

# Memorandum



**Date:** September 2, 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", written over a horizontal line.

**Subject:** County Reorganization

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This memorandum is provided in order to transmit to you a reorganization plan that I have been developing since I was elected Mayor on June 28<sup>th</sup>. It has been my goal to realign the County's structure in order to reduce overhead costs, minimize the duplication of efforts, and improve the overall delivery of County services. This goal was the basis for our analysis of the functionalities of the current departments. The submitted reorganization plan clearly meets this goal by merging the current 42 departments into 25 with functions that will best serve our residents.

Along with reducing the size of County government and refocusing it on its mission of efficiently delivering core services, I intend for this reorganization to position Miami-Dade County as a catalyst for job creation and economic development. Too often, government hinders these processes, and given the state of the economy, this organization must be doing all in its power to assist these efforts at all levels. These priorities are evident in the way in which departments have been merged.

Additionally, my priorities of sustaining public safety services and protecting quality services for our children and the elderly will not be compromised through this process. It is important to note that departmental mergers will streamline communication and collaboration across departmental functional areas. This is **phase one** of what will be a comprehensive phased-in reorganizational process. The process we have implemented thus far and our plan for the next year is outlined below.

## **Reorganization Process**

Over the past 7 weeks, my staff and I have immersed ourselves in this undertaking. We began by exploring lessons learned; researching other city and county models; and delving deeply into the way policy and operational decisions converge. It became obvious to me early on that this was not going to be a process completed in a handful of days or even in one budget cycle. In just seven weeks, my senior management team and I have met more than 40 times, for nearly 150 hours. The work has been challenging, but my vision of a leaner and more efficient government has begun to take form through a true collaborative process.

Although a fundamental framework of what I envisioned emerged quickly, we began to meet with Department Directors, the County Attorney, staff and other stakeholders to discuss the concepts. At that time we confirmed that in order for this reorganization to be successful, everyone must understand that we will be doing business differently. This is a culture shift that begins with the 25-department reorganizational framework presented to you today. Over the next twelve months, we will call upon my new leadership team, inclusive of the directors, to dig deeper. They will be charged with the task of determining how we can further improve the management of all of our functions ensuring additional improved coordination and accountability. We will work together to redefine core departmental missions, identify functions that are no longer necessary or duplicative, and highlight additional efficiencies that can be implemented immediately and lead to further savings. These savings will then be integrated within the FY 2012-2013 budget cycle.

Let me be clear about my expectations for the first phase of the reorganization process. For now, I am not recommending the elimination of any current service areas. Although I **do** believe there are opportunities to identify services that do not address the mission of Miami-Dade County government, the focus of phase one of the reorganization process is to identify opportunities to deliver services more efficiently and effectively while reducing duplicative overhead and back office functions. I anticipate there will be initial FY 2011-12 savings garnered from this phase of the plan approaching \$5 million countywide including the elimination of dozens of positions. It is not my intent, however, to further reduce departmental budgets at this point within the budgetary process. I believe this is the most responsible way to implement the proposed comprehensive reform. To continue with my commitment to transparency, I will provide information to the Board quarterly regarding savings that are earned through the reorganization process.

Attached to this memorandum is a revised Table of Organization sorted by strategic area. I have also included a table that compares my recommendations to what currently exists and explains the functional consolidations.

The proposed organization noted in the attachments includes the 25 departments. These departments are listed below. As noted earlier, all Department Directors, even for those departments that are not experiencing organizational changes in phase one of the reorganization, will be charged with working to identify efficiencies within their departments.

1. **Animal Services** – no organizational changes
2. **Audit and Management Services** – no organizational changes
3. **Aviation** – no organizational changes
4. **Community Action and Human Services** – combines the functions of the current Community Action Agency, Department of Human Services, and the Office of Human Rights and Fair Employment Practices
5. **Community Information and Outreach** – the former Government Information Center, no organizational changes
6. **Corrections and Rehabilitation** – no organizational changes
7. **Cultural Affairs** – includes operations of County-operated cultural facilities, including the African Heritage Center, Caleb Auditorium, Dade County Auditorium and the South Dade Performing Arts Center
8. **Elections** – no organizational changes
9. **Information Technology** – no organizational changes
10. **Finance** – no organizational changes
11. **Fire Rescue** – includes the Office of Emergency Management
12. **Internal Services** – includes the current functions of GSA and Human Resources, Procurement Management, the A&E procurement and construction management functions from the current Office of Capital Improvements
13. **Housing and Urban Development** – combines the current Housing and Community Development, Public Housing Department, and the infill housing division from GSA
14. **Juvenile Services** – no organizational changes
15. **Library** – no organizational changes
16. **Management and Budget** – includes Agenda Coordination, Grants Coordination and Bond Program Monitoring from the Office of Capital Improvements
17. **Medical Examiner** – no organizational changes
18. **Parks, Recreation and Open Spaces** – adds the function of the Rights-of-Way Assets and Aesthetics Management function from Public Works, and will now support the Community Image Advisory Board

19. **Permitting, Environment and Regulatory Affairs** – merges Building and Neighborhood Compliance, zoning functions from Planning and Zoning, and Environmental Resources Management
20. **Police** – no organizational changes
21. **Port of Miami** – no organizational changes
22. **Public Works** – consolidates Solid Waste Management, along with the Public Works functions not transferred to the Parks Department.
23. **Sustainability, Planning and Economic Enhancement Department** – merges the former Office of Economic Development and International Trade, planning functions from Planning and Zoning, Small Business Development, Film and Entertainment, and Consumer Services, including Cooperative Extension and the Agricultural Manager
24. **Transit** – no organizational changes
25. **Water and Sewer** – no organizational changes.

Upon completion of the proposed governmental reorganization, all existing Department Directors and senior staff will be evaluated on experience and skill sets. I will be reviewing their past performance and appraising directors based on their qualifications. It is apparent to me that we have many proven leaders and I am committed to rewarding talent and dedication. Not all current Department Directors will continue to lead departments, but all strong leaders that are committed to making this process work on behalf of our residents will play critical roles as this important reform effort is implemented. I am also committed to ensuring that my leadership team reflects the diversity of our community.

As you all know, it is my intention to work with each of you on the proposed plan. I have already reached out to all of your offices and have coordinated preliminary conversations. As you review my recommendations to address this important and necessary reform, please note this work is not complete. We will need to continue working collaboratively over the next year to identify substantial opportunities for greater efficiencies that will continue to rise to the surface as we work together to improve Miami-Dade County government.

Attachment

- 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

**REORGANIZATION OF DEPARTMENTS**

**Current Departments 42**

**New Departments 25**

<b>Original</b>	<b>New Departments</b>	<b>Description</b>
Animal Services	1 Animal Services	Unchanged
Audit and Management Services	2 Audit Management Services	Unchanged
Aviation	3 Aviation	Unchanged
Corrections and Rehabilitation	4 Corrections and Rehabilitation	Unchanged
Elections	5 Elections	Unchanged
Enterprise Technology Services	6 Information Technology Department	Unchanged - new name
Finance	7 Finance	Unchanged
Government Information Center	8 Community Information and Outreach	Unchanged - new name
Juvenile Services	9 Juvenile Services	Unchanged
Library	10 Library	Unchanged
Medical Examiner	11 Medical Examiner	Unchanged
Police	12 Police	Unchanged
Port of Miami	13 Port of Miami	Unchanged
Transit	14 Transit	Unchanged
Water and Sewer	15 Water and Sewer	Unchanged
Building Neighborhood Compliance; Planning and Zoning (Zoning Function); Environmental Resources Management; Public Works (Land Development Function)	16 Permitting, Environment and Regulatory Affairs	Merge BNC, Zoning from P&Z, and DERM
Community Action Agency; Human Services; Human Rights and Fair Employment Practices	17 Community Action and Human Services	Merges DHS,CAA, and HRFEP
Cultural Affairs; Park and Recreation (Cultural Facilities)	18 Cultural Affairs	Merge cultural facilities (African Heritage, Dade County Auditorium, and Caleb Auditorium) from Parks into CAD
Economic Development and International Trade; Sustainability; Consumer Services; Planning and Zoning (Planning Function)	19 Sustainability, Planning, and Economic Enhancement	Merges OEDIT, SBD, and Film and Entertainment, Sustainability, Planning Function from P&Z and Consumer Service
Fire Rescue; Emergency Management	20 Fire Rescue	Merge OEM into Fire
General Services Administration; Procurement Management; Capital Improvements (A&E and Construction Function); Human Resources	21 Internal Services	Merges DPM, A&E selection function, Construction, and Special Projects from OCT, ADA (already merged into GSA), and HR
Management and Budget; Agenda Coordination; Grants Coordination; Capital Improvements (Bond programs)	22 Management and Budget	OMB, Agenda, Grants Coordination, OCI Bonds, SNP and QNIP functions
Public Housing Agency; Housing and Community Development	23 Miami-Dade Housing and Urban Development	HCD, Public Housing, and Infill Housing Division of GSA
Park and Recreation; Public Works (RAAM Function)	24 Parks, Recreation and Open Spaces possible name change - Department of Parks and Open Spaces (PROS)	Merge RAAM division from Public Works and CIAB
Public Works; Solid Waste Management	25 Public Works	Merge with Solid Waste and move RAAM division to Parks, Recreation and Open Spaces

# MIAMI-DADE COUNTY

## TABLE OF ORGANIZATION

by STRATEGIC AREA  
2011-12

