



Delivering Excellence Every Day

Charter Review Task Force Meeting

Wednesday, August 1, 2007

10:00 am

Miami-Dade Main Library

101 West Flagler Street

Main Auditorium, 1st Floor

AGENDA

1. Call to Order
2. Roll Call
3. Approval of July 9, 2007 meeting minutes
Approval of July 23, 2007 meeting minutes
4. Reports
 - Report by County Attorney's Office
 - Legal Opinion on Sheriff - Requested by Ignacio J. Vazquez
 - Legal Opinion on Constitutional Officers and employees – at will or civil
 - Report by County Manager's Office
 - Proposed Sites for Public Hearings
 - Public Information and Outreach & Charter Review Website
 - Report by Chairman Diaz
 - Request for Time Extension
 - Follow-up Information Requested on Broward & Miami-Dade regarding four positions in question
5. Task Force Prioritization of Charter Review Issues
 - Review of Task Force Member Issues
 - Discussion of Setting Priorities
6. Old Business
7. New Business
 - Request from Member Ignacio Vazquez
8. Adjournment

Charter Review Task Force

August 1, 2007

Agenda Package

Please be reminded that discussions among or between members regarding matters which might be considered by the Task Force must be held in accordance with the requirements of the Sunshine Law. Therefore, please reserve any discussion with Task Force members regarding information in your agenda packet and other Task Force topics, until the Task Force meets.

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**CLERKS SUMMARY AND OFFICIAL MINUTES
CHARTER REVIEW TASK FORCE MEETING
July 9, 2007**

The Charter Review Task Force convened in a meeting on July 9, 2007, at 10:00 a.m. on the 18th Floor, Conference Rooms 3 and 4 of the Stephen P. Clark Center, 111 N.W. 1st Street, Miami, Florida. The following members were present: Chairman Victor M. Diaz, Jr. and members Ms. Lynn Dannheiser, Mr. Miguel De Grandy, Mayor David Dermer, Mr. Carlos Diaz-Padron, Mr. Maurice A. Ferre, Mayor Shirley Gibson, Mr. Robert A. Ginsburg, Mr. Larry Handfield, Ms. Elizabeth Hernandez, Mr. Robert Holland, Mr. Francois Illas, Mr. Richard Kuper, Mr. Raul L. Martinez, Mr. H. T. Smith, Ms. Yvonne Soler-McKinley, Commissioner Javier D. Souto, Ignacio Vasquez; (Ms. Lynn Dannheiser was late, Commissioner Carlos A. Gimenez was excused, and Mr. John Hogan was absent).

1. CALL TO ORDER

Chairman Diaz called the meeting to order at 10:14 a.m. and welcomed everyone in attendance. He noted that 2007 marked the 50th anniversary of the adoption of Miami-Dade County's original Home Rule Charter, and it was fitting for this distinguished group of public servants and civic-minded individuals to be assembled today (6/9) to review the Charter.

ROLL CALL:

The following staff members were present: Assistant County Manager Susanne M. Torriente; Assistant County Attorneys Cynthia Johnson-Stacks and Joni Armstrong-Coffey; and Deputy Clerks Kay Sullivan and Mary Smith-York.

Chairman Diaz noted, for the record, that Ms. Lynn Dannheiser would arrive late and that Commissioner Carlos Gimenez should be listed as excused from today's meeting.

2. INTRODUCTIONS OF TASK FORCE MEMBERS AND STAFF

Chairman Diaz noted most of the Task Force members had contributed greatly to community services. He expressed his sincere appreciation to members for their service on this Task Force as well as their outstanding service to this community in the past.

Chairman Diaz expressed sincere appreciation to County Commission Chairman Bruno Barreiro for appointing him as Chair of this Task Force. He noted he was hopeful that the outcome of this endeavor was reflective of the confidence placed in him; that it was his personal aspiration for this Task Force to fulfill the County Commission's mandate through an open, inclusive, and participatory process. He also noted he aspired to facilitate robust, collegial discussion, which would not be difficult considering makeup of this Task Force and the unique knowledge and expertise existing among this group.

Chairman Diaz explained that the Task Force would encourage, promote, and engage community participation in its deliberations and include public input in its recommendations. He urged each Task Force member to think critically, creatively, and

broadly about the potential of Home Rule; whether it fulfilled the enormous promise of Home Rule; and whether it provided the residents of Miami-Dade County with the most effective, ethical, and responsive government possible. He said he would constantly remind Task Force members that their ultimate responsibility was to the two million plus residents of this Community—people who depended on the County to deliver services every day. Chairman Diaz welcomed Mayor Carlos Alvarez and invited him to provide welcoming remarks.

Mayor Carlos Alvarez greeted each of the Task Force members and expressed his sincere appreciation for their involvement in this important task. He noted the Dade County Charter was written in 1957, and he had become very familiar with this document over the past couple of years. Mayor Alvarez said he had received many suggestions and recommendations from people throughout this entire community on how to improve the Charter during his tenure as Mayor. He also noted the world had changed since the Home Rule Charter was adopted in 1957, and much of the language contained within this document needed to be revisited; including the commissioners' salaries and the feasibility of appointing commissioners by district or Countywide, etc. Consequently, Mayor Alvarez said he strongly encouraged this Task Force to review the Charter page-by-page and to recommend changes as deemed appropriate.

Mayor Alvarez acknowledged Task Force member Maurice Ferre and noted he was confident that the charge of this task force would be fulfilled with Mr. Ferre's expertise as former Mayor of the City of Miami as well as the expertise of many others assembled around the table today.

Chairman Diaz recognized Commissioner Natacha Seijas and invited her to provide welcoming remarks.

Commissioner Natacha Seijas welcomed Task Force members, and expressed her appreciation for their assistance in this endeavor. She reassured Chairman Diaz and Task Force members that the findings/recommendations of this body would be well-received and well-approved by the County Commission. She urged them to use their expertise and passion in this process, which she noted would be onerous, but the results would benefit the entire community.

Chairman Diaz recognized County Commission Chairman Bruno Barreiro and invited him to provide welcoming remarks. He reiterated his previous comments in which he expressed appreciation to Chairman Barreiro for the opportunity to Chair this Task Force.

County Commission Chairman Bruno Barreiro expressed his gratitude to Chairman Diaz for accepting the challenge of leading this Task Force, which he noted was an enormous task. He welcomed the members of the Task Force and expressed his appreciation for their participation in this incredible process. Chairman Barreiro stated he believed the County Commission would be very happy to accept those

recommendations, and encouraged the panel to be very deliberate and to come forth with very good recommendations.

Chairman Diaz acknowledged the arrival of Commissioner Javier Souto, whom he noted had served as the representative for his respective district for the past 36 years. He also noted the arrival of the former Chairman of the Public Health Trust, Larry Handfield, before inviting County Manager George Burgess to present welcoming remarks.

County Manager George Burgess noted one of the most important tasks facing County government was to revisit and update the local Charter in a healthy, deliberative process. He also noted this community was gifted with an extraordinary document, the Home Rule Charter; and that the State Constitution provided for local Home Rule for Miami-Dade County in a way that did not exist anywhere else. County Manager Burgess said this Task Force would carefully analyze the Home Rule Charter to ensure that this community benefitted from all the authority empowered in local government.

County Manager Burgess introduced members of his staff as follows: Assistant County Manager Susanne Torriente and her assistant, Ms. Maggie Fernandez and Ms. Jennifer Glazer-Moon, Director, Office of Strategic Business Management and her assistant Ms. Vivian Duyos. He said he would attend as many of these meetings as possible, and that Ms. Torriente and his staff would be available to provide factual information, honest input, and to support this body as necessary.

Chairman Diaz recognized Acting County Attorney Robert Cuevas and invited him to provide welcoming remarks.

Acting County Attorney Robert Cuevas noted this community was facing many problems that did not stop at municipal boundaries. Traditionally, the Countywide form of government was probably best able to react to those problems, and the County operated under the Home Rule Charter, pursuant to unique constitutional amendments, specific to this community, Mr. Cuevas explained. He advised that Assistant County Attorneys Joni Armstrong-Coffey and Cynthia Johnson-Stacks would provide more details regarding that issue.

The County Commission created this body and its membership included the combined expertise of former and existing mayors, city and county commissioners. It also included the expertise of former Miami-Dade County Attorneys Robert Ginsburg and Mr. Murray Greenberg. This knowledgeable, experienced group of individuals would provide practical, realistic insight into interpreting the Charter, its applicability, and the consequences of any changes. Mr. Cuevas noted the findings/recommendations of this Task Force must be submitted to the County Commission by October 31st of this year, which was on Halloween. He explained the significance of the October 31st date, noting the deadline to place proposed amendments to the Home Rule Charter on the ballot was January 29, 2008, which was a fairly short time frame considering the County Commission must consider and approve the recommendations and place them for approval by the electorate..

Chairman Diaz noted, for the record, that although Mr. Cuevas referred to former County Attorney Murray Greenberg as a current member of the Task Force, his appointment would not become effective until August 1, 2007.

Chairman invited each individual Task Force members to introduce him/herself and to provide an abbreviated biography.

3. COMMISSION MANDATE TO CHARTER REVIEW TASK FORCE

Chairman Diaz referenced the two resolutions included in today's meeting package and noted the enabling resolution was adopted on April 24, 2007, and was effective May 8, 2007. The Commission mandated that the Task Force should:

- Study the study the Final Report of the last Charter Review Task Force dated July 10, 2001;
- Identify knowledgeable persons who should guide this process;
- Ensure public participation and hold public hearings with respect to subject matters considered;
- Reflect the racial, ethnic, and gender balance and diversity of Miami-Dade County;
- Submit written recommendations to the Commission by October 31, 2007; and
- Study whether the County's Property Appraiser, Tax Collector, Sheriff, and Supervisor of Elections shall become elected positions.

4. PURPOSE AND HISTORY OF CHARTER

Chairman Diaz noted he requested and received a copy of a memorandum prepared by former County Attorney Murray Greenberg regarding the Home Rule Charter as well as some case law about the interpretation of the amendment to the State Constitution that created the Home Rule Charter for this County. He asked that a copy of Mr. Greenberg's memorandum be provided to each Task Force member. Chairman Diaz noted he was unsure whether the residents of this community recognized the enormity of the powers granted to the residents of this community by the Home Rule amendment to the State Constitution, and he questioned whether this community had begun to exercise the full authority granted in that unusual exception to the State Constitution. He urged each Task Force member to carefully consider and become educated on the enormous potential of the Charter and what this Task Force could do if time permitted, in terms of fulfilling the Charter and their ability to determine for themselves what local government would look like.

Chairman Diaz invited Assistant County Attorney Joni Armstrong-Coffey to comment on the historical perspective of the Home Rule Amendment adopted in 1956 by statewide electorate.

Assistant County Attorney Armstrong-Coffey noted that as Chairman Diaz mentioned earlier, the Home Rule Amendment was Charter was adopted by the Statewide electorate in 1956, which granted powers to the electors of Miami-Dade County to:

- 1) empower electors to adopt, revise, and amend a Home Rule Charter of government;
- 2) prescribe provisions and limits of the Charter's constitutional authority; and
- 3) provide Home Rule for the people of Dade County in local affairs.

Ms. Armstrong-Coffey further noted in 1957, the electorate of Dade County adopted its first Home Rule Charter, and the purpose of the Charter was to add "legs" to those constitutional powers provided by the Home Rule Amendment. She pointed out that the Supreme Court of Florida understood the difficulty of drafting or amending a document of this magnitude 50 years ago, and said at the time that the Charter was approved for placement on the Ballot, "to prepare a Home Rule Charter, to combine county and municipal functions, and to prepare for their government as contemplated by the proposed amendment, will be a tedious and difficult undertaking. It will require wisdom and statesmanship of a high order, but it is by no means impossible." By its own terms, the Home Rule Charter requires review every five years, a process, which had been undertaken many times since the original charter was adopted, Ms. Armstrong-Coffey noted. She noted it was the County Attorney's privilege to provide legal advice to this Task Force. Ms. Armstrong-Coffey noted Assistant County Attorney Cynthia Johnson-Stacks would provide additional input on the history of the Charter.

Ms. Cynthia Johnson-Stacks noted she was charged with the task of outlining the history of Charter Review Task Forces over the years and after digging through several musty volumes of files, she discovered that the first reference to a Charter Review Board was in 1967; that the first Task Force report was in 1974. She said in that report, the recommendation mentioned earlier by Ms. Armstrong-Coffey that a periodic review of the Charter be conducted every five years was suggested and recommended. In 1976, the Home Rule Charter was amended to adopt the process previously described. As a result, several Charter Review reports were submitted in 1982, 1986, 1989, and 1990, Mr. Johnson-Stacks noted. She said Clerk of the Board had complied copies that were available for review by interested members.

Continuing, Ms. Johnson-Stacks said the Miami-Dade Mayor's Ad Hoc Committee on the Powers and Duties of the Mayor was created to review Charter issues following the creation and election of the executive mayor. She noted Chairman Diaz specifically asked that she discuss the 2001 Charter Review Task Force report, which was included in the information packages distributed to members. Most notably, the Charter Review Task Force recommended that the County Commission be empowered to select its own Chairperson, to create committee and empower those committees to create their own rules, which was a shift in the powers of the County Commission because those functions were previously performed by the executive mayor.

This Task Force did not recommend the creation of a Strong Mayor form of government, although it was studied, Ms. Johnson-Stacks noted. She pointed out that following the conclusion of the report, which was issued after several years of study, extensive debate and public hearings, the Task Forces' recommendations were submitted to the County Commission. Ms. Johnson-Stacks noted the County Commission began its own

process to review the Charter and created an ad hoc committee on Charter Review where all proposals were discussed and debated, followed by further debate by the County Commission. Consequently, the County Commission called a Special Elections on the 13 proposed Charter amendments, five of which were vetoed by former Mayor Alex Penelas and subsequently overridden by the County Commission, resulting in 13 proposed Charter Questions on the ballot in 2001.

Eleven (11) of the 13 proposals were approved by a majority vote of the electorate and were reflected in the 2001 Amendment to the Home Rule Charter, Ms. Johnson-Stacks noted. She said Chairman Diaz also asked that she look beyond the materials provided to this body, and to remind members that some of the information may not be reflected in the report, but was important to the function of the body. Ms. Johnson-Stacks explained that the 2001 Charter Review Task Force was very thorough and undertook a sequential review, article-by-article, paragraph-by-paragraph, and page-by-page of the Home Rule Charter. She noted County Manager Burgess and former County Manager Merritt Steirheim participated in this process, and that she along with former County Attorney Murray Greenberg reviewed various provisions of the Charter and a detailed study was undertaken before recommendations were developed.

Ms. Johnson-Stacks explained that the Charter Review Task Force adopted a policy early in the process to ensure that discussions were flexible and that members retained the ability to reconsider issues and change decisions as they were informed. The Task Force also adopted a policy that the Chair and only the Chair would speak on behalf of the Task Force; and to authorize a minority report based on a process that would allow members to review the drafted report, ask questions, and add input.

Many votes were taken by straw ballot, and a database of ideas was created which evolved over the course of the two-year period, Ms. Johnson-Stacks noted. Because this Task Force was extended for a lengthy period of time, the Chair of the Task Force reported to the County Commission as to the Committee's progress. This body requested an extension of time for additional study and input on at least three occasions.

In conclusion, Ms. Johnson-Stacks noted the issues addressed and examined by Charter Review Committees had been critical to the restructuring and amendment of the Home Rule Charter over the years, and she was confident that the recommendations of this body would be as thoughtful and as critical to moving local government forward.

Ms. Johnson-Stacks responded to questions from Task Force members regarding the percentage of the Task Force recommendations actually adopted by the County Commission in 2001. She explained that two recommendations: The recommendation that the number of County Commissioners be increased up to 14 was rejected by the voters; and that the recommendation to increase the percentage of the electors required to sign an initiative petition from 4 to 5% was rejected by the County Commission. The County Commission decided to implement some recommendations as well, which was to abolish the Fire Board.

Chairman Diaz noted he had asked the Clerk's Office to compile a comprehensive history on prior Task Forces summarizing the recommendations and the outcome of the recommendations to provide this body with a record of the number of recommendations adopted, the number presented to the voters, and the number ultimately passed by the voters. He noted this information would be provided later.

Following questions from members regarding any limitations on the scope of this Task Force's recommendations, Chairman Diaz explained there were no limitations set by the Board of County Commissioners' resolution on the power and scope of this body's recommendations.

Mayor Martinez pointed out that past problems resulted from the fact that the process was piece-mealed, which resulted in inconsistencies in the Charter and confusion for the voters.

Chairman Diaz noted, for the record, that the recommendations of this body may be limited in terms of ballot questions, which Ms. Johnson-Stacks would address.

Ms. Johnson-Stacks provided further clarification, noting the County was required to comply with State law, which limited the number of words contained within a ballot question. If the study conducted by this body concluded that numerous changes needed to be made to the Charter as a whole, it may be difficult to address into one question. However, this would be a challenge for the County Attorneys and they would provide advice throughout the process as needed.

Chairman Diaz reiterated that there were no pre-determined limitations of the scope of this Task Force's recommendations; how that was translated into ballot questions could be considered later, but implicates certain legal restrictions in the State Constitution, which the County Attorneys Office would have to opine. He suggested it would be premature to ask the attorneys to opine at this time, but this body could be as broad in its deliberation as they wish.

Mayor Martinez pointed out that the ballot question was not the issue, but the inconsistencies or conflicts. He maintained that people were confused and had problems understanding their government. He noted a document that was very clear, transparent and understandable to everyone would be very beneficial.

Mayor Ferre noted he concurred with Mayor Martinez. He suggested the constraints of this body were multiple; that as an advisory board this body was limited by the State Constitution. Mayor Ferre agreed that this would be a very difficult task.

Mayor Derma noted he concurred with Mayor Martinez that this body should prepare one document to be prepared as one ballot question, which would obviously simplify the process and express a sentiment of universal reform. He noted this was a threshold legal issues and the legal counsel should provide an opinion at the next meeting as to

whether or not the recommendations of this Task Force had to be broken up into separate ballot questions or whether the entire Charter can be placed on the ballot for approval.

Chairman Diaz asked the County Attorneys to report back to the Task Force at its next meeting whether if the recommendations were presented to—and adopted by the County Commission, whether any ballot initiative prohibitions against the County Commission presenting it to the voters in that manner. He also asked the County Attorneys to determine the feasibility of adding the recommendations of this entire body and the functionality in that effort (i.e., the existing document, how the County Commission's recommendations would be an appropriate action, and how that would be accomplished).

Chairman Diaz reiterated that a copy of former County Attorney Greenberg's memorandum would be provided to each committee member.

Mr. Smith pointed out that the 2001 Charter Review process was two years whereas this body had until October 31 of this year. He emphasized the importance for members to have a discussion on whether they wanted to be practical or idealistic.

Chairman Diaz noted he felt it was possible for the Task Force to be both practical and idealistic in developing its recommendations. He noted this body could consider and discuss the feasibility of requesting an extension of time to study additional questions, dependent upon the agenda items, the priority of those agenda items, and the will of this body; that this would be one of the first issues discussed.

Chairman Diaz noted the next item to be discussed today would be the Sunshine Law and Conflict of Interest, which governs this body. He also noted this body had already encountered an issue involving a memorandum, which Mayor Ferre authored and asked to be distributed to all members before this meeting. Copies of this memorandum were in the information packages distributed to members and he invited each member to review it because it would be the first item discussed under discussion items, Chairman Diaz pointed out.

5. REVIEW OF SUNSHINE LAW, PUBLIC RECORDS AND CONFLICT OF INTEREST

Assistant County Attorney Armstrong-Coffey provided a brief overview of the Sunshine Law as it related to this Charter Review Task Force, highlighting the following issues:

- 1) discussions regarding the Task Force business be conducted only at duly advertised meetings;
- 2) minutes be taken of those proceedings;
- 3) no discussion should take place among members of the board outside the duly advertised public meetings and that the Task Force members' subordinates not engage in those discussions so communication was inadvertently made between members;

- 4) refrain from sending alternates to meetings to eliminate communication between alternates in a staff capacity;
- 5) no express state statutory authorization for local bodies to have members appear by telephone;
- 6) no authorization for any member to abstain from a vote while in the room;
- 7) communicate with staff, who will disseminate and assimilate the records in a manner consistent with public records law; and
- 8) committee not subject to financial disclosure requirements so long as it did not become a board.

Ms. Armstrong-Coffey advised that staff would remain available to members to answer any questions regarding certain other provisions that applied to this Task Force, including lobbying requirements.

6. OVERVIEW OF HOME RULE AMENDMENT AND MIAMI-DADE COUNTY CHARTER

Presented earlier during today's meeting.

7. BACKGROUND WORK ACCOMPLISHED TO DATE

Chairman Diaz provided an oral overview of his initiatives in organizing the work of this Task Force, noting he had held several meetings with staff to seek guidance, input and recommendations—from the County Attorney's Office, the County Manager's office. He noted staff had some strong recommendations on the procedures on whether this should be an informal process, and recommended Task Force members listen to those recommendations. Additionally, Chairman Diaz noted he had asked staff to begin the task of identifying a series of resource materials that he wanted to review and that he anticipated would be sought by many other members including:

The history of prior Task Force Reports along with the findings/recommendations and the results of the ballot questions, were being prepared by the Clerk's Office, Chairman Diaz noted. He also noted he had issued a letter on behalf of this Task Force seeking recommendations for potential agenda items from the Mayor, the Chairman and members of the County Commission, the County Manager, County Attorney, and the County Clerk; and that he had asked these individuals to be as broad or as specific as they wished.

Additionally, Chairman Diaz noted he asked the County Attorney's Office to study some of the legal precedents and best practices for both operating procedures and to begin the process of identifying best practices Charters for this Task Force to study. He pointed out that staff had initiated this process and had already gathered a list of cities and comparable Charters this body may wish to examine. He noted he read the 2001 Charter Task Force report as well as the lively opposition presented by Attorney Gene Sterns. He said he also referenced the County Attorney's memorandum on the breath of the Home Rule Charter, and asked that copies be provided. He explained that compiled a series of cases that interpret the Charter and asked the County Manager's Office to begin identifying sites within this community outside of Downtown Miami, to hold public

hearings. He said he also asked staff to research to determine whether the Task Force's proceedings could or should be televised. Finally, Chairman Diaz said he asked the County Manager's Office to begin creating a Webpage for this Task Force on the County's Website. He explained that his intent was for the first meeting to be primarily educational or organizational.

8. COMMENTS/DISCUSSION BY TASK FORCE MEMBERS

Chairman Diaz invited members to verbalize what their visions were for this Task Force and to submit their ideas on how it should be structured. He initiated discussion on the location of the next meeting and noted the agenda items for that meeting would be determined from the receipt of suggestions from entities identified today and previously. Chairman Diaz invited members to present recommendations for items to be placed on future agendas and to consider whether the Commission's resolution No. R-504-07 should be the first item of business at the next meeting.

Mr. Ferre moved a motion of confidence in the appointment of Mr. Victor M. Diaz, Jr., as the Chairman of this 2007 Charter Review Task Force by the Chairman of the Board of County Commissioners. This motion was seconded by Mr. Smith, and upon being put to a vote, passed by a unanimous vote of those members present.

Regarding parliamentary rules, Ms. Johnson-Stacks noted in 2001, no specific reference was made to the adoption of parliamentary rules. The committee worked on a consensus basis and when formal deliberations were held, the Mason's rules were applied to the extent necessary.

Ms. Armstrong-Coffey advised that most County Boards followed the rules that were in the Miami-Dade County Code for the Board of County Commissioners that was not detail specific. Since this Task Force was not a quasi-judicial or legislative body, it would not often need to engage in complicated provision; however, the County Attorney's Office would avail itself to administer the adoption of whatever set of rules the Task Force desired.

It was moved by Mr. Ferre that the 2007 Charter Review Task Force adopt Mason's as its governing parliamentary rules. This motion was seconded by Mayor Dermer for discussion.

Discussion ensued among members regarding the need for additional time to consider the issue, the need for a highly structured process, the need to empower the Chair, and the need to decide the structure at the next meeting rather than today.

Following Chairman Diaz' recommendation that this Task Force be governed by the standard rules that govern the County Commission, Mr. Ferre amended his motion to provide that the 2007 Charter Review Task Force be guided by the rules set forth in the County Code. This amended motion was seconded by Mayor Dermer, and upon being put to a vote, passed by a unanimous vote of those members present.

It was moved by Mr. Ferre that the Chair be required to appoint a parliamentarian if needed. This motion was seconded by Mayor Gibson.

Ms. Armstrong-Coffey suggested the County Attorney's Office be named as the parliamentarian for this Task Force.

Mr. Ferre amended the motion to provide that the Chair appoint the County Attorney's Office as the parliamentarian for this Task Force.

Mr. Ferre accepted Mr. DeGrandy's recommendation that rulings on questions of order be made by the Chair, subject to majority vote to overrule the Chair as a substitute motion. This motion, upon being put to a vote, passed by a unanimous vote of those members present.

It was moved by Mr. Smith that Chairman Diaz serve as the spokesperson for this Task Force. This motion was seconded by Ms. Soler-McKinley, and upon being put to a vote, passed by a unanimous vote of those members present.

Chairman Diaz asked each Task Force member to provide Assistant County Manager Susanne Torriente with a written document outlining their personal recommendations/suggestions for agenda items and identifying knowledgeable persons desired to address the Task Force. This information would be compiled and provided to each member in the meeting notebook. The information would then be correlated, assembled, and related to specific provisions of the Charter and presented as an agenda item at the next meeting.

Regarding the County Commission's mandate that members of the community be invited to participate in this process, Chairman Diaz emphasized the importance of prioritizing this requirement. He reiterated those County officials he had previously invited to make recommendations as to agenda items and invited members to provide their recommendations as to others who should be invited to suggest agenda items.

It was moved by Ms. Hernandez that the League of Cities be requested to provide recommendations. This motion was seconded by Mr. Ferre, and upon being put to a vote, passed by a unanimous vote.

It was moved by Mr. Ferre that a representative visit Jacksonville, Florida or Cincinnati, Ohio and spend time studying their best practices. This motion was seconded by Mayor Dermer for discussion.

Discussion ensued regarding the best and most timely approach to use in studying best practices and gaining knowledge from cities of excellence. Pertaining to suggestions that Task Force members visit other cities or bring representatives from those cities to Miami, it was pointed out that the Task Force had no established budget and that it would require Commission approval. Chairman Diaz asked that the motion be

amended to reflect the study of the best practices, specifically Jacksonville or other comparable cities.

Upon Mr. DeGrandy's opposition to the Task Force considering this issue today, Mr. Ferre asked that his motion be tabled until the next meeting.

Mr. DeGrandy asked that a discussion item be placed on the agenda for the next meeting regarding the number and purpose of public meetings the Task Force would conduct.

Chairman Diaz confirmed that this would be on the agenda and discussion would include whether to invite public input at the front end or towards the back end.

Pertaining to an inquiry by Mr. Smith regarding establishing a date to stop accepting new proposals, Chairman Diaz noted the County Commission had requested the Task Force have recommendations within 180 days.

Chairman Diaz asked whether an item should be on the next meeting's agenda regarding the election of the offices of the Property Appraiser, Tax Collector, Sheriff, and Supervisor of Elections; or whether it should be deferred to the third meeting.

It was moved by Mayor Gibson that part of the agenda for the meeting on July 23, 2007 be devoted to beginning a substantive discussion of the proposals regarding the election of the offices of the Property Appraiser, Tax Collector, Sheriff, and Supervisor of Elections. This motion was seconded by Mr. Ferre, and upon being put to a vote, passed by a unanimous vote.

Discussion ensued regarding who should appear before the Task Force to speak on the pros and cons of the issue. It was determined that the four persons currently in those position should not be invited to speak due to conflicts of interest and restraints. It was suggested that they be invited to prepare written comments on the advantages of the position being non-elective in a professional capacity. It was also suggested that Mr. Ken Jennings be invited to submit comments regarding the advantages of those being elected positions. Suggestions to have persons brought in from other cities were discouraged due to the lack of a budget. Other suggestions included inviting input from the National League of Cities and the Conference of Mayors.

It was moved by Mayor Gibson that the current Property Appraiser, Tax Collector, Sheriff, and Supervisor of Elections be invited to submit written recommendations on the advantages of an appointed position; and that representatives of comparable positions in Broward County be invited to present in person or submit written recommendation on the advantages of elected versus appointed positions. This motion was seconded by Mr. Vazquez for discussion.

Mr. Holland's request that a scholar from a leading university with significant background be invited to take part of that discussion was deferred for separate discussion.

There being no further discussion on the motion, the Task Force proceeded to vote, which carried with a unanimous vote.

Discussion ensued regarding the recommendation to invite scholars from universities. It was pointed out that due to time constraints, a great number of speakers should not be invited and written recommendations should be requested.

Chairman Diaz recognized Senator Frederica Wilson who was present at today's meeting.

9. PROPOSED MEETING SCHEDULE

Chairman Diaz noted the next meeting was scheduled for July 23, 2007 in Conference Rooms 3 and 4 on the 18th Floor of the Stephen P. Clark Center.

10. ADJOURNMENT

There being no further business to come before the Task Force, the meeting was adjourned at 12:12 p.m.

Victor M. Diaz, Chairman
Charter Review Task Force

**CLERKS SUMMARY AND OFFICIAL MINUTES
CHARTER REVIEW TASK FORCE MEETING
JULY 23, 2007
(DRAFT)**

The Charter Review Task Force convened in a meeting on July 23, 2007, at 10:00 a.m. on the 18th Floor, Conference Rooms 3 and 4 of the Stephen P. Clark Center, 111 N.W. 1st Street, Miami, Florida. The following members were present: Chairman Victor M. Diaz, Jr. and members Ms. Lynn Dannheiser, Mr. Miguel De Grandy, Mayor David Dermer, Mr. Carlos Diaz-Padron, Mayor Shirley Gibson, Mr. Robert A. Ginsburg, Ms. Elizabeth Hernandez, Mr. John Hogan, Mr. Robert Holland, Mr. Francois Illas, Mr. Richard Kuper, Raul L. Martinez, former Mayor of the City of Hialeah, Mr. H. T. Smith, Ms. Yvonne Soler-McKinley, Mr. Ignacio Vazquez; (Maurice Ferre, former Mayor of the City of Miami, Mr. Larry Handfield and Commissioner Souto were late) (Commissioner Carlos A. Gimenez was absent).

1. Call to Order

Chairman Diaz called the meeting to order at 10:11 a.m. and noted a quorum was present.

2. Roll Call

The following staff members were present: County Manager George Burgess; Assistant County Manager Susanne M. Torriente; Assistant County Attorney Cynthia Johnson-Stacks; Assistant to the County Manager Maggie Fernandez; Budget Director Jennifer Glazer-Moon; Ms. Vivian Duyos, Office of Strategic Business Management and Deputy Clerks Diane Collins and Judy Marsh.

3. Approval of July 9, 2007 Meeting Minutes

Deferred

There being no objection, the following agenda item was considered out of order.

4. Discussion of Election/Appointment of Property Appraiser, Tax Collector, Sheriff and Supervisor of Elections

Chairman Diaz recapped the Task Force's decision at its last meeting (7/9) to discuss as the first order of business at today's meeting, the election versus the appointment of the Property Appraiser, Tax Collector, Sheriff and Supervisor of Elections in Miami-Dade County. He noted the Task Force agreed to invite County Manager George Burgess and the present office holders to make a presentation and also to request Broward County officials who held their position in an elected capacity, to make themselves available to make a presentation to the Task Force and if possible to respond to questions from the Task Force members.

Chairman Diaz welcomed and expressed appreciation to the Honorable Lori Parrish for making herself available via phone conference.

- **Presentation by Honorable Lori Parrish, Broward Property Appraiser (via phone conference)**

Honorable Lori Parrish, Broward Property Appraiser, made a presentation via phone conference on the advantages and disadvantages of her position as Property Appraiser being an elected position versus being an appointed position. She noted Broward County's Charter Review Board addressed this issue approximately 10 years ago and at that time, it was suggested that there were many constitutional offices that perhaps should be appointed. Ms. Parrish said she did not believe that anyone who had taxing authority should oversee the assessment of those properties because hypothetically if there was a shortfall in the budget, the Property Appraiser could raise the assessments to meet the shortfall. She noted she had not heard that Miami-Dade County had any problems within its Property Appraisers Office. Ms. Parrish said she was accountable to the public and was always in the community to respond to questions. She noted salaries in Miami-Dade were higher than in Broward County and Miami-Dade County budget was structured differently because in Broward, the Property Appraiser's Office had to pay its own lawyers, phone bills, and portion of workers compensation while Miami-Dade County's Property Appraisers Office fell under the Miami-Dade County budget system and was represented by the County Attorney's Office. Ms. Parrish also noted Broward County paid for certification of all employees while Miami-Dade County employees had to pay for their own certification.

Responding to Chairman Diaz's inquiry regarding the election process, Ms. Parrish said contributors and fundraising were not a problem for her. She noted being elected taught her that being in the community on a full-time basis provided a greater perspective in understanding community issues. Ms. Parrish said Broward County had approximately 1.9 million residents with approximately one million registered voters. She noted she was a Democrat and was elected with 62% of the votes, therefore she had appealed to all voters, not just party affiliation. Ms. Parrish said Broward County's elections were partisan.

Following her presentation Ms. Parrish responded to questions from the Task Force members.

In response to Mr. Martinez' inquiries, Ms. Parrish said she had been a member of the Florida Association of Property Appraisers, however, she did not resume her membership because she disagreed with many of its positions. She noted there was also a smaller association and she felt both associations should be merged. Referring to guidelines, Ms. Parrish said while there were strict guidelines pertaining to homesteaded property, property appraisers had some discretion. She noted the Department of Revenue, and the Broward County Commission to some extent, approved the Property Appraiser's budget.

Ms. Parrish said approximately 85.7% of her budget came from the County Commission and the remainder came from taxing authorities that levied non ad-valorem assessments. She noted she did not foresee a problem with the Broward County Commission not wanting to fund her office's needs and as an elected official, she did not feel pressured from taxpayers wanting their assessments lowered.

Responding to Ms. Dannheiser's inquiry regarding the difference in providing high quality customer services as an elected official versus an appointed official, Ms. Parrish said some residents would describe the level of service they received from the Property Appraisers Office versus the Broward County Revenue Collectors Office as being different and many comparisons were made between the two offices.

In response to Chairman Diaz' inquiries, Ms. Parrish said she had been in office since January 4, 2005; there was no term limit for the Property Appraisers Office; and she did not run for Property Appraiser because her term on the Broward County Commission had expired.

In response to Mr. Smith's inquiry regarding any disadvantages or limitations that could affect her current high level of performance if she were appointed versus being elected, Ms. Parrish said the difference was changes or improvements could be made to the Property Appraisers Office immediately if funds were available and the law was not being violated, whereas if she were appointed, she would have to receive approval.

Responding to Mr. Illas' question regarding her interaction with the different facets of Broward County government, Ms. Parrish said her office was self-contained and staff had written policy and procedures for procurement which were now being utilized statewide.

In response to Mr. Holland's inquiry whether she would have been just as effective as the Broward County Property Appraiser, had she been appointed, Ms. Parrish said no. She noted as a constitutional officer, all the employees served at-will and when she assumed office she had the opportunity to make employment changes. Ms. Parrish said there was no political force on her, her office had a strong lobbying policy, and no employee of the Property Appraiser Office, including herself, was allowed to accept any gift that exceeds \$2 in value.

Responding to County Manager Burgess' inquiry, Ms. Parrish said her predecessor had been the Property Appraiser for 37 years.

Chairman Diaz expressed appreciation to Ms. Parrish and noted the Task Force would welcome any follow-up written remarks or comments.

- **Presentation by Honorable Dr. Brenda D. Snipes, Broward Supervisor of Elections (via phone conference)**

Chairman Diaz expressed appreciation to the Honorable Dr. Brenda D. Snipes, Broward Supervisor of Elections, for participating in today's Task Force proceedings via phone conference. He asked Dr. Snipes for her views, as an elected official in Broward County, on the advantages and disadvantages of the election system versus the appointment of her office; and whether being an elected official strengthened or hindered her ability to discharge her office.

Honorable Dr. Brenda D. Snipes, Broward Supervisor of Elections, expressed appreciation to Chairman Diaz and the Task Force members for inviting her to participate in this process. She noted in November 2007, it would be four years since she has been elected and she felt the position of Supervisor of Elections allowed her to

become close to the people. Dr. Snipes said her office gave the public a voice and input in the direction that their government should take locally, statewide and at the national level, and this office should be as free from bias as possible.

Dr. Snipes said each Broward County commissioner could present his/her perspective to the Supervisor of Elections but it was the Supervisor's responsibility to set the best direction for Broward County voters. She noted her office worked with all political parties and established a reputation of being fair, honest and unbiased because it was a non-partisan operation. Dr. Snipes said the Department would not have those freedoms if it was within the County government structure, and operating as a constitutional officer in an elected position gave the Department an opportunity to expedite issues which were necessary in terms of running efficient elections. She noted she had worked closely with Miami-Dade County Supervisor of Elections Lester Sola and she commended Mr. Sola for performing an excellent job. Dr. Snipes said 66 Supervisors of Elections were elected and Mr. Sola was the only appointed official, and having an elected Supervisor of Elections in Miami-Dade County would allow the County to have its Supervisor on par with the other Supervisors of Elections.

In response to questions from Chairman Diaz, Dr. Snipes said she was a registered Democrat, there were no term limits, each employee of the Elections Department served at-will and her office was self-contained. She noted other than submitting a budget each year, the Department was autonomous in its decision-making.

Chairman Diaz expressed appreciation to Dr. Snipes for her participation and commended her on her performance as the Supervisor of Elections.

Chairman Diaz noted Mr. Ferre and Mr. Handfield were present.

Chairman Diaz noted a presentation would not be made by the Broward Tax Collector as this was an appointed position.

Assistant County Manager Susanne Torriente noted Broward County Sheriff Ken Jenne had a prior commitment and was unable to attend today's Task Force meeting.

- **Presentation by Miami-Dade County Manager George M. Burgess**

County Manager George Burgess discussed his views on whether Miami-Dade County's Property Appraiser, Tax Collector, Sheriff and Supervisor of Elections should be elected positions. He noted these positions should not be policy-makers as they did not govern but delivered service. Mr. Burgess said professionals delivering service, providing for public safety, proper conduct in an election, proper valuing of property or the collection of taxes had nothing to do with policy. He noted the Supervisor of Elections and the Property Appraiser were heavily regulated by the State of Florida and worked within certain constraints. Mr. Burgess said last year, the tax roll in Miami-Dade County grew by 21% and in the case of the Property Appraiser, which may have precipitated a lot of discussion, it was a reaction to the issue of rising tax values and the inequities and disparities in the Save Our Homes amendment, and an elected Property Appraiser

versus an appointed Property Appraiser would not solve this problem. He noted each of these four offices received County funding which provided for budgetary controls.

County Manager Burgess said he felt there was great benefit for the Property Appraiser being appointed as an elected Appraiser could create a potential political conflict between the Property Appraisers Office and elected commissioners. He noted elected officials could limit the access in the case of the Property Appraiser to resources that were available. Referring to the Tax Collector, Mr. Burgess said he did not understand the rationale of the Tax Collector's position being an elected position. Addressing the sheriff's position, he noted he was not aware of a major metropolitan area in the United States, other than perhaps some in Florida, that had an elected sheriff. In Miami-Dade County, sheriffs were appointed, professional police chiefs, Mr. Burgess noted, and there was no assurance that an elected sheriff would be knowledgeable about law enforcement. Referring to the Supervisor of Elections, Mr. Burgess said he did not understand the need for a partisan Supervisor of Elections. He noted this position should be an independent, apolitical, elections function that provided access to individuals so they could exercise their right and privilege to vote. Mr. Burgess said he felt the current appointed structure for the four positions should be protected.

Chairman Diaz expressed appreciation to County Manager Burgess for his remarks. He noted Mr. Burgess was invited by the Task Force to defend the current system in Miami-Dade County.

Question/Answer Session

Responding to Mayor Dermer's question regarding the possibility of having the four positions as mayoral appointments with an advise and consent provision to the County Commission, County Manager Burgess said it was the Mayor's decision to hire the individuals for these positions, however, the Mayor's decision could be overturned by a two-thirds vote of the County Commission.

In response to Mr. Martinez' inquiry regarding employees of the Clerk, Mr. Burgess said the Clerk's office was a constitutional office. Responding further, Budget Director Jennifer Glazer-Moon said employees of the Clerk served at the will of the Clerk and were part of the union representation when they were County employees but that was severed when they became Clerk employees.

Chairman Diaz noted the issue of whether employees of a constitutional officer could serve as County employees required a legal opinion.

Responding to Mr. Daiz-Padron's comments, Chairman Diaz noted the Task Force would confirm whether former Supervisors of Elections were elected.

In response to Mr. Diaz-Padron's inquiry regarding employees of the four positions being at-will, Mr. Burgess said employees who were exempt or at-will could be removed quicker.

In response to Mr. Smith's inquiry, Mr. Burgess noted Mayor Carlos Alvarez felt the sheriff's position should be appointed. Responding further to Mr. Smith, Mr. Burgess

said he felt the sheriff's position would create the most damage if it was changed from appointed to elected.

Mr. Handfield commented that changes in employees were usually made by individuals in the four positions whether they were appointed or elected.

Mr. Burgess noted in the case of the Miami-Dade County, changes in these appointed positions had not been a result of a change in the election of the Mayor, or appointment of Commission Chairperson, but were related more to performance, retirement and promotional issues.

Mr. Holland said he was hopeful the Task Force would not only focus on elected versus appointed positions but also look at the problems they were trying to address. He noted that a hybrid of the two alternatives may need to be considered.

Chairman Diaz noted Commissioner Souto was present.

Responding to Chairman Diaz' inquiry regarding the degree to which the current appointed officials were encouraged or required to go into the community on a regular basis for public education and feedback, Mr. Burgess said the Miami-Dade Police Department should frequently be in the community, the Supervisor of Elections had an outreach function and provided education and increased voter registration opportunities. He noted he would provide Chairman Diaz with the frequency with which the Property Appraiser conducted community outreach. Mr. Burgess said community outreach was important, however, he was not aware if the current legislative actions on tax relief were a function of poor citizen education. He noted in the last few years there was a spike in property values which drove the issue of property insurance and property tax relief. Mr. Burgess also noted the County's 311 Answer Center responded to calls quickly and provided information on property appraisals.

In response to Chairman Diaz' inquiry whether the four appointed offices reflected the diversity of the community, Mr. Burgess said the sheriff was African-American, and the Supervisor of Elections, Property Appraiser and the Interim Tax Collector were Hispanic. He noted an appointed position probably had a better chance of achieving diversity.

Responding to Mr. Kuper's inquiry regarding the departments' budgets, Mr. Burgess said the County Commission adopted the budget for all County departments, including the four subject departments. He noted the Property Appraiser had conducted much outreach and interaction in educating the public.

Chairman Diaz emphasized the need for more public education regarding the property valuation process.

Mayor Gibson said it was crucial that service delivery connect with policy and procedures and there was a great disconnect in this area. She stated that the four offices being discussed should be elected positions. Mayor Gibson said Mr. Burgess was working with a hybrid of at-will employees and the County was undergoing an at-will process in many aspects.

Ms. Soler-McKinley noted her dilemma was with the Police Director. She noted municipalities would have more direct access to the person providing the service if the police position was elected.

Mr. Vazquez noted he felt accountability and transparency was not achievable under the strong mayor form of government.

Responding to Mr. Illas' question regarding the type of government the County was moving towards, Mr. Burgess suggested this issue be discussed at a later date in order to discuss different models of consolidation. As it related to positive improvements under an elected format for the four appointed officers, Mr. Burgess noted it depended on the individual(s).

Mr. Ferre said he felt County government should be a regional government to address regional issues and should not become involved in municipal issues. He concurred with Mayor Dermer in reaching a middle ground by having a process where there was public input through the elected commissioners on the approval of department directors.

Chairman Diaz expressed appreciation to County Manager Burgess for his participation.

Mr. De Grandy noted County Manager Burgess made some compelling points but with regard to the Police Director, the Charter previously included a built in system of protections which stated the County Manager hired the Police Director and if any commissioner or mayor wanted to give a direct order to that Director, that was a possible event of termination of office. He noted now the Police Director was hired by a politician and questioned what protection existed against abuse. He stated unless there were built in protections in the system, he would prefer the Police Director be personally accountable. He agreed that in a professional manager form of government, there should be an appointed Public Safety Director.

Mr. Handfield noted he agreed that the law enforcement position should be held by someone who was a professional and not a politician. He expressed concern that the mayor ran on a change of accountability and having access to the public, however, under the current system this defied the issues the mayor ran on.

Responding to Mr. Martinez' comments that the Task Force needed to be willing to revise the entire Charter and establish parameters, Chairman Diaz said he did not know whether it would be productive for the Task Force to revisit the referendum regarding the strong mayor; however, the Task Force could attempt to implement it in a more efficient manner, either by transforming it into a truly strong executive mayor form of government or to implement the types of checks and balances and accountability provisions that were necessary in order to make this hybrid system effective.

Discussion ensued among the Task Force members on the process of reforming County government.

Mr. Martinez suggested the Task Force members read each Article of the Home Rule Charter, beginning with the responsibilities and powers of the Mayor, responsibilities of the County Commission and then consider all the other Articles that would complement the governance.

Mr. Illas noted the Task Force needed to discuss the separation of powers between the formats of government.

Mr. De Grandy provided a historical context on the 2001 Charter Review Task Force. He noted if the Task Force was going to review the Charter on a holistic basis, he felt Chairman Diaz should entertain a motion to request an extension of time from the County Commission. Mr. De Grandy said he felt the process of each member identifying issues of concern was a good process and he was not supportive of subcommittees because the members who were not present at the subcommittee meetings would want the issues re-discussed by the full Task Force.

Mr. Holland noted each time a Charter Review Task Force had been formed, the form of government changed without the issues being addressed holistically and the problems had not been resolved. He noted any form of governance recommended would still have its critics and its problems. Mr. Holland spoke in support of reviewing the Charter holistically in order to include parameters.

Chairman Diaz noted the County Commission would meet tomorrow (7/24) and would then go into its August recess. He noted the Task Force could either make a motion today to request an extension, or as an alternative, continue this process and when the Board resumed in September, the Task Force would be further informed as to whether or not they needed to request additional time.

Mr. Hogan spoke in support of requesting an extension of time from the County Commission.

Mr. Ferre suggested the Task Force decide structurally how it wanted to proceed, and be prepared to vote in September as to whether it wanted an extension of time or if it wanted to fulfill its commitment by October.

Mr. Vazquez noted the Task Force was charged with addressing four main issues and should focus on these issues and make a recommendation by October 31, 2007.

Assistant County Attorney Cynthia Johnson-Stacks corrected the record in two respects. She noted two resolutions were directed to the Task Force, one required a review of the entire Charter and the other directed the Task Force to look at the four specific positions. Referring to comments regarding the Mayor's powers and his ability to discuss issues with staff other than department directors, Ms. Johnson-Stacks advised that was addressed in the 2007 amendment. She noted the Mayor was responsible for the management of all administrative departments of the County and the Manager was technically called to assist the Mayor in that regard.

In response to Mr. Martinez' inquiry, Assistant County Attorney Johnson-Stacks advised the Mayor had the authority to hire and fire all employees, however, it was his prerogative as to how he chose to exercise that authority. She noted the references to earlier provisions of the Charter which prevented commissioners and the Mayor from dealing with staff, with respect to the Mayor, that provision had been eliminated. As it related to whether these officials elected by Charter change while the employees who served underneath them would maintain their civil service status if they had any, Ms. Johnson-Stacks advised language could be crafted to accomplish that.

Commissioner Souto apprised the Task Force that the Unincorporated Municipal Services Area (UMSA) was a municipality of 1.5 million people which was operated by the County and efforts to incorporate some of these areas were rejected by the public.

Responding to Chairman Diaz, Commissioner Souto said the County Commission wanted to have a response on the issue of the four offices and to proceed with this issue.

It was moved by Ms. Dannheiser that the Task Force request from the County Commission a 90-day time extension on the duration of the Charter Review Task Force. This motion was seconded by Ms. Hernandez.

Discussion ensued on the foregoing motion.

Mayor Martinez suggested that since the Task Force wanted to hear from the public, public hearings could be held in August.

Mayor Dermer noted true reform would result in mitigation of power on the County Commission. He noted he was looking at the consequences of the Task Force's actions and questioned whether the Commission would be willing to relinquish some of their powers in order to bring about change.

Mr. Handfield spoke against the motion. He noted one of the timelines the Task Force was given to carry out the specific mandate was driven by having this matter before the January ballot and he felt it was premature to request an extension at this point.

Mr. Ginsburg spoke against the motion. He said at the July 9, 2007 meeting, the Task Force began a process that would provide for a number of recommendations to the County Commission, which he felt could be accomplished. He noted he was prepared to discuss today, the election or appointment of various constitutional officers, arrive at a conclusion and vote on it today and proceed with other issues.

Mr. Ferre spoke against the motion. He noted this was not a constitutional convention, but a Task Force.

Assistant County Attorney Johnson-Stacks clarified there was no timeframe in the resolution relating to the four elected positions. She noted there was also a committee resolution that went through one of the committees and was referred to the Task Force which related specifically to the Property Appraiser. She noted in that discussion, it was requested that information be brought back from the Task Force for the January ballot.

Following discussion, the Task Force voted on the motion to request from the County Commission at its meeting of July 24, 2007, a 90-day time extension on the duration of the Charter Review Task Force, and upon being put to a vote, the motion passed by a vote of 11-8, (Mr. Diaz-Padron, Mr. Ferre, Mayor Gibson, Mr. Ginsburg, Mr. Handfield, Mr. Smith, Commissioner Souto and Mr. Vazquez voted "no") (Commissioner Gimenez was absent).

Chairman Diaz noted he would communicate this request to the County Commission's Chairman and report back to the Task Force.

5. Reports on Pending Assignments and Requests by the Task Force

Report by County Attorney's Office – Legal Opinion Requested by Raul Martinez

Chairman Diaz noted the Legal Opinion requested by Mr. Martinez was attached.

Assistant County Attorney Johnson-Stacks advised that to answer Mr. Martinez' question at this point would be premature and she suggested the Task Force wait until the end of the process to determine what the changes were and then staff could provide an opinion on whether it could be in one question.

Legal Opinion Requested by Ignacio J. Vazquez

Chairman Diaz noted the County Manager's Office and the County Attorney's Office had asked that requests for information or requests for Legal Opinions be channeled through the Chair and that they be voted on.

It was moved by Mr. Smith that requests for factual research by staff be directed through the Chair and that they be addressed at the Task Force meeting; and if it was the consensus of a majority of the members, it would be moved forward. This motion was seconded by Ms. Soler-McKinley, and upon being put to a vote, passed by a unanimous vote.

Chairman Diaz noted Mr. Vazquez was seeking a legal opinion as to whether the current title of the Public Safety Director comports with the constitutional office of sheriff.

It was moved by Mr. Vazquez that the County Attorney's Office provide a Legal Opinion as to whether the current title of the Public Safety Director comports with the constitutional office of sheriff. This motion was seconded by Ms. Soler-McKinley, and upon being put to a vote, passed by a majority vote of those members present.

Report by County Manager's Office

List of Potential Future Invitees

Chairman Diaz noted he had received a diverse list of invitees. He noted many of the members suggested inviting politicians or elected officials, academics and leading figures from the community.

Mr. Ginsburg suggested that instead of the invitees appearing before the Task Force, they communicate to the Task Force in a bullet-type manner, the issues they wished to discuss with the Task Force.

Mr. Ferre suggested once the Task Force identified issues to be discussed, they relay this information to the invitees. He noted in his July 12, 2007 memorandum to Ms. Torriente, he provided a series of names which were omitted.

Mr. Martinez suggested obtaining input from Mr. Merrett Stierheim.

Chairman Diaz asked the Task Force members to submit their names when they submitted their list of issues.

It was moved by Mr. Smith that after the Task Force identified the issues, written requests be made from the potential invitees and thereafter the Task Force could consider whether to invite any of these persons to make personal remarks. This motion was seconded by Mr. Ferre and upon being put to a vote, passed by a unanimous vote of those members present.

Inventory of Recommendations and Issues

Best Practices Research

Chairman Diaz noted the best practices research did not resolve any of the questions that the Task Force wanted answered but provided important feedback. He said there was much information on best practices information that was posted on the Task Force's Website. Chairman Diaz noted the Jacksonville Charter was still pending as it was not available online and he asked that requests from the Task Force members for other specific, factual background information be channeled through him.

Responding to Mr. Ferre's comment regarding the July 9, 2007 minutes, Chairman Diaz noted deferral of the minutes would allow for grammatical corrections and a revised set of minutes would be circulated.

Mr. Smith commended staff for posting information on the Task Force's Website and he commended the County Attorney for advising the Task Force on technical questions. Mr. Smith also commended Chairman Diaz for his leadership and encouraged the members to assist Chairman Diaz in moving the Charter Review process forward.

Mr. Martinez asked Assistant County Attorney Johnson-Stacks to provide a written response to all the Task Force members regarding his earlier question relating to the hiring and firing of County employees.

Chairman Diaz noted some items from the July 9th Task Force meeting were tabled by motion, specifically, Mr. Ferre's July 5th memorandum. He referred to an item that the Task Force adopt a three-day rule.

It was moved by Mr. Ferre that the Task Force require that written notification of any recommendations to be discussed at the Task Force meetings be provided three working days prior to the meeting. This motion died due to lack of a second.

Mr. Ferre withdrew his item pertaining to attendance requirements.

Mayor Ferre explained his request for the creation of subcommittees outlined in his memorandum. He noted subcommittees would facilitate more public input.

It was moved by Mr. Ferre that Chairman Diaz make a recommendation after the Task Force had identified issues with respect to the role that subcommittees might play in the Task Force's deliberations.

In response to Mayor Gibson's inquiry, Ms. Johnson-Stacks advised if the Task Force members were gathering information in the community and would not be taking action a quorum would not be necessary.

Mr. Ginsburg spoke in opposition to the motion.
Upon being put to a vote, the motion made by Mr. Ferre passed by a majority vote of those members present.

Mr. Ferre concurred with Chairman Diaz's request that the minority report issue be tabled until the Task Force proceeded further along with its deliberations.

Mayor Gibson said it was crucial that service delivery connect with policy and procedures and there was a great disconnect in this area. She noted the four offices being discussed should be elected positions. Mayor Gibson said Mr. Burgess was working with a hybrid of at-will employees and the County was undergoing an at-will process in many aspects.

Ms. Soler-McKinley noted her dilemma was with the Police Director. She noted municipalities would have more direct access to the person providing the service if the police position was elected.

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Chairman Diaz expressed appreciation to County Manager Burgess for his participation.

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accountable. He agreed that in a professional manager form of government, there should be an appointed Public Safety Director.

Mr. Handfield noted he agreed that the law enforcement position should be by someone who was a professional and not a politician. He expressed concern that the mayor ran on a change of accountability and having access to the public, however, under the current system this defied the issues the mayor ran on.

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Following discussion, the Task Force voted on the motion to request from the County Commission at its 7/24/07 meeting, a 90-day time extension on the duration of the Charter Review Task Force, and upon being put to a vote, the motion passed by a vote of 11-8, (Mr. Diaz-Padron, Mr. Ferre, Mayor Gibson, Mr. Ginsburg, Mr. Handfield, Mr. Smith, Commissioner Souto and Mr. Vazquez voted "no") (Commissioner Gimenez was absent).

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Assistant County Attorney Johnson-Stacks advised that to answer Mr. Martinez' question at this point would be premature and she suggested the Task Force wait until the end of the process to determine what the changes were and then staff could provide an opinion on whether it could be in one question.

Legal Opinion Requested by Ignacio J. Vazquez

Chairman Diaz noted the County Manager's Office and the County Attorney's Office had asked that requests for information or requests for Legal Opinions be channeled through the Chair and that they be voted on.

It was moved by Mr. Smith that requests for factual research by staff be directed through the Chair and that they be addressed at the Task Force meeting; and if it was the consensus of a majority of the members that they wished to see it, it would be moved forward. This motion was seconded by Ms. Soler-McKinley, and upon being put to a vote, passed by a unanimous vote.

Chairman Diaz noted Mr. Vazquez was seeking a legal opinion as to whether the current title of the Public Safety Director comports with the constitutional office of sheriff.

It was moved by Mr. Vazquez that the County Attorney's Office provide a Legal Opinion as to whether the current title of the Public Safety Director comports with the constitutional office of sheriff. This motion was seconded by Ms. Soler-McKinley, and upon being put to a vote, passed by a vote of 18-2, (Mr. Ginsburg and Mayor Martinez voted "no").

Report by County Manager's Office

List of Potential Future Invitees

Chairman Diaz noted he had received a diverse list of invitees. He noted many of the members suggested inviting politicians or elected officials, academics and leading figures from the community.

Mr. Ginsburg suggested that instead of the invitees appearing before the Task Force, they communicate to the Task Force in a bullet-type manner, the issues they wished to discuss with the Task Force.

Mr. Ferre suggested once the Task Force identified issues to be discussed, they relay this information to the invitees. He noted in his July 12, 2007 memorandum to Ms. Torriente, he provided a series of names which were omitted.

Mr. Martinez suggested obtaining input from Mr. Merrett Stierheim.

Chairman Diaz asked the Task Force members to submit their names when they submitted their list of issues.

It was moved by Mr. Smith that after the Task Force identified the issues, written requests be made from the potential invitees and thereafter the Task Force could consider whether to invite any of these persons to make personal remarks. This motion was seconded by Mayor Ferre and upon being put to a vote, passed by a unanimous vote.

Inventory of Recommendations and Issues

Best Practices Research

Chairman Diaz noted the best practices research did not resolve any of the questions that the Task Force wanted answered but provided important feedback. He said there was much information on best practices information that was posted on the Task Force's Website. Chairman Diaz noted the Jacksonville Charter was still pending as it was not available online and he asked that requests from the Task Force members for other specific, factual background information be channeled through him.

Responding to Mr. Ferre's comment regarding the July 9, 2007 minutes, Chairman Diaz noted deferral of the minutes would allow for grammatical corrections and a revised set of minutes would be circulated.

Mr. Smith commended staff for posting information on the Task Force's Website and he commended the County Attorney for advising the Task Force on technical questions. Mr. Smith also commended Chairman Diaz for his leadership and encouraged the members to assist Chairman Diaz in moving the Charter Review process forward.

Mr. Martinez asked Assistant County Attorney Johnson-Stacks to provide a written response to all the Task Force members regarding his earlier question relating to the hiring and firing of County employees.

Chairman Diaz noted some items from the July 9th Task Force meeting were tabled by motion, specifically, Mr. Ferre's July 5th memorandum. He referred to an item that the Task Force adopt a three-day rule.

It was moved by Mr. Ferre that the Task Force require that written notification of any recommendations to be discussed at the Task Force meetings be provided three working days prior to the meeting. This motion died due to lack of a second.

Mr. Ferre withdrew his item pertaining to attendance requirements.

Mayor Ferre explained his request for the creation of subcommittees outlined in his memorandum. He noted subcommittees would facilitate more public input.

It was moved by Mr. Ferre that Chairman Diaz make a recommendation after the Task Force had identified issues with respect to the role that subcommittees might play in the Task Force's deliberations.

In response to Mayor Gibson's inquiry, Ms. Johnson-Stacks advised if the Task Force members were gathering information in the community and would not be taking action a quorum would not be necessary.

Mr. Ginsburg spoke in opposition to the motion.

Upon being put to a vote, the motion made by Mr. Ferre passed by a vote of 19-1, (Mr. Ginsburg voted "no").

Mr. Ferre concurred with Chairman Diaz's request that the minority report issue be tabled until the Task Force proceeded further along with its deliberations.

Open Discussion by Task Force Members

6. Report on Administrative Matters

- **Follow-up on Lack of Response for Requests for Speakers and Recommendations**

Chairman Diaz noted letters were mailed to a number of individuals, the Mayor, County Attorney, each member of the Board of County Commissioners, Clerk and County Manager requesting a list of issues. He noted responses were not received from all of them and asked whether the Task Force felt it was necessary to send a follow-up letter. No suggestions were made.

Chairman Diaz said he reviewed the list of issues that was prepared by the Task Force members including compensation for the County Commission and Mayor; term limits on the County Commission, current election and composition of the Board of County Commissioners, clarification of boundaries between the executive and administrative branches of County government and checks and balances. He noted he would work with staff to identify the issues that received multiple proponents and they would be circulated to each Task Force member before the next meeting. Chairman Diaz said the Task Force would start to gather responsive resource materials on those items that received the most number of proponents of study areas and address the issue of prioritization at the next Task Force meeting. He asked that any Task Force member who wanted to submit any additional issues prior to the list being circulated, to do so by the close of business on Wednesday (7/25).

Chairman Diaz noted the canvassing results would be reported at the next meeting and would be included in the agenda package to be distributed to the Task Force members.

Request for Time Extension from League of Cities and County Manager

Chairman Diaz noted at the July 9th meeting, the Task Force requested the Mayor, the County Manager, each County Commissioner, County Clerk and each Task Force member and the League of Cities to submit to the Task Force, specific issues or areas of the Charter that they wanted to be addressed. He noted the League of Cities and the County Manager's Office requested an extension of time, and he granted these requests.

Responding to Mr. Kuper's comment regarding the League of Cities, Chairman Diaz suggested Assistant County Attorney Johnson-Stacks respond to Mr. Kuper upon conclusion of today's meeting.

Website and Vehicle for Public Comment (show and tell)

(Discussed earlier in the meeting)

Chairman Diaz noted he was hopeful each Task Force members had visited the Task Force's Website. He noted since its inception, there had been 434 visits, averaging 62 visits daily. He noted there was statistics on the number of times the agenda, Charter and resumes of some members had been downloaded. Chairman Diaz encouraged the Task Force members to publicize the Website, noting this was the principal vehicle for the Task Force to communicate with the community and the Task Force would continue to be responsible for the Website's contents. He asked the members to bring to his attention other materials they wished to be posted on the Website. Chairman Diaz noted the Task Force had begun to receive public comment and feedback through the Website and as that became sufficient volume to be meaningful, he would present it to the Task Force.

Delivery of Agenda Packages

Chairman Diaz noted the Task Force members would receive an email notifying them that the agenda and agenda package for the next meeting had been posted to the

Website and could be downloaded by each member. He noted this would save on delivery costs.

Future Meeting Schedule – Preferred Days of the Week and Public Input

Chairman Diaz noted the members were polled and there be no objection, there was a consensus that the preferred day was Wednesday. He noted the Wednesday meeting schedule was included in today's agenda package. Chairman Diaz noted the dates would be posted on the Task Force's Website.

Sites for Public Hearings

Chairman Diaz noted staff had identified public hearing sites including the Caleb Center, the Dade County Auditorium, the South Dade Government Center, the West Kendall Regional Library and the Miami Beach Convention Center.

Mayor Martinez suggested a site in Hialeah be added.

Mayor Gibson suggested the North Dade Regional Library be included.

Chairman Diaz asked whether the members wanted to hold seven public hearings or consolidate the list. He noted while he did not expect all the members to attend these hearings, it would be disrespectful to the public for only one or two members to attend.

Mayor Ferre suggested five public hearings and Mr. Vazquez suggested three hearings.

It was moved by Mr. Ginsburg that four public hearings be held, north, central, south and the Beaches. This motion was seconded by Mayor Ferre.

Mr. Kuper suggested including the west location as a friendly amendment. This amendment was not accepted by Mr. Ginsburg, maker of the motion.

Mayor Martinez spoke against the motion. He noted four public hearings were insufficient.

In response to Mayor Diaz-Padron, Chairman Diaz noted the public hearings would be held in the evenings.

Upon being put to a vote by a show of hands, the motion passed 8-7.

Chairman Diaz noted there may be some reconsideration of the motion when the sites were identified. He noted he would work with staff to identify four or potentially five sites and he would bring back a recommendation at the next meeting, consistent with the current adopted resolution. Chairman Diaz said if he felt it was appropriate, an alternate site could be considered.

Responding to Mayor Gibson's comments regarding marketing the Task Force meetings, Chairman Diaz noted he requested the Miami Herald editorial page to allow him to write an opinion editorial and it was his intent to use this as a vehicle to solicit

public input and support for this Charter Review process. He noted there would be an interview on the County television station.

Mayor Gibson suggested an affirmative outreach to public talk radio in order to solicit public input.

Mr. Vazquez suggested information be disseminated to Spanish radio and the African-American community.

Protocol for Requests of Information and Task Force Activities

Chairman Diaz noted with the opinion of the County Attorney, he had created a rule that any correspondence from any Task Force member that they wanted to be circulated to every other member of the Task Force, if received prior to the agenda package, would be included in the agenda package. He noted if they were received after the agenda package was posted on the Website, they would be distributed in person at the meeting.

7. New Business

None presented

8. Adjournment

There being no further business to come before the Task Force, the meeting was adjourned at 1:11 p.m.

Victor M. Diaz, Chairman
Charter Review Task force

4



MIAMI-DADE
County Attorney

Memorandum

To: Honorable Chairperson and Members
Charter Review Task Force

From: Cynthia Johnson-Stacks
Assistant County Attorney

Date: July 30, 2007

Re: Miami-Dade County Official Vested with Constitutional Powers of County Sheriff

You have asked our office's opinion as to which official is presently vested with the constitutional powers and authority of the County Sheriff. Based on our review of pertinent authorities, we conclude that under the Home Rule Charter, the Mayor possesses the power of the Sheriff in Miami-Dade County and that those powers have been delegated to the head of the Miami-Dade Police Department.

Our opinion is based on the following provisions of the Miami-Dade County Home Rule Charter ("HRC"), as it was amended on November 9, 1966 to provide:

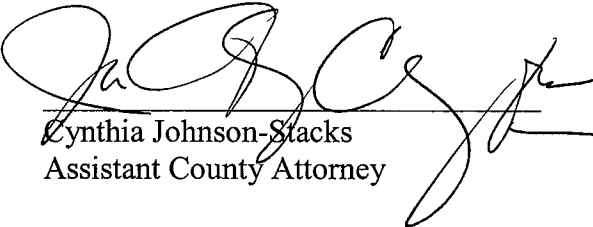
On November 9, 1966, the Office of Sheriff is hereby abolished and the powers and functions of such office are hereby transferred to the Manager, who shall assume all the duties and functions of this office required under the Constitution and general laws of this state. The Manager may delegate to a suitable person or persons the powers and functions of such office. Miami-Dade County Home Rule Charter, Section 9.01(C)(2004).

This charter amendment served to abolish the Office of Sheriff as a constitutional officer and vest the function of the Sheriff in the administrative branch of County government.

The head of the Miami-Dade Police Department was thereafter designated as the Metropolitan Sheriff by the County Code. Section 2-91, Code of Miami-Dade County. Additionally, the Miami-Dade Police Department was bestowed with all duties, powers and functions formerly exercised by the Sheriff of the County. Sec. 2-92(b).

Memorandum
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July 30, 2007

On January 26, 2007, the Home Rule Charter was amended, such that the powers and duties of the Manager relating to the Sheriff's function were transferred to the Mayor. HRC, Section 9.01(C)(2007). The responsibility for management of all administrative departments of the County government was transferred to the Mayor, as well. HRC, Sec. 2.02(A). Inasmuch as the Mayor has not acted to select another person or official to act as the Sheriff, the head of the Miami-Dade Police Department continues to be designated as the Sheriff.



Cynthia Johnson-Stacks
Assistant County Attorney

CJS/bc



MIAMI-DADE County Attorney

Memorandum

To: Honorable Chairperson and Members
Charter Review Task Force

From: Cynthia Johnson-Stacks
Assistant County Attorney

Date: July 30, 2007

Re: Charter Amendment Protecting the Existing Civil Service Rights of Employees of Elected Sheriff

You have inquired whether it would be lawful for the Home Rule Charter ("HRC") to provide for an elected sheriff, while maintaining the existing civil service rights of employees of the elected sheriff. As you have been advised, we conclude that it would be legal for the Home Rule Charter to provide for protection of existing civil service rights of employees of an elected sheriff.

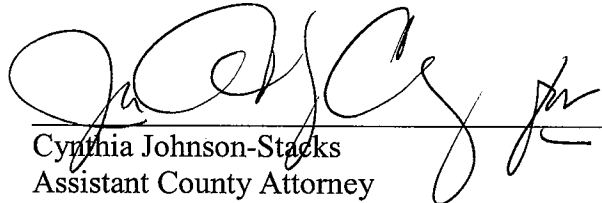
The Home Rule Amendment to the Florida Constitution authorized the adoption of a home rule charter in Miami-Dade County, under which the Board of County Commissioners was empowered to abolish and provide a method for transferring the function of the constitutional office of sheriff, as long as adequate provisions were made for the carrying on of all functions of the office. Fla. Const., Art. VIII, Sect. 6 (1968). The ability to establish the method for carrying out the sheriff's function gives County voters wide latitude to adopt charter language that would structure the sheriff's function in a manner to protect civil service employees of the sheriff. See Dade County v. Kelly, 153 So.2d 822 (Fla. 1963)(Sheriff can be removed by local official, despite governor's power to remove constitutional officers in other jurisdictions, because of the Home Rule Amendment authority to choose method of transferring sheriff's services when constitutional office abolished); Dade County v. Young Democratic Club of Dade County, 104 So. 2d 737 (Fla. 1958)(Dade County's non-partisan election of County Commissioners was authorized by Home Rule Amendment provision authorizing the charter to provide a method of electing county commissioners, despite conflict with provisions of general law). Thus, we conclude that the authority under the Home Rule Amendment to select the method of transferring the sheriff's duties would permit a charter amendment providing for the election of the sheriff that ensures that the existing civil service status of employees is maintained.

July 30, 2007

There are similar protections for sheriff's employees in other counties:

30.53 Independence of Constitutional Officials. The independence of the sheriffs shall be preserved concerning the purchase of supplies and equipment, selection of personnel, and the hiring, firing and setting of salaries of such personnel; provided that nothing herein contained shall restrict the establishment or operation of any civil service system or civil service board created pursuant to s. 14, Art. III, of the Constitution of Florida, provided, further that nothing contained in ss. 30.48-30.53 shall be construed to alter, modify or change in any manner any civil service system or board, state or local, now in existence or hereafter established. Fla. Stat. Sec. 30.53.

Additionally, we see no reason that this concept cannot be reflected in the County's Home Rule Charter, in light of the fact that the initial Home Rule Charter provided for the preservation of civil service rights for then-existing County employees. HRC Sec. 5.05(D). It also currently provides for the preservation of civil service rights for city employees in the event of merger, transfer or assignment. HRC Sec. 5.05(D).



Cynthia Johnson-Stacks
Assistant County Attorney

CJS/bc

Memorandum



Date: July 30, 2007

To: Victor M. Diaz, Chairman
Charter Review Task Force

From: Susanne M. Torriente
Assistant County Manager

Subject: Charter Review Task Force - Communications Plan

Provided attached is a Communications Plan prepared by staff for the Charter Review Task Force. The plan includes media outreach through radio, print, television, internet and e-mail. It provides for outreach in English, Spanish and Creole. This is a dynamic document that we can adjust as our work continues.

Several Task Force members suggested using Public Service Announcements (PSAs) to reach out to the community. Upon discussion with our media and public affairs professionals in the Communications Department, it was determined that PSAs would not be a viable option. Typically, PSAs are used during a public awareness campaign to deliver a specific message to the community. Usually, television stations do not air PSAs for free, unless they are directly involved in the campaign as a media partner. Therefore, in order to have a PSA appear on television, the Task Force would have to produce the spot and purchase time, which can cost up to \$15,000. The County could produce a PSA to air on Miami-Dade TV, but it should be noted that less than 50 percent of homes in the County receive the channel through their local cable company. In addition, as directed by the Board of County Commissioners, all Board meetings including committees, are being replayed on Miami-Dade TV during the weekdays, evenings and on weekends, substantially reducing the amount of time available for original programming.

In addition to the attached Communications Plan, the Office of Community Relations (OCR) will also access its contacts on radio and will assist in getting print media in ethnic communities. OCR staff will also disseminate Task Force information to its extensive email lists via our five boards which reach a large group of people and organizations and, will coordinate the logistics of the Task Force public meetings.

We will work with you to schedule interviews as the work of the Task Force progresses. Please contact me at 305-375-5593 if you have any questions.

C: Charter Review Task Force Members
Paula Musto, Communications Director
Judi Zito, GIC Director
Vicky Mallette, Mayor's Office
Louie Fernandez, Communications Assistant Director
Cynthia Martinez, Media Relations Manager

Charter Review Task Force Media Outreach RADIO

Station		Show/Host Name		Time/Format Details		Contact	Number	Objective*	Notes	Agreements
SPANISH	WQBA - 1140 AM	"Ahora" con Oscar Haza		7 a.m. - 9 a.m.		Esther Valdez-Cruz	305.569.3132	Interview		
		"El Show de Bernie y Almora" con Bernadette Pardo y Jose Almora		9 a.m. - 10:30 a.m.		Esther Valdez-Cruz	305.569.3132	Interview		
		"Al Ritmo de Miami" con Lima y Cortina		5 p.m. - 6 p.m.		Esther Valdez-Cruz	305.569.3132	Interview		
	WAAQ - Radio Mambi - 710 AM	"En Mi Opinion" con Lourdes D'Kendall		10 a.m. - 11 a.m.		Esther Valdez-Cruz	305.569.3132	Interview		
		"La Mesa Redonda" con Armando Perez-Roura		6 p.m. - 8 p.m.		Esther Valdez-Cruz	305.569.3132	Interview		
ENGLISH	WWFE - La Poderosa - 670 AM	"La Noche y Usted" con Marta Flores		9 p.m. - 12 a.m.		Esther Valdez-Cruz	305.569.3132	Interview		
		"Lo Que Otros No Dicen" con Raquel Regalado		10 a.m. - 11 a.m.		Jorge Rodriguez, Station Manager	305.541.3300	Interview		
		"El mundo al Dia" con el coronel Matias Farias		8p.m.		Jim DeFede	954.862.3185	Interview		
	WINZ - 940 AM	The Jim DeFede Show		7 a.m. - 9 a.m.				Interview	Tiffany Robertson does a morning show 305.769.1100	
	WMBM - 1490 AM	"Community Relations Report" Hosted by Dr. Larry Capp, co-hosted by Chico Wesley, Miami-Dade County Office of Community Relations Show		Saturdays		Kevin Moyd	305.769.1100	Interview		
CREOLE	WEDR - 99 Jamz - FM	Community Voices				Cheryl Myzell	305.567.5753	Interview		
	WHTQ - HOT 105 - FM	Rodney Baltimore, Few Minutes in Tom Joyner Morning Show		6 a.m. - 10 a.m.		Rodney Baltimore	786.243.5638	Spot	Tracy Cloyd (use to work in Communications, MDTV - Kevin Wynn) She does same as Rodney , http://hot105fm.com/inside/shows.html	
		James T., Doesn't have show name		Drive Time 4 - 8 p.m.		James T.	954.731.1260	Interview		
	WTFS - 1080 AM	Wake Up South Florida		Morning Drive Time 6 a.m. - 10 a.m.		Joy Reid, Morning Show Producer with Andre Eggelieton	954.558.9762	Interview		
	WLRN - 91.3 FM	"Topical Currents" hosted by Joe Cooper		1 p.m. - 2 p.m. on Monday - Thursday		Joe Cooper	305.995.7664	Interview		
CREOLE	WRHB - AM	WLRN Herald News		4 p.m. Saturdays		Phil Laitzman		Interview	Emailed Phares 7/24. Try contacting Jacques Cassagnol	
		Dekabes hosted by Jacques Cassagnol Show				Jacques Cassagnol	786.273.2689	Interview		
	Radio RCH (FM/AM & online)	No name of a show: Wilfred is the host		p.m. prime drive time (but 5 & 7)		Wilfred Pressa	786.229.8651	Interview	Pick 3 dates and times and Wilfred will be the one to interview. Chairman: I can provide a translator.	
	WLQY - 1320 AM	Piment Bouk (Radio Pepla) hosted by Nelson Voltaire		All Morning		Nelson Voltaire	305.891.1729	Interview		
	WSRF - 1580 AM	Hermiz Phanord		Everyday 4 p.m.		Hermiz Phanord	305.803.7291	Interview		

Already contacted with agreement

* Keep in mind that these interviews can be call-ins for most stations. There is also the option of having the host do live reads to announce the meetings

Charter Review Task Force - Media Outreach

PRINT

Paper	Section	Contact	Email	Number	Objective	Notes	Agreements
Miami Herald	Community Calendar	Gary Jenkins	gjenkins@miamiherald.com	305.376.3680	Media Advisory		
	Calendar Sections	Sue Mullin	smullin@miamiherald.com	305.376.3430	Media Advisory		
El Nuevo Herald	Calendar	Viviana Muñoz, assignment editor/calendario	vnuñoz@elnuevoherald.com	305.376.2160	Media Advisory		
Miami New Times	Calendar	Lyssa Oberkreser	lyssa.oberkreser@miaminewtimes.com	305.571.7574	Media Advisory		
The Miami Times	Coverage	Brandyss Howard	bhoward@miamitimesonline.com		Reporting Article		
Diario Las Americas	Coverage	Ariel Remos	aremos@diariolasamericas.com	305.633.3341	Reporting Article		
Community Periodical Program	Monthly Column	300 word article in about 60 community newspapers (English, Spanish and Creole)	Sonia Winters	305.375.1204	Article		Just need to write up the article.
Already contacted with agreement							

* Keep in mind that these interviews can be call-ins for most stations. There is also the option of having the host do live reads to announce the meetings

Charter Review Task Force - Media Outreach **TELEVISION**

Station	Show/Host Name	Time/Format Details	Contact	Contact Info	Objective	Notes	Agreements
PBS - 2	Issues hosted by Helen Aguirre Ferré	Friday Evenings, Sunday Early Afternoon	Helen Aguirre Ferré	issues@channel2.org	Interview		
Miami-Dade TV	County Connection with Kim Anthony	N/A	Kevin Wynn	305.375.3334	Interview	He is in the process of taping. Taping will be August 17th	
	Request to replay County Connection or run announcements of meeting dates and Task Force advancement	Channel 77 (Comcast)	Kelly Penton/Christina Fernandez	305.416.1444	Interview	http://www.miamigov.com/cms/comm/1725_1970.asp	
City of Miami - 77	Talk Show	Channel 77 (Comcast)	Kelly Penton		Interview	They have studio time booked in October.	Will do a entire show on Charter Review.
	PSA	Channel 77 (Comcast)	Kelly Penton		PSA		Will run PSA on their channel if we produce.
City of Miami Beach - 77	Request to replay County Connection or run announcements of meeting dates and Task Force advancement	Channel 77 (Atlantic Broadband)	Hilda Fernandez	305.673.7575	Interview	Left message for Christina from City of Miami about Channel 77 being for both her City and City of Miami Beach	
City of Coral Gables	Request to replay County Connection or run announcements of meeting dates and Task Force advancement	Online Broadcast	Joseph Keefe	305.460.5521	Interview		
America Teve - 41	Ahora with Oscar Haza	8p.m. - 9p.m.	Esther Valdez-Cruz		Interview		
Telemundo - 51	Enfoce Comunitario	10 a.m. Sundays	Maria Cristina Barros, Public Service Director	954.622.7825	Interview		
Univision - 23	"Ahora en nuestra comunidad"	10 a.m. Saturdays	Rosemary Barrera	305.471.4007	Interview	Producer: Amanda Ramirez miamiahora@univision.com	
Mega TV - 22	"Polos Opuesto" con Maria Elvira Salazar	9 p.m. - 10 p.m.		polosopuestos@mega.tv	Interview		
WFOR - CBS - 4	"4 Sunday Morning" with Elliot Rodriguez	11 a.m. Sundays	Elliot Rodriguez		Interview		
WPLG - ABC - 10	"This Week In South Florida" with Michael Putney	10 a.m. Sundays	Michael Putney		Interview		

Already contacted with agreement

* Keep in mind that these interviews can be call-ins for most stations. There is also the option of having the host do live reads to announce the meetings

Charter Review Task Force - Media Outreach OTHER (Web, E-mail, Etc)

Station	Show/Host Name	Time/Format Details	Contact	Number	Objective	Notes	Agreements
Miami-Dade County	On-Demand	ONLINE (Meeting Notice, Scroll Message)	Carol Higgins	305.375.2543	Message Points	Need to discuss with Carol. They want to do regular updates online	Will place information on City of Miami website.
City of Miami		Website	Kelly Penton	305.416.1444	Link Website/Message Points		
City of Miami Beach		Website	Hilda Fernandez	305.673.7575	Link Website/Message Points		
City of Coral Gables		Website	Joseph Keefe	305.460.5521	Link Website/Message Points	Create conversation about the Charter Review. We can do biweekly meeting updates.	
Blogs	Eye on Miami	www.eyeonmiami.com			Ghost Writer		
	Miami Vision Blogorama	http://miamivisionblogorama.blogspot.com/	"		Ghost Writer	"	
	Critical Miami	http://www.criticalmiami.com/	"		Ghost Writer	"	
Email Mailing Lists	Sayfie Review	Blast Newsletter Email	Justin	justin@blossersayfie.com	Press Release		
Miami-Dade Email Newsletter	What's New For Miami-Dade County Employees	Press Release, Update Articles on Task Force Progress	Ruth Kimbrough-Bent	954.523.2427	Brief Description		

Already contacted with agreement

* Keep in mind that these interviews can be call-ins for most stations. There is also the option of having the host do live reads to announce the meetings

Memorandum



Date: July 26, 2007

To: Victor M. Diaz, Chairman
Charter Review Task Force

From: Susanne M. Torriente
Chief Assistant County Manager

Subject: Additional Information - Broward and Miami-Dade Tax Collector, Property Appraiser, Sheriff and Supervisor of Elections

Per your request, the following memorandum includes additional information regarding the Broward and Miami-Dade Counties Tax Collector, Property Appraiser, Sheriff and Supervisor of Elections. Specifically, you requested the names and years of service of those currently serving in those elected positions in Broward County and appointed positions in Miami-Dade County, as well as their predecessors.

BROWARD COUNTY (elected)

Property Appraiser

- | | | |
|----------------------|------------------------|--------------------------|
| • Currently Serving: | Lori Parrish | Elected in November 2004 |
| • Predecessor: | William "Bill" Markham | Elected in 1968 |

Sheriff

- | | | |
|----------------------|-------------|--|
| • Currently Serving: | Ken Jenne | Appointed in 1997 &
Elected in 1998 |
| • Predecessor: | Ron Cochran | Elected in 1993 |

Supervisor of Elections

- | | | |
|----------------------|----------------------|--|
| • Currently Serving: | Dr. Brenda C. Snipes | Appointed in November 2003
& Elected September 2004 |
| • Predecessor: | Miriam Oliphant | Elected in January 2001 |

MIAMI-DADE COUNTY (appointed)

Tax Collector

- | | | |
|---------------------------------|--------------------|------------|
| • Currently Serving as Interim: | Fernando Casamayor | March 2007 |
| • Predecessor: | Ian Yorty | July 2003 |

Property Appraiser

- | | | |
|---------------------------------|--------------|--------------|
| • Currently Serving as Interim: | Marcus Saiz | January 2007 |
| • Predecessor: | Frank Jacobs | July 2005 |

Sheriff (Police Department Director)

- | | | |
|----------------------|----------------|------------|
| • Currently Serving: | Robert Parker | March 2004 |
| • Predecessor: | Carlos Alvarez | 1997 |

Supervisor of Elections

- | | | |
|----------------------|------------------|------------|
| • Currently Serving: | Lester Sola | March 2005 |
| • Predecessor: | Constance Kaplan | July 2003 |

C: Charter Review Task Force Members & Staff

Memorandum



Date: July 30, 2007

To: Victor M. Diaz, Chairman
Charter Review Task Force

From: Susanne M. Torriente
Assistant County Manager

Subject: Public Outreach Efforts - Tax Collector, Property Appraiser, Sheriff & Supervisor of Elections

As a follow-up to the July 23, 2007 Charter Review Task Force meeting, the attached information includes the public outreach and marketing efforts of Miami-Dade County's Tax Collector, Property Appraiser, Sheriff (Police Department Director) and Elections Department.

C: Charter Review Task Force Members
George M. Burgess, County Manager

FINANCE DEPARTMENT – TAX COLLECTOR DIVISION

Media Outreach, 311 & On-line Services

- The Tax Collector conducts comprehensive mass media campaigns inclusive of print and radio; advertising in English, Spanish and Creole. These campaigns are designed to reach approximately 100,000 taxpayers in Miami-Dade County with unpaid property taxes. Print advertising runs during the month of April and is placed in major daily/weekly newspapers that offer a general circulation. These newspapers include but are not limited to *The Miami Herald*, *Miami Times*, *Diario Las Americas*, *El Nuevo Herald* and other community periodicals from the County's community periodical advertising program. Radio campaigns air on WLRN 91.3 FM, Metro Traffic and AM Radio Program.
- The Tax Collector's Office began accepting e-check payments for property taxes over the County website in November 2005. During the 2006 tax season, approximately 55,600 e-checking transactions were process with a value of over \$287 million. This represents a 36 percent increase in volume of transactions process and a 52 percent increase in dollars paid over the prior collection period. This payment option has proven to be a very popular option with our taxpayers as demonstrated by the rapidly growing usage.
- The Tax Collector's Office recently implemented the new Tangible Personal Property website that allows for users to browse for businesses by name, address and folio number. The website also allows for taxpayers to pay their Tangible Personal Property taxes on-line via e-check. We are confident that the convenience of paying their tangible personal property taxes on-line will be extremely well received by our business community.
- Auto Tag Email Analysis program was developed to address the ever-increasing volume of customer emails requesting assistance and information with vehicle/vessel registrations and titles. Since its implementation in July 2006, 72 percent of all incoming auto tag emails are resolved within a 24-hour period.
- Implemented a new Baby Stroller permit software application for both Downtown and South Dade Public Service Offices in conjunction with Team Metro.
- Implemented Electronic Fund Service for the 25 private auto tag agencies to remit State funds for transactions processed electronically, thereby reducing errors while ensuring their compliance with State timetables.
- Developed and implemented a new Interactive Voice Response system, in conjunction with the County's technology department and the 311 Answer Center, to manage customer calls and provide access to tax information resulting in approximately 220,000 incoming yearly calls.

Staff Outreach & Offices

- In 2006, the Tax Collector's Office reviewed approximately 100 tax deed applications in which the property owner qualified for Senior Exemption. Of the 100 applications, Tax Collector staff conducted 40-45 initial site visits and approximately 18-20 follow-up site visits. With the exception of two applications, all the delinquent senior exemption tax deeds have been paid. Without the effort of our staff, some of these elderly residents may have lost their homes due to unpaid taxes.
- The Tax Collector's Auto Tag Section in conjunction with the State of Florida implemented the "Fast Title" program that enables customers to obtain vehicle and/or vessel titles at the local level instead of through Tallahassee. The turn around time has gone from approximately nine days through the mail, to instantly over the counter. Last year from June 2005 through May

2006, 15,700 Fast Titles were processed. This year, from June 2006 through May 25, 2007 almost 31,000 Fast Titles have been processed, thus enhancing and expediting service to our customers.

- Renovations to the Tax Collector's Satellite Office located in the South Miami-Dade Government Center were completed in May 2006. The customer lobby and the working area are better defined making it more comfortable for customers as well as providing an efficient workflow.
- The Tax Collector's Office works with the AARP Senior Community Service Employment Program as an alternative method for obtaining personnel staffing support. The program is funded by the U.S. Department of Labor and administered through the AARP Foundation and provides temporary income to economically disadvantaged and financially eligible individuals while in a work/training environment.

Collateral Materials

- The Tax Collector's Business Licenses and Taxes Section coordinated with the Beacon Council, as an outreach collaborator, to develop their annual brochure which provides information on Local Business Taxes to both local and incoming businesses.
- Beginning with the 2004 tax bills, the Tax Collector's Office has included an informational insert that informs customers how they can make payments: as easy as 1-2-3. Customers can pay in person at two County locations (Downtown and South Dade Government Center), pay by mail, and by e-check over the County website, www.miamidade.gov.
- The Tax Collector's Office provides over 1.7 million vehicle and vessel customers each year with a full color annual registration renewal reminder. This outreach literature advises our customers of the options available by which they can renew their vehicle and vessel registrations. This innovative program is as a result of a public/private partnership formed in conjunction with the State of Florida, Imagitas, Inc. and various Tax Collector offices around the State. Miami-Dade was one of the first Tax Collector offices to utilize this renewal format.

Presentations to Community & Professional Organizations

- The Tax Collector's Office makes appearances at several Miami-Dade Public Schools upon request to discuss future job opportunities and how the tax dollar is distributed for various County improvements. Some examples include but are not limited to the Miami-Dade School Juvenile Assessment Center (JAC), M.A. Milan K-8th Grade Center, the Jose Marti Middle School and Miami-Dade Northwestern Senior High School.
- The Tax Collector's Office educates and informs taxpayers by speaking with community groups such as the Concerned Citizens of North Dade, the Haitian American Center for Economic & Public Affairs, the Haitian Labor Day Job Fair, Allen Chapel A.M.E. Church, the South Florida Prep Meeting, the Kendrick Meek Sponsored Homeownership Education Seminars, the Builders and Developers Alliance, and the Los Palacios Homeowners Association in Miami Lakes.
- The Tax Collector's Division teams up Team Metro and is part of the Citizen's Academy curriculum, attending their classes in both the North and South sections of Miami-Dade County. Additionally, the Tax Collector has also been involved with Commission Edmonson's District 3 Association President Meetings.
- In conjunction with the Department of Consumer Services, the Tax Collector's Auto Tag Section conducted training classes for Towing Companies to educate customers on current changes in law and specific paperwork required by the Florida Department of Highway Safety and Motor Vehicles.

- The Tax Collector's Enforcement & Collections Unit participates in various business workshops including the Miami-Dade County Enterprise Community monthly business seminars and the Haitian-American Center for Economic and Public Affairs workshops conducted throughout the year. We provide informational pamphlets regarding business taxes, tangible personal property taxes, installment payment plans (quarterly payments), delinquent properties and re-payment plans designed to assist taxpayers with compliance while reducing delinquencies. The Enforcement & Collections Unit negotiates an average of 200 re-payment plans annually.
- The Tax Collector's Enforcement & Collection unit provides presentations at the Mom & Pop Small Business Grant Program Workshops for Miami-Dade County Commissioners.
- The Tourist Development Section collects three percent Tourist Tax and two percent Food and Beverage Tax. A portion of these funds are distributed monthly to the Greater Miami Convention and Visitors Bureau as a means to promote tourism in Miami-Dade County. The unit also attends monthly business seminars sponsored by the Miami Dade Enterprise Community Center. These seminars are designed to foster the establishment and growth of minority business in Miami-Dade County.

PROPERTY APPRAISER DEPARTMENT

Media Outreach, 311 & On-line Services

- The Property Appraiser aggressively enhanced the website in an effort to reach the public. A notable enhancement is the launching of the Tax Estimator. The tax estimator is the most comprehensive in the state in that it provides information on not only ad Valorem taxes but as well as Non ad Valorem taxes. These non ad Valorem taxes are service based fees for things such as waste, lighting, and guard districts.
- A new super exemption comparison feature will be launched in the near future. This will enable property owners to review and evaluate how the proposed super exemption will affect property taxable values.
- The Property Appraisal Department was one of the first County departments to partner with the 311 Call Center. This dynamic partnership, unique to Miami-Dade County, can be characterized as nothing less than exceptional. Property owners are afforded access to information about how properties are valued, exemptions applied, specifics about special requests for information and the status of property change requests. Approximately ninety-two percent of all calls received at 311 related to Property Appraisal Department are resolved on this first contact. This first contact success ratio is due, in part, to collaborative training efforts and development of materials by Property Appraisal staff for 311 call specialists. Prior to this partnership, the Department was only able to receive and process approximately 18,000 calls annually due to technology and personnel constraints. The 311 Answer Center received more than 142,000 property appraisal related calls during 2006 affording residents of Miami-Dade County access to the Department and services in real time. These efforts are noted in a recent survey conducted to determine the public's opinion on an aspect of the department's Homestead Exemption application process. There were two notable outcomes from this survey: this survey received an unprecedented 20 percent response rate; and 95 percent of respondents rated their experience with the Property Appraisal Department as either "Good" or "Excellent."
- Through paid advertising, formal scheduled interviews, informal briefings and ad hoc liaison efforts, the department has used the local media (including Spanish and Creole language radio and newspapers) as a crucial part of its efforts to inform and educate the public.
- Earlier this year, the department spent approximately \$14,000 (supplemented by another \$18,000) through the Communications Department's 'Community Periodicals Program' in advertising in community-based periodicals and radio stations to publicize the Homestead Exemption filing period. We also advertised on WLRN.
- The Acting Property Appraiser and other senior staff have regularly granted interviews to broadcast and print media (see attached listing).
- An example of the informal briefings mentioned earlier was a meeting the department initiated with the editors and researchers of the Miami Herald's Action Line to answer common questions and provide explanations for how various exemptions and assessments work. This has resulted in a relationship which has significantly enhanced the media aspect of our outreach efforts. The PAD's entire Question and Answer feature on the recent changes to the property tax regime is currently posted on the Action Line section of the Miami Herald website.

Staff Outreach & Offices

- One of the most important duties of the Property Appraiser is effectively communicating with the county taxpayers and residents about property assessment matters. There are numerous

statutory deadlines for filing tax returns and exemption applications that necessitate the mailing of information to property owners within the County. Typically, these mailings generate interaction between taxpayers, property owners and the County Property Appraiser throughout the year. That communication process generally reaches a peak with the statutorily required mailing of the Notice of Proposed Property Taxes to all property taxpayers by August 24th. The statutorily formatted Notices contain information about the market, assessed and taxable values of individual properties, where applicable, and the proposed tax rates by the various taxing authorities (i.e. county, city, school board, etc.) with jurisdiction over the property. The notice also includes the contact information for the County Property Appraiser, the dates and location of the taxing authorities' budget meetings and the Value Adjustment Board deadline for filing an assessment appeal. The Department mobilizes all staff to accommodate this period and answer all property owner's questions and respond to their concerns.

- The Property Appraisal Department maintains a permanent, full-service outreach office at the South Dade Government Center, 10710 SW 211th Street, to facilitate persons who live and/or work in the southern reaches of the County.
- Property Appraisal Department utilizes the 'Government-On-The-Go-Bus' as a satellite office. Two of these sites had Saturday operating hours.
- Every year, in the four weeks prior to the closure of the Homestead Exemption filing period on March 1, we establish satellite offices to facilitate easy access to our services at the following location:
 - 111 NW 1 street ground floor lobby
 - South Dade Government Center 10710 SW 211 Street
 - Miami Dade permitting and inspection center 11805 SW 26 Street
 - Hialeah District Court 11 E 6 Street
 - North Dade Justice Center 15555 Biscayne Boulevard

Collateral Materials

- The Property Appraiser's three annual mailings constitute a critical aspect of the distribution of hardcopy materials to the public. These include the Notice of Proposed Property Taxes, the annual Homestead Exemption Renewal Notice, and the courtesy Homestead Exemption applications. The "Notice" contain information about the market, assessed and taxable values of individual properties, where applicable, and the proposed tax rates by the various taxing authorities (i.e. county, city, school board, etc.) with jurisdiction over the property. The notice also includes the contact information for the County Property Appraiser, the dates and location of the taxing authorities' budget meetings and the Value Adjustment Board deadline for filing an assessment appeal. Renewal receipts are mailed annually to provide confirmation of an exemption renewing for the property owners benefit. The courtesy applications are mailed to new homeowners so facilitate filing exemptions by mail. In each of these mailings newsletters, flyers and pamphlets are included to inform property owners of current events, legislative changes and location information.
- The department proactively publishes and distributes flyers and posters promoting and publicizing specific developments such as new services and service centers, and reminding the public about approaching filing deadlines. For example, last January, 10,000 copies of a two-sided flyer were printed listing the venues and operating times of our satellite offices, reminding the public of the approaching deadline for filing for Homestead Exemption, outlining the procedure for filing and listing the required documents.

- Flyers and promotional materials were made available at county and city government offices, court buildings, the 42 branches of the Miami-Dade Public Library System and non-MDPLS libraries (such as the North-Miami Beach Public Library and the JFK Library in Hialeah).
- The Property Appraiser also extensively used the eight strategically located Team Metro Offices to distribute materials and coordinate with Team Metro employees to accept and assist with application filings.

Presentations to Community & Professional Organizations

- Last October the department employed a Public Information Officer to help coordinate and streamline its public outreach and media liaison efforts.
- Since October, the Property Appraiser, as well as other senior and mid-level officers of the department, have attended and made presentations at town-hall type meetings, panel discussions and fairs held by community-based groups and professional organizations. Within this context we have specifically targeted first-time and would-be homebuyers and workshops organized by Miami-Dade Affordable and other groups which facilitate this segment of the community to include Spanish and Haitian Creole. The below chart summarizes the various outreach events and 311 coordination statistics.
- A notable feature of these efforts is our participation in the Team Metro Citizens Academy where we have coordinated with the Tax Collector's Office in the Department of Finance to deliver a comprehensive presentation on the property tax assessment and collection processes.
- Our outreach effort has extended to Miami-Dade youth with presentations to students at career day events.

MIAMI-DADE POLICE DEPARTMENT

The following outlines just a few of many specific programs that Miami-Dade Police Department (MDPD) personnel are involved in to ensure that the public is aware of the assistance the police can provide and how we can empower them to help themselves reduce their chances of becoming victims of crime.

Media Outreach

- The Media Relations Bureau (MRB) utilizes press conferences and television/radio/newspaper interviews promoting Miami-Dade Police Department programs to inform the public of various crime-fighting initiatives. MRB personnel will frequently make special recognition to a departmental program when an incident warrants such connection. Such examples include the Gun Bounty Program, Robbery Intervention Details (RID), and Tactical Narcotics Team details (TNT) which are all programs aimed at crime reduction. Through the media, the community is frequently reminded of the Crime Stoppers Program.
- Additionally, Miami-Dade Crime Stoppers frequently address community groups, schools, and any public or media forum available to promote the anonymous tipster program. This program gives a sense of participation and control to the public.

Staff Outreach & Offices

The MDPD Community Affairs Bureau (CAB) has 12 full time officers and three sergeants dedicated to provide outreach and community presentations.

- The following are examples of the many outreach tools and locations the MDPD currently has assigned:
 - Southland Mall store front operation
 - California Club Mall store front operation
 - Dadeland Mall store front operation
 - The Falls Shopping Center store front operation
 - Mobile Crime Prevention Bus
 - Drug and Education Career Days with Drug Abuse Resistance Education vehicle

Collateral Material

The following are just some of the areas where the MDPD provides pamphlets to the community at no cost to the citizens:

- Personal safety, gun safety, child safety, alcohol abuse, drug abuse, drug abuse, gangs, women and safety, theft and robbery crimes, homeland security, and identity theft.
- As an example of the desire of the citizens to obtain information from the MDPD, during the Dade County Youth Fair, the CAB provides two officers for 10 hours a day. During this one event, over 100,000 brochures are distributed in 2 ½ weeks.
- The CAB spends over \$90,000 on crime prevention materials that are shared with all of the districts for use in their crime prevention presentations.

Presentations to Community & Professional Organizations

- Business Crime Watch (BCW): It provides a means of remaining current to crime trends and the latest crime prevention methods. Along with the BCW, visible uniformed officers' personal contacts have created a positive relationship between proprietors and law enforcement. Over 80 presentations a month are performed.

- **Citizens' Advisory Committee (CAC):** The CAC was formed in each district after the 1980 civil disorders. Its specific purpose is to facilitate police/citizen communication and enhance police/community relations. Citizens from all segments of the community meet on a monthly basis with district command staff to share information and concerns on a variety of community related issues, and provide feedback on the level of police service being provided. Approximately four command staff members attend each one of the meetings.
- **Citizens' Crime Watch:** The program creates an alliance between citizens and the police to address the crime in the community. Through Crime Watch, citizens are educated in areas such as personal protection, home security, and crime reporting. There are approximately 400 monthly meetings held in Miami-Dade County.
- **Citizens' Volunteer Program:** The program is designed to give interested citizens an opportunity to perform volunteer duties for different entities within the Department. The number of volunteers varies each month as people enter or leave the program. In 2006, volunteers recorded more than 12,511 hours, which resulted in savings of \$352,571 to the Department.
- **Majors' Night Out:** This program is designed to bring the districts' services and programs directly to the community. Citizens have an opportunity to meet the District Command Staff and voice any concerns that they have. Also, the citizens are provided with many crime prevention and educational materials such as youth protection pamphlets, home security information, crimes against the elderly, to name a few. During this event, citizens have the opportunity to visit the various displays provided by departmental entities which inform them of the services we provide. The District Majors walk through their assigned areas and knock on the doors in the community, so they can introduce themselves to the citizens that live and work in the area. Every district conducts their own event on a monthly basis and is staffed with approximately one major, one captain, one lieutenant, one sergeant and five officers at each event.
- **Crime Prevention Display Vehicle:** This vehicle provides information on the effects of drinking and driving, drug awareness, crime prevention tools, and community-based programs offered by the Department. Approximately 25,000 citizens view the vehicle each year at different community events. The vehicle is staffed by two officers.
- **Don't Let Alcohol Be Your Last Taste of Life:** This program is a cooperative effort involving Miami-Dade County Schools (MDCPS), Mothers Against Drunk Driving, and MDPD. The program sends the message that there are negative consequences associated with drinking and driving. The program is in more than 25 MDCPS. Over 60,000 students attended the event during the 2006/2007 school year. This program is staffed by one lieutenant, two sergeants and six officers.
- **Drug Abuse Resistance Education (DARE):** The program reaches more than 20,000 children in MDC. This substance abuse and violence prevention program gives kids the skills they need to avoid involvement in drugs, gangs, and violence. This program is staffed with 15 officers, 3 sergeants and 1 lieutenant.
- **Identity Theft Prevention and Training:** Detectives within the Economic Crimes Bureau provide Identity Theft training to the citizens at community meetings, CACs at the district stations, homeowner's association, and educational institutions have set up booths within the malls during the holiday season. Over 20 presentations were provided to more than 800 citizens this fiscal year.

- **Join a Team, Not a Gang:** This is a year-round gang prevention program, which primarily targets elementary school children and offers alternatives to gangs and violence. During 2006, approximately 18,500 students were impacted as a direct result of this program.
- **Security Survey Program:** This program provides citizens with information on how to better secure their homes and businesses, thus reducing their potential as crime targets. The survey consists of an on-site examination of physical facilities and surrounding property conducted by a specially trained police officer. During 2006, 275 residential and business surveys were conducted.
- **Cyber Predator:** This program is provided to fifth grade students in order to instruct them on the dangers that can be found while chatting on the internet with strangers. Approximately 580 hours of instruction is provided in the schools. This program is staffed with 15 officers, 3 sergeants and 1 lieutenant.
- **Citizens' Police Academy:** This initiative offers citizens exposure to the realistic aspects of the "police experience." The 13-week program enables participants to better understand police training, procedures, and philosophy. More than 2,200 citizens have completed the program.

ELECTIONS DEPARTMENT

Media Outreach, 311 & On-line Services

- In addition to granting all possible media interview requests, the Department proactively communicates important information to the media to disseminate to their listeners, readers, and viewers. To accomplish this while maintaining uniformity regardless of the particular races or issues on the ballot, the Department adheres to a prescribed Media Outreach Plan. This plan requires the following efforts leading up to each countywide election:
 - Mail sample ballots to all households in Miami-Dade County
 - Produce television, radio, and newspaper advertisements – the Department develops mass media campaigns in conjunction with the Communications Department to run Public Service Announcements on MDTV and radio stations such as 1080 AM, 1320AM, 1490 AM, 91.3 FM, 94.9 FM, 100.7 FM, 105.1 FM and Traffic Reports on Metro Networks. Newspaper ads are also placed in the Miami Herald, El Nuevo Herald, New Times, Diario Las Americas and Haiti En Marche.
 - Schedule television and radio talk show appearances to give voters the opportunity to call in with questions and concerns – interviews are regularly scheduled with large news networks such as Ch 4, 6, 7, 10, 23, 51, in addition to radio stations such as 610 AM, 1140 AM, 1260 AM, 1580 AM, and 92.3 FM.
 - Issue several informational media releases prior to upcoming elections to urge media outlets to disseminate voter registration deadlines, early voting locations, Election Day voting hours etc.
- 311 has approximately 40 topics related to elections in their knowledgebase. If a voter calls 311 regarding general information that can be easily answered, 311 operators are equipped to answers those inquiries on behalf of the Department as Elections staff has trained them on these topics. If the voter has questions specific to a particular voter, elections laws, or complex Department procedures, the call is forwarded directly to an Elections employee to immediately address.
- The Elections Department website is comprised of a wealth of information, including the following:
 - Voter Registration Information
 - Absentee Ballot Information, including a tracking system
 - How to Make Registration Changes
 - Tutorial on How to Use the Voting Equipment
 - Assigned Polling Place Locations
 - What Voters Must Bring to the Polls
 - Early Voting Locations
 - Elections Calendar
 - Election Results, Recent and Archived
 - Press Releases
 - Candidate Information
 - Frequently Asked Questions
 - Direct Contact Information for Elections Staff

Staff Outreach & Offices

The Elections Department outreach initiatives are handled by:

- The Outreach Division – staff is dedicated to engaging residents and educating voters on the various facets of the electoral process. The Outreach Division is comprised of six full-time, permanent staff members and up to four additional seasonal employees during countywide election years. Staff attends a variety of events and meetings throughout the community on a daily basis throughout the entire year to answer questions and educate voters with important

information. The Outreach Division is highly responsive to residents, dedicated to attending events of any group that requests their presence, and actively seeks out events to attend in order to engage all factions of our diverse community.

- The Director's Office - staff facilitates all outreach efforts involving the mass media. The Supervisor of Elections and the Assistant to the Supervisor of Elections are highly responsive, granting more than 99 percent of all requests for media interviews from radio, newspaper, and television outlets.
- Voters may also visit the Elections Department Main Office (2700 NW 87 Avenue) or the satellite office, the Voter Information Center (111 NW 1 Street, Lobby) for information, forms, and other essential services.

Presentations to Community & Professional Organizations

- Outreach events include at least two Elections employees and are held at the following locations: high schools; colleges and universities; churches; wholesale clubs such as Costco and Sam's Club; large businesses such as Royal Caribbean Cruise Lines and Carnival Cruise Lines; malls; homeowner's associations; job fairs; retirement homes; hospitals; festivals; community events; chamber of commerce meetings; neighborhood gatherings; municipal events; other County department and commission-sponsored events.
- The areas of focus for all outreach events are the following:
 - Teaching voters how to use the voting equipment, which will soon be the department's primary focus as we convert to optical scan technology
 - Promoting voter registration
 - Updating Voter Registration Record
 - Promoting the use of early voting and the locations
 - How to request and submit an absentee ballot
 - The recruitment of qualified pollworkers
 - What voters must bring to the polls
 - Do's and don't of voting
- The goal for years without a countywide election is 50 visits per month. During countywide election years, our goal is 100 visits per months. Event statistics for recent months are as follows:
 - April 2007 - 95 events, 17,808 attendees
 - May 2007 - 95 events, 12,824 attendees
 - June 2007 - 61 events, 14,857 attendees

Collateral Materials

- Various materials in three languages are utilized to address the following topics:
 - Sample Ballots - this tabloid-style document shows voters the races and questions which will be on the ballot for an upcoming election so they can be prepared before heading to the polls.
 - Voters' Frequently Asked Questions - this pamphlet addresses the most commonly asked questions at a glance.
 - How to Register to Vote - this handout is to be used in conjunction with filling out a Voter Registration Form to ensure the form is filled out completely and correctly
 - Path of a Voter - this brochure provides a step by step process on the path the voter will experience on Election Day. This commences with the arrival at the polling location, the check-in process, and ultimately through the completion of the voting process.
 - Early Voting Site List - this handout lists the locations and hours of operation for all early voting sites.

- How to Request an Absentee Ballot – this pamphlet is an overview of the absentee ballot policy, describing the process for requesting and returning your ballot.
- Pollworker Recruitment Letters and Applications – this letter is used to entice voters to register as future pollworkers. It describes their responsibilities and the training and payment schedules. The applications are then used to register them for service.

7

7

From: ignacio vazquez [mailto:vazquezi@bellsouth.net]
Sent: Wednesday, July 25, 2007 3:12 PM
To: Torriente, Susanne M. (CMO)
Subject: Recommendations to Chairman Diaz

Miss. Torriente, please forward the below requests to Chairman Diaz, thank you.
Jul. 24, 07

Mr. Victor M. Diaz, Jr. Esquire
City National Bank Building, Suite 800
25 West Flagler Street
Miami, Florida 33130

Chairman Diaz:

Pursuant to your direction to Charter Review Task Force (CRTF) members, concerning submission of research requests to county staff and the generation of invites to other Florida Constitutionally Elected Officers (CEOs), I respectfully submit the following:

- That the CRTF invite Duval County's CEOs to address the members. Duval County is governed by a governmental structure that is somewhat analogous to Miami-Dade's current format. How Duval's CEOs are elected, how they serve their constituents and how they interact with other elected and appointed officers is a matter CRTF members should examine.
- That the CRTF invite Hillsborough County CEOs. Like Miami-Dade, Hillsborough has within its jurisdiction a major metropolis – The City of Tampa. Understanding how Hillsborough's CEOs interact with their major municipal partner should be a topic of interest CRTF to members. Additionally, the same challenges concerning election, service and interaction confronted by Duval's CEOs should be examined as well.
- I like to reiterate my request to invite the Police Benevolent Association (PBA). The PBA is Miami-Dade County's largest police union and their views should be considered. How this major police/corrections officers' labor representative perceives its role, vis-à-vis the elected constitutional officers or appointed, is matter CRTF should examine. Further it is essential that CRTF engage members of the remaining relevant unions for fire and service workers that may be affected by any proposed change to the Charter.
- Moreover, given the Miami-Dade Police Department's proactive pursuance of public corruption investigations, as well as other policing functions, I believe it is imperative that CRTF members hear from the Miami-Dade County State Attorney's Office (SAO), Florida Statewide Prosecutor's Office, Florida Department of Law Enforcement, and relevant Federal authorities such as

representatives for the United States Attorney's Office and Federal Bureau of Investigations. Gaining insight from these law enforcement offices will be essential to the CRTF's understanding of the impact of potential Charter changes. Moreover, because these agencies span a wide array of jurisdictions they will be in a position to opine as to the circumstances of partnering with CEO's from other Florida Counties.

Your attention to these matters is greatly appreciated.

Sincerely,

IGNACIO J. VÁZQUEZ

ADDITIONAL MATERIALS

M. T. 1002 7/9-7/07 1A

Is there power for county commissioners?

Proposed charter changes focus of new county task force

By Brandys Howard

howard@miamiherald.com

On Monday, the Miami-Dade County Charter Review Taskforce held its first meeting at the Stephen P. Clark building to discuss potential changes to the county's practices and policies.

Modifications up for consideration include the hiring of a directly elected property appraiser, tax collector, sheriff and supervisor of elections. Currently, such positions have to be appointed or terminated by Mayor Carlos Alvarez, but the charter review could

Each of the Black County commissioners were allowed to make an individual appointment for a member they would like to serve on the board. Seat effective August 1st.

The following appointments have been made and approved:

Commissioner Barbara Jordan:
 Robert W. Holland Esq.
 Commissioner Dorin Rolfe
 Larry R. Handfield Esq.
 Commissioner Dennis Moss
 Murray A. Greenberg
 Commissioner Aubrey Edmonson
 H.T. Smith

prompt changes in the balance of power and allow commissioners the ability to put proposals on a ballot to be publicly voted on. Miami attorney

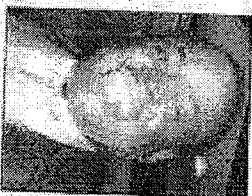
Victor Diaz Jr., who was appointed by County Commission Chairman Bruno Bartero, will serve as the task force chairman. "I am happy that this board is compiled by at least a few lawyers because in essence, the charter is a legal document," said Diaz.

MISSION OF THE TASKFORCE

According to reports released by Diaz, "the task force's membership consists of one member appointed by each of the Miami-Dade commissioners, one by Miami-Dade Mayor Carlos Alvarez, one by each of the county's four largest cities and three by the League of Cities, representing smaller municipalities." Diaz further stated that one of the task force's main goals will be to track the recommendations



JORDAN



ROLFE



MOSS



EDMONSON

and interests of voters regarding charter changes to ensure transparency, which in turn please turn to POWER 4A

Proposed charter changes focus of new county task force

POWER continued from 1A

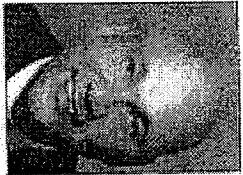
will be drafted into a preliminary document with "understandable language" for public review.

Board members also stated that such changes could be compiled by studying the charters and procedures of other cities, especially Jacksonville. Such changes will be finalized and presented in an official amendment no later than Oct. 31 of this year.

"I have asked the mayor's office and the board of commissioners to give us their experience and guidance to identify a list of resources that will be beneficial to the public for you and I to review," said Diaz to the board. "We will also look to identify sites outside of the downtown area to hold public hearings, discuss the possibility of televising such meetings, as well as creating a Web site to keep the community informed about deliberations and agenda items."

STIPULATIONS FOR CHARTER REVIEW

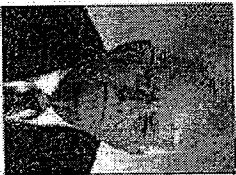
City of Miami Gardens Mayor Shirley Gibson, who also sits on the board, stated that as proposed changes are made to the organizational charter, the first items that should be addressed are those involving the appointment of officers. "We must first deliberate on the items that



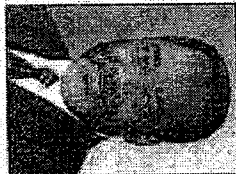
HOLLAND



HANDFIELD



GREENBERG



SMITH

have been presented by the Commission and obtain educational information on the election of officers to be reviewed at the next meeting," said Gibson. Miami attorney H.T. Smith, whose board appointment came after Commissioner Audrey Edmonson removed herself from the task force, said he believes that there is a need for an entire review of the charter, but there must be a "philosophical discussion" among the board regarding modifications procedures. "I want to compound the board and the chairman for the work that has already been done, as we embark on this important and

short journey to present such suggestions in 180 days," said Smith. "We are acting as idealists, but we must be sure to be practical as well while fulfilling the mandate set by the Commission."

Diaz agreed with such remarks, stating that Smith has taught Miami officials how to be both "real and practical" and will look to engage the task force by taking into account all suggestions, no matter how broad or specific, to be reviewed, prioritized and applied to specific charter items. "Judgment by all of us must be practiced using discretion," said Diaz.

REVIEW ITEMS

Other items discussed in the meeting include a review of the current Sunshine Law through administrative guidance by the county mayor and manager's office, on items such as the participation of alternates on behalf of board members, telephone appearances, transparency of public records, lobbying and conflict of interest.

Diaz was also appointed by the board to serve as the official public spokesperson under the stipulation that his statements be consistent with the views of the board. "Views that are presented to the media will not be personal. We will be governed by the rules of the Commission's comity

code and will not get bogged down by parliamentary debate." The task force will meet again on July 23. All meetings are open to the public.