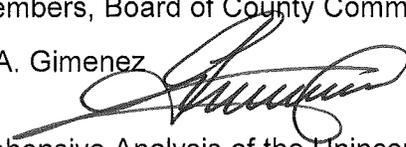


Memorandum



Date: February 24, 2014

To: Honorable Chairwoman Rebeca Sosa
and Members, Board of County Commissioners

From: Carlos A. Gimenez
Mayor 

Subject: Comprehensive Analysis of the Unincorporated Municipal Service Area

This report serves to update the Board of County Commissioners (Board) on the directive pursuant to Resolution R-1006-13, which directed the Administration to identify one or more universities or a professional consultant that has the ability to study proposed annexations and incorporations and develop a plan, in cooperation with appropriate County departments, on how to address the remaining unincorporated areas.

For a number of years, various incorporation or annexation proposals have been presented to the Board for consideration. These proposals have led to differing opinions among Board members about the process for amending municipal boundaries, including the complexity of the process and the lack of agreement among those wishing to be annexed or to create a new municipality, and those who wish to stay as part of the unincorporated area. Additionally, the Board has had lengthy discussions about the impacts of future incorporations and annexations on the delivery of County services and as such, created a number of advisory boards to develop recommendations with varying success.

In response to R-1006-13, staff has drafted a scope of work initially intended for distribution to the existing Management Advisory Consulting Pool of pre-qualified firms. After further consideration, staff feels that a national search for a team of participants with a local attachment may be best. Attached is a copy of the Scope of Work that staff is finalizing and will make available for any interested parties once released. The County will contact nationally reputable consultants to ensure they are aware of the opportunity.

The Administration appreciates any comments and/or direction the Board would like to share on this effort, and will provide an update as the final document is prepared for national distribution.

If you have any questions regarding this information, please contact Deputy Mayor Jack Osterholt at 305-375-5695.

Attachment

c: Robert A. Cuevas, County Attorney
Office of the Mayor Senior Staff
Department Directors
Josh Gelfman, Deputy Director, Regulatory and Economic Resources
Miriam Singer, Assistant Director, Internal Services Department
Charles Anderson, Commission Auditor

ATTACHMENT 1 SCOPE OF WORK

A. Background Information

On December 3, 2013 the Board of County Commissioners (BCC) passed Resolution No. R-1006-13 directing the Mayor to identify one or more universities or a professional consultant to contract with the County to analyze and make recommendations concerning future incorporations and annexations within the unincorporated areas of the County. The report should consider alternative scenarios as described in Section C.2 (Work Order Overview).

Through this Work Order Proposal Request (WOPR) the County is seeking a single firm or a team that contains the required expertise to advise the County. Teams with a combination of local knowledge as well as national expertise in metropolitan governance issues will be favorably considered.

Through the Planning Division, the Department of Regulatory and Economic Resources (RER) has been directed by the Mayor to manage this engagement. The Planning Division provides services related to sound growth management, historic preservation, urban planning, sustainability planning, and transportation development through the management of the Comprehensive Development Master Plan (CDMP) and related activities. For more information about the Planning Division, please see: <http://www.miamidade.gov/planning>

B. Preferred Requirements

The Proposer should have experience within the last five years in conducting studies related to issues of local governance including fiscal policies and service delivery, such as but not limited to local incorporation and annexation studies.

C. Work Order Overview

The selected Proposer shall prepare a Report to RER that at a minimum shall include but not be limited to:

1. Analysis of the existing unincorporated area of Miami-Dade County, and a study based on fiscal, economics, environmental and social considerations in order to evaluate whether the County should encourage or pursue future annexations and incorporations.
2. Evaluate any possible alternative governmental structures, such as: 1. Full Incorporation (via annexation or incorporation), 2. No further Incorporations, only Annexations, 3. No further Incorporations or Annexations, 4. Increased Metropolitan Governance at County level that could be enacted based on the existing powers of the County.
3. Recommendations of municipal boundaries that are contiguous, logical, and compact while seeking natural or built barriers as boundaries;
4. A plan to prevent low property value areas from being excluded from the creation of new municipalities or annexations to existing municipalities;
5. A review of how businesses located in the Unincorporated Municipal Service Area would be affected, and provide recommendations on: a) how to mitigate the impact to these businesses and b) address any economic concerns or benefits to be achieved by incorporations and

- annexations should full incorporation occur;
6. Recommendations on whether areas or facilities of countywide significance should be considered regional assets; that should remain under the regulatory control of the county;
 7. Recommendations on whether the area that lies outside of the Urban Development Boundary should be defined as a regional asset that should remain under the exclusive planning and regulatory control of the County;
 8. For all scenarios outlined in Section C.2., provide:
 - a. Recommendations for the role of the County on establishing a planning framework to implement sustainable, efficient growth initiatives and economic development;
 - b. Recommendations on how significant natural resource protection and the preservation of agriculture should be handled; and
 - c. An analysis of area-wide and municipal services currently provided by County departments, including police and fire, and how these services would be provided;
 9. Information on whether there is any outstanding County debt that would be affected by additional annexation and incorporation;
 10. Final recommendations on whether the BCC should further strengthen existing policies that encourage annexation of areas into existing municipalities over creating new municipalities through incorporation.

Note: The selected proposer shall also provide draft legislation language for any Code or Charter revisions that are required to effectuate the recommended changes

D. Tasks and Deliverables

Task 1: Initial Meeting with County

The selected Proposer shall, within 24 hours the Notice to Proceed, have an initial meeting with the County's Project Manager to review timelines and determine how project updates will be provided.

Task 2: Action Planning

The selected Proposer shall prepare a draft plan of action to be presented at the initial meeting indicating which proposed techniques the selected Proposer will utilize for data collection.

The Plan of Action at a minimum shall include but not be limited to:

1. Time frame for implementation of project with targeted dates of completion for stated activities;
2. Data collection activities to include proposed research techniques and tools;
3. Proposed dates and meeting times to discuss project's progress or lack thereof; and
4. Plan for ensuring that the research conducted is a representative sample of the unincorporated areas of Miami-Dade County.

Task 3: Data Collection

Once the County has approved the Plan of Action, the selected Proposer shall begin the data collection in a manner consistent with the approved Plan of Action. The County expects the data collection period to last no longer than 40 days. The selected Proposer shall advise the County's

Project Manager of any delays during the data collection period. During the data collection period, periodic updates may be required by the County's Project Manager.

Task 4: Draft Report:

The Report shall, at a minimum, include but not be limited to:

1. Executive summary with key findings;
 - a. Analysis of alternative scenarios laid out in Section C.2.;
 - b. Analysis of the cost and benefits of incorporating or annexing the unincorporated areas;
 - c. Comparisons of differential impact on the adjacent municipalities;
 - d. Identify currently available services in the unincorporated areas and which local government would provide services in the event of annexation or incorporation (e.g., police, water & sewer, trash etc.);
 - e. Make key policy recommendations related to service delivery processes, business and work processes, and organizational operations to include recommendations for service enhancement/adjustments (e.g., if services need to be expanded to meet demands;
 - f. Long term impact of the unincorporated areas staying unincorporated, being annexed into another municipality or incorporated as a new city.
2. Draft legislation language for any Code or Charter revisions that are required to effectuate the recommended changes.

Note: The most recent reports related to Incorporations and Annexations may be accessed at <http://www.miamidade.gov/managementandbudget/incorporation-annexation.asp>.

The draft Report shall be provided to the County's Project Manager for review and comment, no later than one hundred (100 days) days after the completion of the data collection. The County's Project Manager will review the draft report and provide the selected Proposer with feedback within - (20 days) of receipt.

Task 5: Final Report

The selected Proposer shall finalize the Final Report incorporating County's Project Managers comments.

E. Deliverable:

Provide twenty-five (25) color bound hard copies of the final report, incorporating RER's edits/revisions, in word format, or other approved format, and one (1) USB drive, to the County's Project Manager, no later than - (20 days) after the County has returned the draft document with feedback to the selected Proposer. At the County's request, the selected Proposer shall present the assessment to the BCC and staff, at a time agreed to by the selected Proposer and the County's Project Manager.

F. Work Order Term

Completion of the project is defined as the performance of all tasks and acceptance by the County of the deliverables. The term of the Work Order is anticipated to be one hundred eighty (180) days.

G. Payment

Payments will be made upon satisfactory completion of the tasks outlined in Section D as determined by the Project Manager. The payment schedule for this project shall be as follows:

- 1) Completion of Task 2: Plan of Action – 10% of fee
- 2) Completion of Task 3: Data Collection – 20% of fee
- 3) Completion of Task 4: Draft Report – 30% of fee
- 4) Completion of Task 5: Final Report – 30% of fee
- 5) Presentation of the Final Report and Associated Legislation – 10% of fee*

* The selected bidder shall be paid the final ten percent of the contract upon acceptance by the BCC of the Final Report and adoption of the associated legislation, or within one year from the date of Departmental acceptance of the Final Report, whichever occurs first.