Community Action Agency, Department of Human Services, and the Office of Human Rights and Fair Employment Practices. The combination of these departments will streamline the delivery of resources to targeted communities including children, seniors and families through advocacy, education and service delivery.

The advantages of combining these departments include the ability to refine and deliver a continuum of social services to residents over a wide range of service areas including early education, safe housing, fairness and equal opportunity in employment, nutrition, psychological services, violence prevention and intervention. By consolidating these three departments, the County will be able to comprehensively address the needs of individuals and families from early childhood through late adulthood.

Public Housing and Community Development

The Public Housing and Community Development Department combines the Department of Housing and Community Development, the Miami-Dade Public Housing Agency and the Infill function of the Department of General Services Administration. This department will administer all of the County's housing programs including rental housing, affordable housing, rehabilitation and revitalization. The combination of these departments will eliminate duplication of administrative support functions and field staff, and as a result, reduced administrative costs will allow the County to dedicate a larger percentage of resources to providing quality affordable housing. On Monday, September 19th, I will meet with representatives from the U.S. Department of Housing and Urban Development to discuss any issues related to the merger of the Miami-Dade Public Housing Agency and the Department of Housing and Community Development.

Cultural Affairs

The Cultural Affairs Department will continue to develop, coordinate, and support arts education and outreach programs, support a variety of competitive grant programs and monitor funding provided to major County facilities. Since the department currently manages the South Dade Performing Arts Center, the reorganization shifts all management of County-operated cultural facilities to this

department including the African Heritage Center, Dade County Auditorium, and the Caleb Auditorium, which were previously managed by the Parks and Recreation Department.

Parks, Recreation and Open Spaces

The Parks, Recreation and Open Spaces Department will provide park maintenance, operating and programming support, will plan for and develop new parks and green spaces, and will operate facilities including the Deering Estate, Zoo Miami, pools, golf courses, marinas and other actions. Through the reorganization process this department will assume the Public Works functions of maintaining rights-of-way, including mowing and landscaping cycles, installation of landscaping, urban forestry and support of the Community Image Advisory Board. The additional functions are complementary to the department's current work, as Special Taxing Districts are already maintained by Parks and Recreation. This addition also aligns with the Miami-Dade County Park and Open Space System Master Plan, which is focused on developing a 50-year, unifying vision for a livable, sustainable community.

Public Works

The combination of Solid Waste and Public Works is another area where consolidation will bring potential savings. Elimination of administrative duplication supporting the operational units within each department will translate to more resources being funneled to core missions and direct service. While the two departments' services are admittedly of a differing nature, their activities have commonalities and other governmental jurisdictions have successfully combined these functions. Our evaluation of these two departments' functions reveals opportunities that lend themselves to this grouping.

There are opportunities to consolidate procurement and fleet needs. Similarly, both departments perform engineering functions that involve procurement of specialized architectural and engineering design services. Again, in this area, consolidation could yield administrative savings. The chief opportunity for savings will be in consolidation of back office functions. While these have yet to be refined, opportunities are available in human resources functions, information technology services, accounting and budgeting.

Internal Services

The new Internal Services Department is a combination of the former General Services Administration, the Department of Procurement Management, Human Resources and the Construction and Special Project functions of the Office of Capital Improvements. Some of the long-term benefits of this departmental structure include:

- More focus on countywide construction management with the intent that over time other such functions within the County can be consolidated;
- The possible consolidation of the Inventory Management and Procurement functions for better material management;
- Better coordination of employee benefits through the consolidation of benefits section with the Human Resource function; and,
- Opportunities for review of a truly centralized fleet management model.

Department of Management and Budget

This department is a consolidation of the former Offices of Management and Budget and Grants Coordination, as well as the bond proceeds monitoring functions of the Office of Capital Improvements. This merger will foster more efficient budgetary reporting as well as the optimization of the use of external grants within the County.

As I have previously stated, I intend to work with each of you on the proposed reorganization plan. I must reiterate that this major reorganization of County government will not be realized overnight, and as such, the process of revamping the way that this organization serves its customers must begin sooner rather than later. Our customers expect and deserve a County government that serves them more effectively and more efficiently and the responsibility to deliver rests squarely on our shoulders.

Attachments

c: Honorable Harvey Ruvin, Clerk of the Courts
Honorable Joel Brown, Chief Judge, Eleventh Judicial Circuit
Honorable Katherine Fernandez-Rundle, State Attorney
Honorable Carlos Martinez, Public Defender
Honorable Pedro J. Garcia, Property Appraiser
Carlos Migoya, President and CEO, Jackson Health Systems
Christopher Mazzella, Inspector General
Joseph Centorino, Executive Director, Commission on Ethics and Public Trust
R. A. Cuevas, Jr., County Attorney
Office of the Mayor Senior Staff
Department Directors
Charles Anderson, Commission Auditor