

GOOD AFTERNOON AND THANK YOU FOR BEING HERE.

AS MANY OF YOU ALREADY KNOW, WHEN WE BEGAN THE BUDGET PROCESS EARLIER THIS YEAR, WE FACED A GAP OF OVER \$200 MILLION IN OUR BUDGET THAT MY ADMINISTRATION HAD TO CLOSE.

WE COULD HAVE TAKEN THE EASY WAY OUT AND INCREASED TAXES AS SOME SUGGESTED...

BUT I IMMEDIATELY TOOK THAT OPTION OFF THE TABLE.

INSTEAD, MY ADMINISTRATION WENT TO WORK, FINDING WAYS TO IMPROVE OUR DELIVERY OF SERVICES IN A MORE EFFICIENT WAY, WITHOUT INCREASING THE TAX BURDEN ON OUR CITIZENS.

BY INCREASING EFFICIENCIES, WE WERE ABLE TO REDUCE THIS BUDGET GAP DOWN TO \$64 MILLION.

UNFORTUNATELY HOWEVER, AT THAT POINT WE COULD NO LONGER AVOID REDUCING COUNTY PERSONNEL.

THE INITIAL NUMBER OF AFFECTED EMPLOYEES WAS 700 THROUGHOUT MIAMI-DADE COUNTY GOVERNMENT, INCLUDING UP TO 400 POLICE OFFICERS THAT FACED REDUCTIONS BACK IN FEBRUARY.

KEEPING OUR FAMILIES AND NEIGHBORHOODS SAFE HAS ALWAYS BEEN A TOP PRIORITY OF MINE SINCE I TOOK OFFICE.

THIS IS WHY MY ADMINISTRATION WORKED THROUGHOUT THE SUMMER TO SAVE AS MANY OF THESE JOBS AS POSSIBLE, ESPECIALLY IN THE MIAMI-DADE POLICE DEPARTMENT.

I HAVE NEVER WANTED A SINGLE POLICE OFFICER TO LOSE HIS OR HER JOB.

TODAY, I CAN ANNOUNCE THAT NOT A SINGLE SWORN POLICE OFFICER WILL LOSE THEIR JOB BECAUSE OF OUR BUDGETARY CHALLENGES.

MY ADMINISTRATION WAS ABLE TO ACHIEVE THIS THROUGH VARIOUS SAVINGS THAT ARE DETAILED IN THIS CHART AND THAT I WILL NOW EXPLAIN.

IN JUNE, OVER 400 POSITIONS IN THE MIAMI-DADE POLICE DEPARTMENT WERE STILL PROJECTED TO BE ELIMINATED.

LATER THAT MONTH, OUR MEMORANDUM OF INTENT WITH THE CITY OF MIAMI BEACH YIELDED \$18 MILLION IN SAVINGS, AND THE PROJECTED CUTS TO THE M.D.P.D. WERE REDUCED TO 228 POSITIONS.

ON AUGUST 14<sup>TH</sup>, WE WERE ABLE TO ACHIEVE \$11 MILLION IN SAVINGS RESULTING FROM A PROJECTION OF VAB LOSSES...

IMPLEMENTING THE HEALTH-PLAN REDESIGN FOR EXEMPT EMPLOYEES UNDER MY PURVIEW...

A REALLOCATION OF APPROXIMATELY \$1.5 MILLION FROM FUNDS ORIGINALLY ALLOCATED FOR THE PEREZ ART MUSEUM...

AND FUNDS FROM THE PUBLIC SAFETY RESERVES.

THIS BROUGHT DOWN THE NUMBER OF PROJECTED M.D.P.D. REDUCTIONS TO 110 POSITIONS.

THIS AUGUST 24 AND 25<sup>TH</sup>, WE WERE ABLE TO REALIZE A SAVINGS OF \$8.5 MILLION AS A RESULT OF HELICOPTER SALES...

AND WE'LL NOW BE LEASING MORE EFFICIENT HELICOPTERS THAT COST LESS TO OPERATE.

ALSO, WITH THE ANNOUNCEMENT THAT JACKSON EMPLOYEES WILL NO LONGER PARTICIPATE IN THE COUNTY'S SELF-INSURANCE FUND...

AGAIN, WE ARE NO LONGER PROJECTING THE ELIMINATION OF POSITIONS IN THE M.D.P.D.

THE BUDGET PROCESS IS NOT OVER, AND IT CONTINUES TO EVOLVE.

MY ADMINISTRATION CONTINUOUSLY RECEIVES INFORMATION AND OUR NUMBERS ARE ALWAYS BEING ADJUSTED.

WE ALSO CONTINUE TO SEEK COMMON GROUND WITH OUR LABOR PARTNERS.

JUST EARLIER TODAY, WE ANNOUNCED THAT MY ADMINISTRATION AND THE LEADERSHIP OF THE AMERICAN FEDERATION OF STATE, COUNTY AND MUNICIPAL EMPLOYEES A.F.L.-C.I.O., GENERAL EMPLOYEES, LOCAL 199, HAVE REACHED TENTATIVE AGREEMENTS FOR RATIFICATION BY THEIR EMPLOYEES.

LOCAL 199 IS THE FIFTH EMPLOYEE LABOR UNION TO REACH SUCH AN AGREEMENT...

JOINING AFSCME AVIATION DEPARTMENT EMPLOYEES, LOCAL 1542, AFSCME MIAMI-DADE COUNTY, SOLID WASTE EMPLOYEES, LOCAL 3292, AND THE GOVERNMENT SUPERVISORS ASSOCIATION OF FLORIDA PROFESSIONAL AND SUPERVISORY UNION OPEIU LOCAL 100 (GSAF).

THESE TENTATIVE AGREEMENTS CONTAIN INNOVATIVE WAYS FOR MY ADMINISTRATION TO MANAGE MIAMI-DADE COUNTY'S FUTURE EMPLOYEE COSTS.

IN OTHER WORDS, WE ARE CONTINUING OUR WORK TOWARD HAVING SUSTAINABLE COSTS.

FOR EXAMPLE, PART OF THESE AGREEMENTS ALLOW FOR COST OF LIVING ADJUSTMENTS FOR EMPLOYEES BASED ON GROWTH IN PROPERTY TAX ROLLS THAT GO ABOVE OUR ESTIMATES.

THIS MEANS THAT IN THREE YEARS, IF GROWTH IN THE TAX ROLLS IS ABOVE OUR CONSERVATIVE ESTIMATES, SOME OF THE ADDITIONAL FUNDS WILL GO BACK TO EMPLOYEES IN THESE UNITS.

ALSO, UNDER OUR HEALTHCARE RE-DESIGN, MEMBERS OF THE UNION WILL HAVE THE OPTION OF CHOOSING A NEW MEDICAL INSURANCE OPTION.

IF RATIFIED BY EACH UNION, ROUGHLY 15,000 MIAMI-DADE COUNTY EMPLOYEES WILL HAVE THE OPTION TO USE THE SELECT PLAN, SAVING THE COUNTY APPROXIMATELY \$ 26 MILLION PER YEAR.

I VERY MUCH APPRECIATE THE WILLINGNESS OF THE LEADERSHIP OF THESE UNIONS TO SIT DOWN WITH MY ADMINISTRATION IN ORDER TO CRAFT RESPONSIBLE SOLUTIONS TO OUR BUDGETARY CHALLENGES.

I REMAIN COMMITTED TO WORKING WITH ALL OUR LABOR PARTNERS TO ENSURE THAT OUR GOVERNMENT IS MORE EFFICIENT WITH LONG-TERM SUSTAINABLE OPERATING COSTS...

AND THAT WE DO ALL WE CAN TO SAVE TAXPAYERS THEIR HARD EARNED MONEY.

I'VE OFTEN SAID THAT GOVERNMENTS ARE THE LAST TO FEEL THE EFFECTS OF A RECESSION, AND THE LAST TO FEEL THE EFFECTS OF A RECOVERY.

TODAY, I BELIEVE WE HAVE TURNED THE CORNER.

AND WITH OUR WILLING LABOR PARTNERS, WE ARE CHANGING THE WAY MIAMI-DADE COUNTY GOVERNMENT OPERATES.

UP TO NOW, NEGOTIATIONS WITH THE UNIONS HAVE BEEN DIFFICULT BECAUSE OF THE FINANCIAL CHALLENGES WE HAVE FACED.

BUT MY APPROACH AND STYLE HAS ALWAYS BEEN PARTICIPATIVE MANAGEMENT, WHERE WE ARE PARTNERS WITH OUR LABOR UNIONS.

THE TENTATIVE AGREEMENTS WE ANNOUNCED THIS WEEK SHOW HOW THIS CAN BE DONE, AND I WANT TO SEE MORE OF THIS COOPERATION.

TO THAT END, I WILL HOLD MONTHLY "SUMMIT" MEETINGS BETWEEN MYSELF AND LABOR LEADERS, SO WE CAN FURTHER EXPLORE WAYS TO MAKE OUR GOVERNMENT WORK BETTER.

WE ARE ALSO RE-INSTITUTING LABOR MANAGEMENT COMMITTEES ALSO ON A MONTHLY BASIS SO THAT OUR DEPARTMENT DIRECTORS AND UNION LEADERS CAN DISCUSS AND SOLVE ISSUES.

THIS WAY, MANAGEMENT AND LABOR CAN MEET MORE OFTEN THAN ONCE EVERY THREE YEARS OVER CONTRACT TALKS...

AND THEY FIND WAYS TO RESOLVE THE ISSUES FACING MIAMI-DADE COUNTY GOVERNMENT.

THROUGH COOPERATION, AND THROUGH OUR PURSUIT OF INNOVATION AND EFFICIENCIES...

WE HAVE BROUGHT A BALANCED BUDGET THAT PLACES US ON A FOUNDATION OF FISCAL SUSTAINABILITY FOR THE NEXT FIVE YEARS.

I WAS ELECTED TO RESTORE FISCAL RESPONSIBILITY AND BALANCE TO OUR COUNTY GOVERNMENT...

...AND WE HAVE DONE SO!

WORKING TOGETHER, WE HAVE ENSURED THAT MIAMI-DADE COUNTY'S BEST DAYS ARE AHEAD OF US.

THANK YOU...

AND NOW I WILL TAKE SOME QUESTIONS.

