



Delivering Excellence Every Day

Charter Review Task Force Meeting

Wednesday, August 29, 2007
10:00 am
Main Library Auditorium
101 W. Flagler Street, 1st Floor
Miami, Florida

AGENDA

1. Call to Order
2. Roll Call
3. Approval of August 15, 2007 Meeting Minutes
August 14, 2007 Workshop & Public Hearing Report of Statements
4. Old Business
 - Discussion of Issue 1 - Study of the Sheriff, Tax Collector, Property Appraiser and Supervisor of Elections being elected (Included is information previously provided to the Task Force on this issue only)
5. New Business
 - Discussion of Issue 4 - Study of Board of County Commissioners Composition
 - Discussion on Public Feedback and Prioritization of Issues
6. Reports by Chairman Diaz
 - Report on Public Hearings
 - Report on Media & Charter Review Website/E-mails
 - Report on Input from the Office of Community Relations
7. Adjournment

**Charter Review Task Force
August 29, 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.

3

**CLERKS SUMMARY AND OFFICIAL MINUTES
CHARTER REVIEW TASK FORCE MEETING
AUGUST 15, 2007**

The Charter Review Task Force convened in a meeting on August 15, 2007, at 10:00 a.m. on the 18th Floor, Conference Rooms 18-3 and 18-4 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 Mr. Carlos Diaz-Padron, former Mayor of the City of West Miami, Commissioner Carlos Gimenez, Mr. Robert A. Ginsburg, Mr. Murray Greenberg, Mr. John Hogan, Mr. Robert Holland, Mr. Francois Illas, Mr. Richard Kuper, Mr. Raul L. Martinez, former Mayor of the City of Hialeah, Mr. H.T. Smith, Commissioner Javier Souto, Mr. Ignacio Vazquez; (Mr. Miguel De Grandy, Mayor David Dermer, Mr. Maurice Ferre, former Mayor of the City of Miami; Mayor Shirley Gibson and Ms. Yvonne Soler-McKinley were late); (Ms. Lynn Dannheiser, Mr. Larry Handfield and Ms. Elizabeth Hernandez were absent).

1. Call to Order

Chairman Diaz called the meeting to order at 10:09 a.m.

2. Roll Call

The following staff members were present: Assistant County Manager Susanne M. Torriente; Assistant County Attorneys Monica Rizo and Wilfredo Ferrer; Assistant to the County Manager Maggie Fernandez; and Deputy Clerks Kay Sullivan and Jill Thornton.

Chairman Diaz welcomed Senator Alex Villalobos, whom he noted was observing today's proceedings.

3. Approval of August 1, 2007 Meeting Minutes

It was moved by Mr. Martinez that the August 1, 2007 Charter Review Task Force meeting minutes be approved. This motion was seconded by Commissioner Gimenez, and upon being put to a vote, passed unanimously by those members present.

Chairman Diaz noted he received a comment at last night's (8/14) public hearing requesting the Charter Review Task Force meeting minutes be posted before being approved. He asked the Task Force members to voice their opinions as to whether the meeting minutes should be posted in draft form before being approved by the Task Force.

Mr. Martinez noted he felt the minutes should be posted after they had been approved to allow for needed changes.

Hearing no further comments, Commissioner Diaz stated he would continue to post the minutes after they were approved.

4. Reports

Report by County Manager's Office

- **Report on Public Hearings**

Chairman Diaz expressed appreciation to members of the County Manager's Office, the Communications Department, and the Office of Public Information for making yesterday's public forum possible. He also commended Assistant County Manager Susan Torriente and her staff for spearheading that effort.

Chairman Diaz asked that "Thank you" letters be prepared for his signature on behalf of the Charter Review Task Force and sent to each county employee who volunteered their services at yesterday's forum.

Chairman Diaz noted in less than 180 minutes, 50 public comments were fielded by staff at yesterday's forum, which he thought was a very efficient use of the time. He also noted members from the Miami Herald, Channel 4 and De Los Americas were present to report on that hearing.

Chairman Diaz stated he would like an open discussion regarding the three remaining public hearings and the interactive communication used at yesterday's (8/14) forum. He asked Assistant County Manager Torriente to provide an update on the County's remote capability for televising the remaining hearings at the regional locations.

Assistant County Manager Susanne Torriente advised that the Chamber was the only location that could facilitate remote access and allow public hearings to be broadcast live on Miami-Dade TV and via web casting. She noted the only outside location capable of televising would be the City of Miami Beach; that the City of Miami Beach had access to television and would work with County staff to televise its regional meeting. She further advised that the remaining outside public hearings could be filmed and then replayed later.

Chairman Diaz opened the floor for Task Force members to voice their comments/concerns regarding future public forums.

Commissioner Gimenez stated he felt that yesterday's (8/14) forum was a success and suggested this type of forum be used with County Commission meetings as well. He also stated he felt more public input would be received with the interactive communication, and that anybody in the County could participate in these hearings from the convenience of their home.

Mr. Kuper noted it was incumbent on the Task Force members to correct inaccurate statements and to prevent people from using the forum to promote their own agenda, without engaging in a debate.

Chairman Diaz called for input from Task Force members regarding Mr. Kuper's proposal that speakers be excused while Task Force members rebut the speaker's comments.

Mr. H.T. Smith noted he supported the 80/20 rule, meaning that 80% of the comments represented significant interest while 20% represented extreme views, which always get exposed when using live television. He stated he appreciated the democracy of last night's (8/14) forum and that all of Miami-Dade County could be present at these forums by e-mail or telephone, without the Task Force needing to travel anywhere. Mr. H.T. Smith stated he felt that Mr. Kuper's proposal to correct inaccurate statements made by speakers should be used cautiously, and only when the misstatement was significant in terms of the Task Force's deliberations on an issue. He also encouraged the Chair of the Task Force to use discretion to discourage individuals from making personal attacks against public servants.

Chairman Diaz apologized to Mr. De Grandy for not instantly responding to the personal comments made against him at last night's meeting, and that he should have made it clear to the public that personal attacks directed against any Task Force member would not be tolerated. He noted he would not correct the subject matter of an individual's opinion, but he would correct personal attacks against members of the Task Force.

Mr. Martinez noted he also felt that last night's (8/14) forum was a success; that it provided much opportunity for public input and allowed people to participate in this process from their homes. He suggested staff be instructed to compile a list of the names, phone numbers and e-mail addresses of callers providing input since the meetings were recorded and maintained as an official public record; and that staff use this list to call speakers back and let them know when the Task Force was ready to address a specific topic. He noted the forum needed to be transparent and identify who was speaking and the nature of their concerns. He stated he had no issues with personal comments; that he was open-minded and felt the people should have the liberty to express themselves, however, he felt certain positions stated to this Task Force should be clarified, especially from individuals on the County's payroll.

Chairman Diaz expressed appreciation to Commissioner Gimenez and staff for their efforts in extending yesterday's meeting and ensuring it was televised. With respect to phone calls, he explained the procedure followed by staff at last night's meeting to register and screen the callers. He noted staff identified the issues of callers and instructed them that they would be called back to make their comments at the appropriate time, and staff tried to address those speakers who had legitimate concerns regarding a specific topic. Chairman Diaz noted the process was not perfect and could be improved, but staff did a commendable job. He said he would personally thank staff/phone operators who registered those callers and took much criticism from callers.

Regarding e-mails, Chairman Diaz noted last night's procedures were adjusted to inform the people that they needed to register their names and email addresses. He noted however, that after callers were informed that their names and e-mail addresses would be

announced, the number of e-mail responses dropped. Chairman Diaz noted it would be inappropriate, however, to give out e-mail addresses, and they were not read after implementing that rule. He called for more comments from Task Force members regarding whether or not remote access should be provided for the remaining public hearings. He noted the public hearing dates could be changed at the discretion of Task Force members.

Commissioner Gimenez stated he felt it was important that individuals be allowed to express their comments on the record; that it was a public record and an informational process. He concurred with Mr. Kuper's proposal, noting the Task force members could rebut, accept or reject that information without a debate. He also stated he thought the technical interactive forum process was good, convenient and would invite more public participation and input; and that it was his preference to continue this process for the balance of the public hearings.

Mr. De Grandy echoed Commissioner Gimenez' comments and asked that the Task Force members consider the process used at last night's forum for the remaining public hearings. He also expressed appreciation to Chairman Diaz and Mr. H.T. Smith for their comments in his defense.

Mr. Ferre noted public perception was important and public servants should go out into the community as much as possible. He suggested continuing the public hearings as advertised in the regional locations, and if the public participation was low in the first two hearings, than they could consider changing the forum. He also noted this would not preclude the Task Force from convening in another forum as the last one at the end of this process.

Mr. H.T. Smith noted he liked the idea that everybody had an opportunity to participate in every forum by telephone, e-mail or in person, rather than the perception that public servants needed to be seen in the community. He suggested the Task Force members consider allotting a designated time for e-mail responses and delay addressing them until after those who appeared in person were addressed.

Chairman Diaz clarified the proposal as follows: to advertise the e-mail and phone capability to begin one hour after the public hearing started.

Commissioner Souto concurred that e-mail and phone access was great but expressed concern that Task Force members should meet at the various locations.

Mayor Gibson noted she initially supported going out into the community but subsequently changed her position based on the high level of participation at last night's forum and feels that the remaining public hearings should be held in the Chambers. She stated she believed the public would expect the interactive technology to be available at future public hearings.

Chairman Diaz emphasized the need for Task Force members to think creatively, outside-the-box, about how to increase the public participation in future hearings. He noted it was necessary at one time to travel around County due to the lack of technology; and this Task Force had an opportunity to provide a model for future forums that would allow greater inclusion from any geographical location. He noted he concurred with Mr. Ferre's comments that public perception was important on some issues, but he would encourage Task Force members to establish a different, yet better process.

Mr. Greenberg noted he was pleasantly surprised with the success of last night's public hearing and commended Chairman Diaz for an amazing job. He noted the only way they would have any impact with the County Commission was to assure the Board that the citizens supported the Task Force's recommendations. He recommended that future Task Force meetings be held in the Chambers so that they could be televised; and that public transportation be provided to the Stephen P. Clark Center from the various locations.

Ms. Soler-McKinley noted she received a fax from the Community Relations Board (CRB) regarding their public hearings being conducted at the same locations. She suggested the Task Force's public hearings be held at a central location to avoid confusing the public.

Chairman Diaz noted he prepared a letter in response to the CRB's request that their meetings be held jointly with the Task Force meetings; that this request was declined at the last Task Force meeting; and that a copy of his letter was included in today's agenda package.

Mr. John Hogan and Mr. Holland concurred that the meetings should be held in the Chamber with remote technology to various locations, particularly because of the level of participation in last night's public hearing process. Mr. Hogan noted this process may prove to be more efficient considering the time constraints this Task Force was working under. Mr. Holland suggested, however, that remote location(s) should be identified for some pockets of the community that may not have the technology capabilities or transportation, such as the elderly population, who appeared to be more politically involved.

Mayor Dermer commended Chairman Diaz on the way he handled last night's meeting. He noted the Task Force members could reach a consensus very quickly on certain issues based on the public input received, however, he suggested the public be encouraged to offer some solutions as oppose to identifying the problems.

Chairman Diaz noted he tried to guide the speakers in that direction, but the nature of speakers' comments was that solutions would largely need to come from the Task Force. He noted his primary concern was to ensure integrity in the process and that the final recommendations of the Task Force were valuable. He also noted he felt the County Commission would be more inclined to accept the recommendations of this Task Force if they received the public support.

Mayor Diaz-Padron concurred that if the public supported the Task Force recommendations than the County Commission would listen.

It was moved by Mr. Ferre that the Task Force continue with the public hearing process as scheduled at the regional locations at the South Dade Government Center, the City of Miami Beach and the Caleb Center; that a subcommittee of this Task Force be created to attend forums in various regions; and that an additional televised interactive technology meeting be added to this process. This motion was seconded by Mr. Holland and upon being put to a vote, the motion failed to carry.

It was moved by Mr. H.T. Smith that the three remaining public forums, already scheduled and advertised for the remote locations in South Dade Government Center, the Caleb Center and the City of Miami Beach, be conducted in the Commission Chambers at the Stephen P. Clark Center. This motion was second by Mr. Illas for discussion.

Mr. Kuper offered a friendly amendment to provide public transportation from the regional locations to the Stephen P. Clark Center.

Chairman Diaz pointed out that the chambers may not be available on those dates; however, the dates could be changed.

Mr. H.T. Smith accepted the friendly amendment to the motion extended by Mr. Kuper and Mr. Illas seconded the amendment.

Following Mr. Holland's suggestion that at least one televised meeting be scheduled on the weekend, Chairman Diaz pointed out that Saturday meetings could interfere with religious holidays and some people may feel excluded.

Commissioner Gimenez offered a friendly amendment to have staff provide the interactive technology at the remote locations, on the same date and time the public hearing of that region was scheduled to be televised in Chambers.

Mr. H.T. Smith, the mover of the motion and Mr. Illas, the second of the motion, noted the amendment was acceptable.

Following further discussion, the Task Force members proceeded to vote on the pending motion as amended, that the three remaining public forums already scheduled and advertised for the remote locations in South Dade, the Caleb Center and Miami Beach, be held in the County Commission Chambers at the Stephen P. Clark Center, subject to the availability of the Chambers; that public transportation be provided from the regional locations to the Stephen P. Clark Center; and that Interactive Technology (e-mail and telephone capability) be provided by staff at the regional locations on the same date and time the public hearing of that region was scheduled to be held in Chambers. Upon being put to vote, the foregoing motion passed unanimously by those members present.

- **Report on Media/Outreach & Charter Review Website**

Clerk's Summary and Official Minutes
Charter Review Task Force Meeting
August 15, 2007

Chairman Diaz expressed appreciation to Mr. Vasquez and Mayor Gibson for representing him in a media opportunity. He also expressed appreciation to Mayor Gibson for contacting him in advance regarding her participation in a media opportunity. Chairman Diaz requested more volunteers, specifically to appear on the Creole radio station, WRHB, for three days during the week. He noted that the Task Force could decide the dates and that he preferred some representation from the African American community, considering the sensitive nature of comments expressed at yesterday's forum.

In response to Chairman Diaz' request for volunteers, Mayor Gibson, Mr. Smith and Mr. Holland agreed to volunteer. Mr. Ferre noted he would volunteer as well, but that he needed to have the scheduled dates and times in advance.

Chairman Diaz said he would coordinate the times and schedules and that the Task Force members who volunteered would be contacted. He noted there would be other media opportunities. He asked members to respond to staff's e-mails soliciting volunteers, if they wish to be designated.

Mr. Vasquez suggested a media opportunity be scheduled with the Hispanic Radio Station "La Poderosa" (WWFE 670 AM) for a Task Force member to participate in.

Chairman Diaz asked that any Task Force member wishing to participate in future media opportunities to contact him in advance as Mayor Gibson did, so that he could remind Task Force members not to take a position when representing the Task Force.

Mr. H.T. Smith noted his recent involvement with a public service announcement on a local radio station, WMBM, and that he did not communicate that with the Chair of the Task Force because he believed it to be a violation of the Sunshine Law, however, he did communicate it with staff.

Chairman Diaz explained that as a procedural matter, the Task Force members could communicate with him regarding their participation in media opportunities provided that they did not discuss the substance of the Task Force deliberations. He asked that they communicate with his office or staff in advance before appearing before the media.

Chairman Diaz stated he maintained his position that any Task Force member was free to exercise their first amendment rights to state their personal position on any issue; that Task Force members should exercise their discretion when appearing before the media and consider whether doing so would improve the process.

Mr. De Grandy advised that Ms. Rosa Ortega contacted his office regarding some media opportunities, but he respectfully declined the invitation. He said he felt that he should not participate in any media opportunity on behalf of the Task Force, but he would continue to share his own personal views and opinions with this Task Force and the public, if asked.

Chairman Diaz asked that out of respect for this Task Force and the process, that he be given the benefit of hearing, first, the opinion of Task Force members on issues that had not been deliberated on. Otherwise, the rule remains that Task Force members were free to exercise their first amendment rights provided they used personal judgment.

- **Report on Letters to Knowledgeable Members of the Community**

Chairman Diaz noted he received many comments regarding the status of the Charter Review Task Force process. He encouraged Task Force members to communicate with the body that appointed them to this Task Force; lobby, if appropriate, on issues; and report back to the appropriate parties. He stated he did not want to field all of the questions regarding the status of this process, and it would be helpful if Task Force members communicated with the County Commissioners.

Report by Chairman Diaz

- **Request for Extension of Time**

Chairman Diaz referred to a resolution prepared and sponsored by Commission Chairman Barreiro indicating this Task Force would not submit its recommendations on October 31, 2007; that they would submit them on January 29, 2008 instead. Chairman Diaz noted he amended this resolution to reflect the intent of the Task Force's discussion, which was that the Task Force needed additional time to complete its deliberations but intended to submit a preliminary report and recommendations to the County Commission by October 31. He noted the Task Force would continue its deliberations within the 90-day extension and would submit its final report and recommendations by January 29, 2008.

Chairman Diaz questioned whether any Task Force member objected to his proposed amendment.

Hearing no comments or objection, Chairman Diaz noted the amended resolution would be presented at the Government Operations and Economic (GOE) Committee in September 2007. He noted he would not be available to attend that meeting and questioned whether anyone on the Task Force would volunteer to represent the Task Force's position at that hearing.

Commissioner Gimenez volunteered to represent the Task Force at that Committee meeting.

In response to Mr. Holland's request for clarification on whether it would be appropriate for Commissioner Gimenez to represent this position since he originally opposed the extension, Commissioner Gimenez assured Mr. Holland that he would represent the position of the Task Force at that Committee meeting.

5. Discussion of Approved Charter Review Issues (in priority order)

- **Study of Compensation – Mayor and Board of County Commissioners (BCC)**

Chairman Diaz asked if any Task Force members had questions concerning the materials prepared and distributed by staff. He stated he would like to adopt a different system for today's discussion by having each member voice their opinion regarding compensation of the County Commission. He noted his opinion was that commissioners were under-compensated and should be compensated consistent with the State Statutes. He recommended the ballot question be worded to state that a commissioner shall be compensated in a manner set forth by State Statutes provided they accept a prohibition on outside employment; that any salary increase would be tied to some restriction with respect to outside employment; and that commissioners would be given an option to become employed full-time, if compensated pursuant to State Statutes.

Mayor Dermer stated he would put that in a form of a motion. Mayor Gibson seconded the motion for discussion.

Chairman Diaz proposed that the commissioners' terms of office be limited to three 4-year terms.

Mayor Dermer suggested the terms of office be limited to two 4-year terms as opposed to three.

Commissioner Gimenez noted he offered a similar motion before the commission but that his motion did not include an option regarding outside employment. He stated he felt that Miami-Dade County should be the commissioners' sole employer.

Chairman Diaz noted he had concerns with the two subject rule and whether linking the term limits to the salary increase would be a valid ballot question. He suggested Task Force members vote on these issues separately and seek legal advice on the rule.

Mr. Ginsberg advised that the Supreme Court decided there was no one-subject rule for Charter amendments.

Discussion ensued among the Task Force members on the pending motion and how to frame the ballot questions.

Mr. Ferre noted the question on increasing the commissioners' salaries had been presented to the electors several times and was rejected. He noted he felt that voters would not approve a salary increase unless it was linked to term limits.

Chairman Diaz restated the motion as follows: that the County Commission position would be a mandatory full-time position with a prohibition on outside employment; and

that commissioners receive a salary increase pursuant to the State Statutes (approximately \$89,000).

Mr. Greenberg noted all Task Force members agreed there needed to be an increase in commissioner salary, but the issue was the option of full time employment. He noted unless term limits were included, it may be difficult to get voters to approve a salary increase. He noted the Task Force could recommend both issues now and decide at a future meeting whether to link them in one ballot question.

Discussion ensued further regarding whether or not to link term limits with a salary increase for Commissioners on the ballot question.

Following comments regarding whether the Task Force should proceed to vote on the commissioner's compensation and terms of office, as a preliminary recommendation and then place it before the public for input, Chairman Diaz emphasized that all recommendations made by this Task Force would be preliminary, as previously decided and would be put out for public input before the Task Force submits their final recommendations to the County Commission.

Mr. Ginsburg stated he prepared a written proposal that was placed on the agenda two meetings ago, but was not in the current materials and these issues were important to him for many reasons. He stated the foregoing motion seemed to be following the same path as previous charter revisions, which were rejected by the voters.

In response to Chairman Diaz' request that Mr. Ginsburg state his proposal for the record, Mr. Ginsburg noted his proposal was that a committee be established, consisting of five distinguish citizens to set the commissioner's salary; that the membership include the Chief Judge of the Eleventh Judicial Circuit Court; the Miami-Dade State Attorney; the President of Miami Dade College; the immediate past Chair of the Public Health Trust and the immediate past Chair of the Community Relations Board; that in the event any one of these individuals could not serve, the governor would appoint a substitute; and that the committee would meet under the auspices of the Clerk of the Courts only, who would provide the secretarial and technical support. Mr. Ginsburg also highlighted a number of provisions outlined in his proposal. He noted he believed his proposal would set a system with provisions that the voters would have faith in and that he believed the voters would approve.

Mr. Illas concurred with Mr. Ginsburg that the voters had repeatedly rejected the ballot question to increase the commissioners' salaries, and that it should be taken out of the Charter context. He noted he was opposed to term limits, philosophically, but agreed they were important. He suggested Task Force members consider Mr. Ginsburg's proposal.

In response to Mayor Dermer's question regarding how the ballot question would be worded to accomplish the intent of this proposal, Mr. Ginsburg noted he had not framed the ballot question, but essentially the wording would include the Charter establish a

committee to consider the commissioners' salaries with a number of provisions in the ballot question that highlighted the intent of his proposal.

Discussion ensued among Task Force members regarding Mr. Ginsburg's proposal.

Referring to Resolution R-05-6106, Chairman Diaz asked whether any legal opinion had been rendered that required an amount of the salary increase be specified in the ballot question.

Mr. Ginsburg noted he had advised the Commission several times that an amount needed to be included, which was usually reflected in parenthesis as an approximate amount. He also noted the Appellant Court had consistently said that the amount needed to be included in the ballot question.

Commissioner Gimenez stated he felt Mr. Ginsburg's proposal was too complicated and the citizens would not understand it. He suggested the language on the ballot question be simple. He stated he believed the amount of the commissions' salary should be consistent with the State Statute formula; and that the position be full-time with a prohibition against any outside employment. He noted he did not object to term limits, and that he believed the intent of the Charter was never to limit the commissioner's salaries, but that an escalator clause was never added.

As a matter of procedural observation, Chairman Diaz stated he felt it was incumbent on the Task Force members to read all of the materials included in the agenda packages; and encouraged members to inform him or staff if they wanted to submit supplemental materials for inclusion in the agenda packages, which he noted, could be added up to the date of the meeting.

Chairman Diaz stated he found the merits of Mr. Ginsburg's proposal to be intelligent and thoughtful, but that he felt it was elitist and non-democratic. He stated he did not feel this proposal set the right tone for a public process; that he did not want to forfeit his right to have input and that the people should decide. He also stated he felt there was no guarantee that the composition of the proposed committee would represent the diverse sections of this community.

Regarding the subject of term limits, Chairman Diaz noted term limits had never been linked in prior ballots. He concurred with Mr. De Grandy's comments regarding citizens not feeling they were getting something in return, regardless of the merits of the proposal; and that he agreed with Mayor Gibson's that public input should be provided before debating this issue before the Task Force.

Mr. Martinez noted he read Mr. Ginsburg's proposal, but disagreed with some of it. He stated he felt that any number placed on the ballot would be rejected; that the amount of commissioners' salary should not be placed on the ballot; and that a committee should not be established to determine commissioners' salaries, as proposed by Mr. Ginsburg.

Mr. Ferre stated he felt the voters needed to be given something significant. He noted he did not agree with Mr. Ginsburg's proposal for practical reasons and that an elitist approach would not pass. He did agree, however, that an option for outside employment should be included and that the Commission budget should be frozen for five years in lieu of the three years proposed by Mr. Ginsburg.

Mr. Holland commended Mr. Ginsburg on his proposal, for thinking outside the box, and for bringing a lot of issues to the table. He noted academically, he did not agree with the term limits, but understood that if a commissioner was to receive a decent salary, it may need to be tied to term limits. Mr. Holland noted; however, that he would not support two 4-year terms. He also noted he believed the true concern with voters was their poor perception of politicians.

Regarding the incremental value of term limits, Chairman Diaz pointed out that when a salary increase was presented without limits in the 2006 referendum, it failed by 58.12 % of the voters.

Mr. Vazquez noted he opposed term limits and that he felt the voters would not approve a salary increase for commissioners.

Mr. De Grandy stated he felt a consensus was emerging on whether the ballot question on term limits should be linked to salary increase for commissioners. He suggested some provisions in Mr. Ginsburg's proposal would be useful. He also suggested, since this would be a preliminary vote, that the maker of the motion offer a more generic motion to create a consensus.

Mr. Dermer stated he would like to encompass some of Mr. Ginsburg's proposed provisions in his motion; and that he would accept Mr. De Grandy's suggestion to help frame the motion. He restated his motion as follows: to have the State mandated formula for the salary increase; that the County Commission position be full-time; and that the terms of office be limited to two 4-year terms. He stated he would entertain amendments but would let the public decide whether full-time employment should be an option.

Mr. Kuper stated he was opposed to term limits, philosophically, but he supported them in practicality. He also stated he felt it would be unfair to preclude people with outside employment from serving on the County Commission.

It was moved by Mr. H.T. Smith that the Chair call for a vote on the pending motion on the table. This motion was seconded Ms. Yvonne Soler-McKinley, and upon being put to a vote, the motion failed to carry.

Further discussion continued on the pending motion.

Mr. Holland offered a friendly amendment to include a penalty provision that any Commission found guilty of a criminal violation of the public trust, shall forfeit any and

all of his/her public earned retirement and pension benefits, in addition to the criminal penalty.

Mr. Dermer and Mr. Illas accepted the friendly amendment.

Mr. Ferre offered a friendly amendment that the motion include a budgetary control provision for a set period of time.

Mr. Dermer rejected that amendment, stating it would be too complex.

Upon conclusion of the discussion, Chairman Diaz requested a roll call vote. Following a roll call vote, the motion carried 11-3. (Mr. Kuper, Mr. Vasquez and Mayor Diaz Padron voted No), (Mr. Ginsburg, Mayor Martinez, Commissioner Souto, Mr. De Grandy, Ms. Lynn Dannheiser, Mr. Larry Handfield and Ms. Elizabeth Hernandez were absent).

The Charter Review Task Force, by preliminary vote, presented for public comment and input, the following proposal:

- 1) Commissioners would receive a population based salary provided by Florida's Statutory formula (approx. \$89,000);
- 2) Commissioners' terms of office shall be limited to two 4-year terms;
- 3) Commissioners' would be prohibited from outside employment; and
- 4) Any Commissioner who is convicted of any crime involving a breach of public trust shall be subject to forfeiture of his/her public earned salary and pension rights and privileges.

- **Study of Term Limits – BCC or other elected officials**

(See report under -Study of Compensation-Mayor and Board of County Commission)

6. Old Business

Study of the Sheriff, Tax Collector, Property Appraiser and Supervisor of Elections being elected

Not presented

7. New Business

Chairman Diaz noted at the next Task Force meeting, the study of the four constitutional positions (Sheriff, Tax Collector, Property Appraiser and Supervisor of Elections) would be discussed first, followed by a discussion on the Composition of the Mayor and Board of County Commissioners. Chairman Diaz noted he would defer all committee reports in order to begin the substantive discussions.

Chairman Diaz also noted that additional staff and resources were made available to this Task Force. He commended staff for an amazing job at gathering and distributing materials requested by this Task Force on issues they would discuss.

Chairman Diaz highlighted materials staff had gathered for inclusion in the next meeting's agenda and asked if Task Force members would like any additional items.

Mr. Illas asked that when the analysis was done of the County's demographics, that the registered voters information be included.

Chairman Diaz requested that any Task Force member wishing to submit additional materials for the next agenda, inform him by tomorrow, or submit any supplemental item to staff before the next agenda package was prepared. He also asked members to review agenda packages for any items excluded and contact him or staff in advance to ensure the item was included. Chairman Diaz noted it would require some discipline on the Task Force member's part so that they could get to more substantive matters.

Mr. Ferre indicated he submitted a memorandum of additional issues to be included in today's agenda package, but it was excluded and he requested some consideration be given to discuss this item in the near future.

Chairman Diaz noted Mr. Kuper requested the Task Force re-evaluate the list of priorities using the public input received at yesterday's forum. He congratulated everyone for accomplishing an open and inclusive process in a timely matter.

It was moved by Commissioner Gimenez that the next Task Force meeting be televised. This motion was seconded by Mr. Diaz-Padron.

Chairman Diaz commented that he consulted on this issue and was advised that televising the meetings might promote lengthy discussion; however, it would do much for public education and confidence on the issues. He stated, however, that he wanted to avoid an extended debate.

Chairman Diaz called for a vote on the pending motion that future Charter Review Task Force meetings be held in the Commission's Chamber and televised, subject to the availability of the Chamber. Upon being put to a vote, the motion passed unanimously by those members present.

8. Adjournment

There being no further business to come before the Task Force, the meeting was adjourned at 2:43 p.m.

Victor M. Diaz, Chairman
Charter Review Task force

CLERKS SUMMARY AND OFFICIAL MINUTES
CHARTER REVIEW TASK FORCE WORKSHOP & PUBLIC HEARING
August 14, 2007

The Charter Review Task Force convened in a meeting on August 14, 2007, at 6:00 p.m. in the Commission Chambers on the second floor 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 Mr. Miguel De Grandy, Mayor David Dermer, Mr. Maurice A. Ferre, Mayor Shirley Gibson, Commissioner Carlos A. Gimenez, Mr. Robert A. Ginsburg, Mr. John Hogan, Mr. Murray Greenberg, Mr. Robert Holland, Mr. Richard Kuper, Mr. Raul L. Martinez, Mr. H. T. Smith, Ms. Yvonne Soler-McKinley, and Mr. Ignacio Vasquez; (Ms. Lynn Dannheiser, Mr. Carlos Diaz-Padron, Mr. Larry Handfield, Ms. Elizabeth Hernandez, Mr. Francois Illas, and Commissioner Javier D. Souto were absent).

Staff members present were Assistant County Manager Susanne Torriente, Assistant to the County Manager Margaret Fernandez, and Deputy Clerks Diane Collins and Mary Smith-York.

1. CALL TO ORDER

Chairman Diaz called the meeting to order at 6:00 p.m. and welcomed those members of the community present in the Chambers and the viewing audience. He invited those watching this broadcast on television to call in their comments and/or questions with respect to the issues to be discussed today. Chairman Diaz explained that the structure of County Government was governed by the Home Rule Charter; that the charter review process was established by the County Commission and occurred every five years. Chairman Diaz informed attendees that the subject for discussion was how to make the operations of County government more efficient, more representative of the residents of Miami-Dade County; and tax dollars more efficiently spent.

Following individual Task Force members introducing themselves, and further comments by Chairman Diaz regarding the selection process of the Task Force members, Chairman Diaz provided a brief overview of the format for tonight's public hearing, advising that he would call registered speakers by name to come forward and present their comments/questions. He noted several distinguished members of the community received special invitations from Task Force members to address specific issues. Chairman Diaz then recognized Commissioner Tomas Regalado, City of Miami (District 4), and invited him to present his remarks.

City of Miami Commissioner Tomas Regalado noted he would address the issue of election of the County Property Appraiser. He stated that the two largest cities of Miami-Dade County (Miami and Hialeah) had posed the non-binding ballot question regarding the election of the property appraiser and more than 70% of the votes were in favor of electing the property appraiser. He pointed out that Miami-Dade County was the only county in the State of Florida that did not elect its property appraiser.

Commissioner Regalado emphasized the need for Miami-Dade County to have an independent property appraiser who would be accountable to the residents of this community. He acknowledged that the property appraiser's functions were governed by the State Statutes, which

were flexible. He further noted the State Statutes allowed appraisals to be assessed based on income, which was the method used by Broward County's Property Appraiser, Lori Parrish. Commissioner Regalado informed that the Property Appraiser was sending the TRIM notices for commercial property, particularly apartment buildings that were 50-70% higher than last year. He urged the Task Force place the question of election of the Property Appraiser on the ballot this January 2008. Commissioner Regalado advised that in light of the recent failed promises of reduced homeowners' insurance rates and property taxes, people were losing faith in government. Therefore, he recommended having an independent property appraiser who would be accountable to the people and their needs.

Chairman Diaz expressed appreciation to Commissioner Regalado for his attendance today. He explained that the Task Force had preliminarily identified 12 areas of the Charter being considered for possible reform and provided a brief overview of each area. Chairman Diaz then recognized the Executive Director of the Commission on Ethics and Public Trust, Mr. Robert Meyers, as the next invited speaker.

Mr. Robert Meyers, Executive Director, Commission on Ethics and Public Trust (COE), advised that his presentation would address issues dealing with the size of the Ethics Commission and the authority of the COE to enforce the Citizens' Bill of Rights. Mr. Meyers distributed a report listing the major points of his discussion, which included the following:

- Although the Citizens' Bill of Rights specifically gave the COE the authority to review, interpret, render advisory opinions and enforce county and municipal codes of ethics ordinances, conflict of interest ordinance, lobbyist registration and reporting ordinances, ethical campaign practices ordinances and the Citizens' Bill of Rights, the COE lacked the authority to impose specific sanctions against violators of the Citizens' Bill of Rights.
- In order for the COE to gain the authority to enforce the Citizens' Bill of Rights, the Home Rule Charter would need to be amended to identify the penalties that the COE could impose.

Mr. Meyers provided the following recommendations should the Charter Review Task Force determine the principles that make up the Citizens' Bill of Rights ought to be enforced:

- The Task Force should create penalties for violations of the Citizens' Bill of Rights enabling the COE to enforce the law; and

The sixteen standards should be redrafted in an effort to narrow the provisions to enable the COE to apply those provisions to actions of local public officials.

Increase the membership on the COE for greater occupational diversity.

- Utilize hearing examiners in certain cases which would have a positive impact on the COE's workload.

Following Mr. Meyers' presentation, Chairman Diaz acknowledged a request from a member of the Task Force that questions for the speakers be permitted. He commented on the large amount of public interest evidenced by the number of phone calls on hold and emails received. Chairman Diaz then opened the floor to questions for Mr. Meyers and the following comments were made:

Mayor David Dermer, City of Miami Beach, requested information regarding the COE's budget; specifically whether Mr. Meyers felt that he was under any pressure from his current funding source (County Commission), as far as who and how he investigated; and whether he felt a more expansive funding source would improve his ability to conduct proper investigating—even when investigating the body that provided the funding.

In response, Mr. Meyers noted a dedicated source of revenue for the COE made sense, and an expanded source of revenue would provide some insulation from the body that funded it. Mr. Meyers pointed out that other than the Commission, only the Courts had authority hold the COE accountable for its actions. He noted the COE staff consisted of 16 employees with a \$2 million budget, which he explained was not sufficient given the agency's countywide responsibility. He further noted the COE had six investigators to handle approximately 350 requests for opinion annually, plus training and outreach services.

Mayor Raul Martinez, City of Hialeah, questioned who held the COE accountable, and suggested that based on the responsibilities of the COE and of the Commissioners, the Charter Review Task Force consider whether the Director of the Commission on Ethics and Public Trust should be an elected position.

In response, Mr. Meyers explained that the courts review the COE's actions, and people can appeal up to the Circuit Court if they felt a decision was wrong; the County Commission also delivered oversight as the funding source. Pertaining to the issue of electing the Ethics Commission, he noted no elected officials were involved in the employment process, and except for the Chief Judge or Circuit Judge, the courts had no involvement with the County Commission, which made this system work well. Mr. Meyers stated he did not support the concept of electing the Ethics Commission. He noted the idea of people "running" for this position would negate the notion of having experts in the field of ethics who could make the objective decision required by the COE and create the possibility for conflicts of interest.

Mayor Martinez questioned who appointed the Ethics Commission Director and why the creation of a Commission on Ethics and Public Trust was in the Charter.

Mr. Meyers responded that he felt the Ethics Commission was in the Charter to provide it some degree of independence and insulation from the political process. Mr. Meyers agreed with Mayor Martinez' comment that the Task Force should address the issue of funding for the COE in the Charter.

Chairman Diaz read into the record the following comment emailed by an unidentified writer:

- "Thank you for allowing the public to provide public comment by email. (Mayor) Raul Martinez brings up a good point. The Inspector General should be elected too."

After requesting Mr. Meyers to expand on the issue regarding use of hearing examiners, Mr. Miguel De Grandy asked whether Mr. Meyers had conveyed the aforementioned questions to the County Commission and whether some of the issues could be addressed via ordinance, rather than in the Charter.

In response, Mr. Meyers advised that the size of the COE could only be addressed by the Charter. In regards to hearing examiners, the County Commission was in the process of addressing this matter in an effort to reduce the current backlog in the COE. Mr. Meyers noted that a process by which recommendations could be made by a hearing examiner would allow for faster due process.

Mr. Robert Holland proposed the concept of bringing the COE under the auspices of the Office of the Inspector General (OIG) and having the OIG's position elected by the voters.

Mr. Meyers responded by stating the two bodies addressed two different areas and declined to speak on the OIG's behalf with respect to Mr. Holland's question. He acknowledged that the two entities occasionally overlapped, but noted there were more differences than similarities.

Chairman Diaz thanked Mr. Meyers for making his presentation today and for performing his job for the County. He acknowledged the arrival of former Miami Mayor and former County Commissioner, Mr. Maurice Ferre; Mr. H.T. Smith; County Commissioner Carlos Gimenez; Mr. Miguel De Grandy; and City of South Miami Manager, Ms. Yvonne Soler-McKinley before recognizing Mr. Chris Mazzella, the County's Inspector General, as the next invited speaker.

Mr. Christopher Mazzella, Inspector General, provided a brief historical review of the reason the Office of Inspector General, (OIG) was created. Mr. Mazzella explained that much of the OIG's budget was directed at corruption, such as criminality, bribery, etc. He noted that a great deal of the OIG's resources were devoted towards the non-traditional areas of corruption, eg mismanagement, abuse, and waste. Mr. Mazzella noted most Federal and State agencies, did not look at those issues, so the OIG and the COE were needed, as well as any other auditing agency within the framework of government that looked at those areas of corruption that cost taxpayers a lot of money. Mr. Mazzella further noted that by ordinance, the OIG operated as an independent autonomous agency with subpoena power and was designated by the FBI as a criminal justice agency. He stated the OIG operated with a contract between the County Commission and the Inspector General.

In response to Chairman Diaz' request for comments regarding areas the Task Force should address within the OIG, Mr. Mazzella directed attention to the issue of whether the OIG should be part of the Charter. He referenced a prior request by a former Charter Review Task Force to include the OIG in the Charter, pointing out that at that time the County Commission voted not to present that question to the voters. Mr. Mazzella stated he felt this was still a viable issue.

Regarding Chairman Diaz' inquiry as to whether the OIG should be separate from County government, Mr. Mazzella advised that he felt the County Commission should continue its maintenance over the OIG's funding and powers to ensure accountability. He noted although the

OIG's actions were reviewed by the courts, there should be a body that performed oversight of the actions of the Inspector General's office. Pertaining to Chairman Diaz' question regarding whether there were elected Inspector Generals in other major metropolitan areas, Mr. Mazzella stated he was unaware of any elected Inspector General in the United States. He acknowledged the County Commission's jurisdiction over the OIG's budget and power, but advised that the OIG did not report to that body regarding its investigations.

In response to Mr. H.T. Smith's inquiry regarding the process in place to evaluate the OIG's annual performance, Mr. Mazzella stated that he had a renewable four-year contract with the County. He advised that he would receive a cost of living increase and a meritorious pay increase of five percent on an annual basis. Mr. Mazzella pointed out that at any time during the course of his contract, the County Commission could convene a meeting and evaluate his performance, but confirmed that this had not occurred to date, other than during the budget process.

Following an emailed comment concerning exemption of disclosing phone numbers and email addresses in public records, discussion ensued regarding emailed comments being accompanied by the senders name and address. Chairman Diaz requested all email senders include their names and addresses along with their comments so it could be read into the record. He then read Mr. Jean Souffrant's email comment regarding Haitian American representation into the record.

Chairman Diaz requested that all speakers limit their comments to two minutes.

Mr. Warren Lovely, 15323 S.W. 74th Place, Palmetto Bay Steering Committee and Let's Incorporate Now Coalition (LINC), provided the following comments:

Issue 10: Study of Municipalities and Unincorporated Municipal Service Area (UMSA)

- the current incorporation and petition process was too difficult;
- the average County Commissioner was elected by less than 15% of the registered voters in their respective districts in the last two elections and would not have been elected using the 25% required for Incorporation;
- the concern for the creation of enclaves should be directed more towards annexations that permitted cities to "cherry-pick" areas, than municipal incorporations;

Issue 4: Study of BCC Composition

- opposed single member district commissioners, and supported a majority of the Commission being elected at-large; and
- if sufficient changes could not be made to put taxpayers in charge, the Home Rule Charter should be abolished.

In response to Mr. Richard Kuper's question regarding discussion of the issues presented today, Chairman Diaz announced that a Task Force meeting would be held tomorrow morning (8/15) at 10:00 a.m. on the 18th Floor of the Stephen P. Clark Center, in Conference Rooms 3 and 4. Chairman Diaz then invited a caller to present remarks.

Mr. McHenry Hamilton, 7860 S.W. 86th Street, via telephone, expressed his opinion that the Task Force was imbalanced as to its representation of the citizens of Unincorporated Municipal Service Area (UMSA). He stated over 50% of the County's population resided in the UMSA area, but observed that only a few members of the Task Force were from that area. Mr. Hamilton commented that no municipality within close proximity desired to annex East Kendall, and provided reasons supporting his opinion.

Ms. Beverly Gerald, 14271 S.W. 74th Court, LINC Chairwoman, advised that she would address Issue #10 (Study of Municipalities and UMSA). She stated the study of municipal incorporation should require that once a Municipal Advisory Committee (MAC) established a pro forma municipal budget that the Managers/Designees of two Miami-Dade cities had approved, an up or down vote would be held without delay. She further noted no additional moratorium on incorporation should be approved. Ms. Gerald acknowledged that annexation should be explored by existing cities, but not at the expense of areas already seeking incorporation. She spoke in opposition to the requirement to obtain signatures of 25% of registered voters to launch petitions and provided reasons why it was an insurmountable burden. Ms. Gerald suggested the County Commission reinstate the 10% signature requirement for petitions.

Mr. De Grandy asked whether Ms. Gerald thought the area outside the Urban Development Boundary (UDB) should be annexed, incorporated, or remain as UMSA; whether she was advocating for a total incorporation of the County; and if so, what would happen when people voted against incorporation.

Ms. Gerald responded by stating she supported the democratic process and when a vote failed it reflected the will of the people. She advised that she felt whether inside or outside the UDB, individuals should have the opportunity to consider whether or not they want to incorporate. She further noted that maintaining the County's control over those areas outside the UDB often deprived the residents from making decisions for themselves.

Mr. H.T. Smith inquired as to whether any empirical data had been developed comparing the petition standards in other metropolitan areas throughout the State of Florida to support Ms. Gerald's opinion that 25% of registered voters was too much.

Commissioner Gimenez advised that the standard petition signature requirement for changing government was 10% and the standard for a recall was 4%. He pointed out that the standard for becoming a municipality was two and a half times greater than the standard for changing the form of government.

Chairman Diaz read into the record the following email comment submitted by Ms. Janet Robinson, 2200 NW 120 Street:

- “According to the Bill of Rights, citizens have the right of self-determination. What role does this right play in the annexation and incorporation of new cities? Do citizens still, as a result of the right, have the right to decide if they want to become their own city? Do elected officials have the authority to determine what areas are allowed to vote on whether or not to become cities?”

Ms. Nancy Lee, 20448 NE 34 Court, appeared before the Task Force and provided the following remarks:

- Issue No. 1 – Supervisor of Elections should not be elected;
- Issue No. 3 – BCC term limits should be eight years;
- Issue No. 4 – composition of the BCC was unfair; and that at least two commissioners should be at-large;
- Issue No. 8 – additional regulations were needed for lobbyists;
- Issue No. 9 – Ethics Regulations needed to be addressed; and commissioners should not be allowed to vote on issues involving relatives;
- Issue No. 11- she was charged \$2,000 for a public records request; and she only asked to view phone records; and
- Issue No. 12- she concurred with Mayor David Dermer regarding changes by citizens’ votes not by commissioners.

Upon conclusion of Ms. Lee’s presentation, Chairman Diaz took a call from Mr. Marshall.

Mr. James Marshall, 13900 Harrison Street, Richmond Heights, expressed concerns regarding the following issues via telephone:

- issuance of zoning notices to all homeowners and special accommodations for blind citizens should be provided since they can’t read the newspapers; and
- commissioners should be elected countywide and there should be an ethnic breakdown of the community for each member.

Chairman Diaz stated for the record that Mr. Marshall was the President of the Richmond Heights Homeowners Association.

Ms. Kathy Charles, 15471 S.W. 152 Court, appeared before the Task Force and commented on Issue No. 4 – BCC Composition. She asked that the Task Force members consult case studies or substantive reviews by communities that reorganized the composition of their local governments as a tool to evaluate the impact at-large representation would have on the County. She acknowledged that benefits could be derived from at-large representation and suggested that a balanced number of single-member districts and at-large representations be established.

Chairman Diaz requested Ms. Charles’ opinion on the following approaches: 1) to continue district elections wherein the candidates run within their districts of residence in the primary election; then the two candidates receiving the highest number of votes would be submitted to at-large elections countywide; and 2) to consider making the at-large districts geographic in nature, rather than the size of regular districts there would be east, west, north, and south commissioners representing and residing in the larger more diverse at-large districts.

Ms. Charles noted the first model would address concerns regarding how the at-large representation would affect governance of a particular area versus countywide. She noted the second issue would work best with the mixed single-district representation.

Mr. Murray Greenberg advised his understanding of Ms. Charles' comments to be, the combination of single-member and at-large commissioners was acceptable, provided a system was set up to ensure the at-large members were also representative of the diversity of the community, to which Ms. Charles concurred.

Mr. H.T. Smith inquired of Ms. Charles as to whether she felt the current system, which was the result of a past lawsuit citing unfair representation for Blacks and Hispanics, should be eliminated or whether other alternatives should be considered as well.

Ms. Charles stated that should the Task Force decide to consider a movement from single-members to at-large, it would be mindful of the representation of the entire community. She advised her acceptance of the issue remaining status quo.

Mr. Billy Isley, 1740 N.W. 193 Street, appeared before the Task Force and provided the following comments:

- Issue No. 1 – the Police Chief (Sheriff) and Tax Collector should not be elected; the Property Appraiser should be an independent entity; the Supervisor of Elections should be elected;
- Issue No. 2 – the Mayor should receive \$180,000 compensation, and Board of County Commissioners (BCC) should receive \$150,000 compensation; they should be full-time with no outside employment; in case UMSA was eliminated, the Mayor's compensation should be decreased to \$130,000 and the BCC to \$85,000; the BCC should convene meetings specifically for the purpose of dealing with UMSA issues;
- Issue No. 4 – BCC composition should remain the same;
- Issue No. 5 – Petitions should remain 4% of total vote; recalls should be done by a petition with the total number of votes from the last election; if no opposition, then 50% plus one; to recall the Mayor countywide should require 25% of votes cast in each district;
- Issue No. 6 – the Mayor should appoint directors with the BCC having oversight; the County Manager position should be eliminated; the Mayor should provide annual financial reports detailing expenditures made during the year, and establish benchmarks for performance evaluations.
- Issue No. 12 – the UDB should remain and not be changed through development.

Ms. Susanne Blake, 11363 S.W. 165 Terrace, Miami, via telephone provided comments regarding Issue No. 4-BCC Composition. She noted that every citizen registered to vote in Miami-Dade County should be able to vote for the 13 commissioners, eliminating the single-districts. Pertaining to Issue No. 12-Zoning and UDB Reform, Ms. Blake stated zoning notices were not sufficiently distributed to the residents/property owners surrounding the properties in question and notices of deferral dates were not being received. She also requested that vacancies on the Community Councils (CC) be filled in a timely fashion, particularly CC 14 and CC 15.

Dr. Bradford Brown, 11266 S.W. 166 Terrace, via telephone and email, provided comments regarding countywide elections versus single-member districts. He recommended the Task Force consider proportional voting that provided for minority representation and suggested the proportional voting system used in Cambridge, MA be considered as an alternative for Miami-Dade County.

Ms. Marva Lightbourne, 5561 N.W. 7th Court, appeared before the Task Force and provided the following comments:

- Issue No. 5 – Petitions: the required signatures for petitions should be 10%;
- Issue No. 6 – Balance of Power: spoke in opposition to the Strong Mayor;
- Citizens' Bill of Rights – should be part of the Charter; firings of County staff; the Mayor should not be authorized to fire employees at his discretion, rather should hold public hearings to address dismissals; and
- The Inspector General should be included in the Charter.

Mr. Francis Ragoo, 18940 N.W. 14th Avenue, appeared before the Task Force and spoke on the following issues:

- Issue No. 2 – Compensation: reasonable compensation for the BCC would be relative to that of comparable-sized cities;
- Issue No. 4 – BCC Composition: the current composition should remain single-member districts; in opposition to at-large voting districts;
- Issue No. 6 – Balance of Power: support the Strong Mayor structure; County Manager's position should be changed to Chief of Staff for the Mayor; and
- Issue No. 10 – Annexation: all of Miami-Dade County should incorporate.

Ms. Yvone Soler-McKinley asked if Mr. Ragoo was in support of maintaining single-member districts as the only option rather than having a combination of single-member and at-large districts.

Mr. Ragoo explained that he felt the single-member district commissioners needed to be empowered with greater responsibilities and accountability for the people who elected them.

Mr. Santiago Leon, 11600 S.W. 69th Avenue, appeared before the Task Force and noted he would address the issue of instant runoff voting and Proportional Representation, which was presented earlier by Mr. Bradford Brown. Mr. Leon advised that the instant runoff voting system implemented in other areas should be considered, and provided an example of that process. He then illustrated how the Proportional Representation voting system would prevent ethnically disproportional election results. He stated he had spoken with representatives of the National

Center for Voting and Democracy regarding the Charter Review process, which had offered to send experts to consult with the Task Force. He further provided the website address as www.fairvote.org.

Mr. Ronald Rodriguez, 15245 S.W. 31st Lane, Miami, appeared before the Task Force and spoke in opposition to the Property Appraiser position being elected.

Ms. Jennifer McCarter, 10201 S.W. 108 Street, via telephone, commented on Issue No. 10 – Incorporations. She spoke in opposition to annexations and provided examples of failed attempts by municipalities. Ms. McCarter spoke in support of the 25% requirement for petitions to incorporate. She concluded her comments by stating UMSA should not be mandated to be broken into small cities and asked the Task Force to consider leaving it intact.

Mr. Kuper commented that Ms. McCarter incorrectly stated that municipalities were attempting to disassemble the Fire Department and explained that the cities were pursuing the opportunity to vote and determine their own destinies. He then asked Ms. McCarter if she was against the people in the UMSA area having the opportunity to vote for or against incorporating their area.

Ms. McCarter stated she was not opposed to their having the opportunity to vote as long as the procedure of obtaining 25% signatures was followed. She added that she felt voters should also have the right to vote to unincorporate an area.

Commissioner Gimenez noted he voted against the 25% threshold; that he was neither for nor against incorporation initiatives and believed people should have the right to vote.

Chairman Diaz recognized Ms. Marlene Bastien, 710 N.E. 2nd Avenue, who requested the members of the group she represented be permitted to present their comments at this time.

Reverend Gerard Jean-Juste, 1303 N.E. 143rd Street, appeared before the Task Force and stated that the Haitian Community wanted to be properly represented in the County.

Mr. Jean Lafortune, 12235 N.W. 2nd Avenue, appeared before the Task Force and commented on the lack of representation of the Haitian community in the composition of the Task Force and the Board of County Commissioners. He also stated in 2003, the County entered into a consent decree with the Department of Justice to provide Haitians access for voting. He urged the Task Force to allow the voters to decide whether they wanted Haitian American representation within a particular district. Mr. Lafortune recommended the Task Force consider expanding the number of districts to 15, and designate one of the districts to represent the Haitian American.

Chairman Diaz asked Mr. Lafortune to submit the 15-district proposal to staff for review by the Task Force.

Mr. Herntz Phanord, 1510 N.E. 162nd Street, appeared before the Task Force, and addressed the issue of representation for the Haitian community.

Mr. Phillip Brutus, 10801 N.E. 6 Avenue, appeared and pointing out that there were no Haitian members on the Task Force, he stated the system was designed to keep Haitian representation off the BCC. He spoke in support of the combination of single-district and at-large commissioners.

Ms. Gepsie Metellus, 74 N.W. 108th Street, appeared and also addressed the issue of lack of Haitian representation on the BCC and this Task Force.

Ms. Martine Theodore, 8325 N.E. 2nd Avenue, appeared and commented that Haitians represented the second largest population in Miami-Dade County and should be represented in the government's structure.

Ms. Marlene Bastien advised that her organization was working on a plan for presentation to the Task Force, with a formula addressing Haitian representation on the County Commission. She expressed concern with the expeditious manner in which the charter review process was being conducted.

In response, Chairman Diaz advised that the Task Force had requested a 90-day extension to the life of the project and urged anyone with strong interests in the process to lobby the County Commission in support or opposition of this request.

Ms. Bastien noted the meetings being held in the communities were important, and requested that there be meetings located in the Little Haiti community. She commented further on the limited representation of women on the Task Force.

Mr. Greenberg stated he was aware of the 15-member plan and urged the Haitian community to proceed with pursuit of its approval, but cautioned that they also be receptive to some of the ideas other ideas, such as proportional representation.

Ms. Patricia Wade, 20925 S.W. 187 Avenue, commented via telephone on Issue No. 4 – BCC Composition. She spoke in support of at-large district voting and noted the need for campaign finance reform.

Chairman Diaz read into the record the following email submitted by Mr. Ramon Alonso, 905 S.W. 1st Street, Miami, regarding Issue No. 3 – Term Limits:

- “I propose to this committee term limits for County Commissioners. As we know as incumbent fund raises much higher than any other candidate. The political base is greater in this district than any person running against them. This makes it difficult and almost impossible to any community leader that is qualified and that has good intention to be elected. I strongly believe that term limits for County Commissioners must be regulated.”

Ms. Jasmine Yacinthe, 1860 S.W. 133 Avenue, Broward County, appeared before the Task Force and addressed the issue of Haitian American representation. She urged the Task Force to seek to understand the issues and address the concerns in that community. She also commented on the issue regarding residents' failure to receive zoning notices. Ms. Yacinthe also spoke in support of the Ethics Commission remaining in the Charter.

Mr. Mack Samuel, 8951 N.W. 8th Avenue, Miami, appeared before the Task Force and addressed the issue of incorporation of North Central Dade and the opportunity for unincorporated Miami-Dade County residents to vote. Regarding proportional voting systems, Mr. Samuel stated this process would be difficult for the average citizen to understand and recommended term limits be imposed.

Mr. Ramon Alonso, 905 S.W. 1st Street, asked who appointed members to the Task Force, to which Chairman Diaz responded. Mr. Alonso expressed his respect for the Mayor and the Task Force members.

Ms. Sandy Wayland, 3301 N.E. 5th Avenue, Miami, President-Miami-Dade Election Reform Coalition, appeared before the Task Force in connection with Issue No. 1-Supervisor of Elections Elected Position. On behalf of the Coalition, she expressed strong opposition to this becoming an elected position expressing that it required a hired professional with a proven record of confidence in the field of elections; and should not be exposed to the winds of politics.

Chairman Diaz acknowledged an emailed comment from Mr. Steve Hagen, 725 N.E. 73rd Street, regarding lobbying, public access to public records, and violations of ethics ordinance. He advised that due to the length of the email, he would provide copies of the comments to individual members of the Task Force for consideration.

Chairman Diaz also acknowledged an email from Ms. Rosa Ortega, 13881 S.W. 84th Street, and expressed appreciation for her comments regarding members of the Task Force.

Ms. Odessa Simmons, 2155 N.W. 133rd Street, appeared before the Task Force and addressed the following issues:

- Issue No. 4-BCC Composition: opposition to current single-district voting; also opposition to at-large voting;
- Issue No. 6-Balance of Power: opposition to Strong Mayor; support elimination of County Manager;
- Issue No. 5-Petition: opposition to 25% threshold; should not be over 10%;
- Support of Haitian Representation on County Commission;
- Issue No. 3-Term Limits: support of limited terms for elected officials; and
- Issue No. 1-Elected Position: support Supervisor of Elections and Sheriff being elected positions; support Property Appraiser not being elected.

Mr. Roger Gordan, 14020 North Miami Avenue, Miami, appeared before the Task Force and advised he was a member of the Biscayne Gardens Municipal Advisory Council (MAC). He addressed Issue No. 10-UMSA, and noted 25% was too much and recommended 3%-5%.

Mr. Roy Hardemon, 65 N.W. 48th Street, representing Model Cities Administrative Board, appeared before the Task Force and addressed Issue No. 4-BCC Composition. He spoke in support of the single-member district representation.

Seeing no other persons to appear before the Task Force, Chairman Diaz closed the public hearing and thanked all who participated in tonight's process. He again provided the dates of forthcoming workshops and public hearings scheduled throughout the County as well as the e-mail address for comments and the website address.

There being no further business to come before the Task Force, the Charter Review Task Force Workshop was adjourned at 9:12 p.m.

Chairman Victor M. Diaz, Jr.
Charter Review Task Force

4

Miami-Dade County
Office of Strategic Business Management

**Selected Florida and National Counties:
Form of Government, Board Composition, and Constitutional Officers**

County Name	2005 Population	Form Of Government	Composition of Board	Constitutional Officers Elected or Appointed?			
				Tax Collector	Property Appraiser	Supervisor of Elections	Sheriff**
Miami-Dade	2,376,014	Commission/ Executive (Mayor)	13 single member districts, 1 elected Mayor	Appointed	Appointed	Appointed	Appointed (Police Department Director)
Broward	1,777,638	Commission/ Administrator	9 single member districts	Appointed	Elected	Elected	Elected
Palm Beach	1,268,548	Commission / Administrator	7 single member districts	Elected	Elected	(Supervisor of Elections)	Elected
Hillsborough	1,132,152	Commission/ Administrator	4 single member districts, 3 at large	Elected	Elected	Elected	Elected
Orange	1,023,023	Commission / Executive (Mayor)	6 single member districts, 3 at large	Elected	Elected	Elected	Elected
Pinellas	928,032	Commission/ Administrator	4 single member districts, 3 at large	Elected	Elected	Elected	Elected
Duval / City of Jacksonville	826,436	Council / Executive (Mayor)	14 single member districts, 5 at large, 1 elected Mayor	Elected	Elected	Elected (Supervisor of Elections)	Elected

County Name	2005 Population	Form Of Government	Composition of Board	Constitutional Officers Elected or Appointed?			
				Tax Collector	Property Appraiser	Supervisor of Elections	Sheriff**
Selected National Comparables	Los Angeles, CA	Council / Executive	5 single member districts 17 single member districts and 1 President elected at large	Elected	Elected	Elected (Registrar Recorder/County Clerk)	Elected
	Cook County, IL	Council / Executive (President)	5 single member districts (partisan)	Elected	Elected	Elected (Office of County Clerk)	Elected
	Maricopa, AZ	Commission / Administrator	5 single member districts	Combined Functions - Elected		Elected	Elected
	Orange County, CA	Council	5 single member districts	Elected	Elected	Appointed (Registrar of Voters)	Elected
	San Diego County, CA	Commission / Administrator	5 single member districts	Elected	Elected	Appointed (Registrar of Voters)	Elected
	Dallas County, TX	Council	4 single member districts, 1 at large	Elected	Elected	Appointed	Elected
	Wayne, MI	Commission/ Executive	15 single member districts	Appointed	Appointed	Appointed	Elected
	King, WA	Council/ Executive	9 single member districts (partisan)	Appointed	Elected (partisan)	Appointed	Elected (partisan)
	Clark, NV	Commission / Administrator	7 single member districts	Elected	Elected	Appointed (Registrar of Voters)	Elected
	Fairfax, VA	Commission	9 single member districts, 1 at large	Appointed		Appointed	Elected
	Fulton County, GA	Commission/ Administrator	5 single member districts, 2 at large	Elected (Tax Commissioner)	Appointed	Appointed	Elected
	Mecklenburg, NC	Commission/ Administrator	6 single member districts, 3 at large	Appointed	Appointed	Appointed (Board of Elections)	Elected
	Baltimore, MD	Council / Executive	7 single member districts	Appointed	Appointed	Appointed	Elected

Notes: *Elected officials not specifically noted as "partisan" may or may not be elected on a partisan basis

**Sheriff duties and responsibilities vary by jurisdiction and may include, for example: processing of warrants, summonses and writs; municipal police services; specialized police services; operation of correctional facilities; bailiff and other court services, etc.

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 processed with a value of over \$287 million. This represents a 36 percent increase in volume of transactions processed 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 34,000 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.

**Information Provided at the
August 15, 2007
Charter Review Task Force Meeting**

Miami-Dade County
Office of Strategic Business Management
Appointment v. Election of the Sheriff, Property Appraiser, Supervisor of Elections & Tax Collector: Summary Findings

Position / Office	Duties & Responsibilities in Brief, in Florida	Research Findings	Arguments for Appointing the Position	Arguments for Electing the Position
Sheriff	<ul style="list-style-type: none"> ➤ Execute all process of the courts to be executed in their counties ➤ Execute all orders of the boards of county commissioners of their counties ➤ Be conservators of the peace in their counties ➤ Suppress tumults, riots, and unlawful assemblies in their counties and apprehend, without warrant, any person disturbing the peace 	<ul style="list-style-type: none"> ➤ Of the seven largest Florida counties and 13 national counties contacted, one (Miami-Dade) has appointed police and corrections department directors. ➤ In 46 states, popular election is the uniform method of selection of county sheriffs. ➤ Sheriff responsibilities vary widely between states and counties and may include, for example: processing of warrants, summonses and writs; municipal police services; specialized police services; operation of correctional facilities; bailiff and other court services, etc. ➤ Of the seven largest Florida counties, five provide corrections services through the sheriff while two (Miami-Dade and Orange) have separate corrections departments <ul style="list-style-type: none"> ○ A 2004 study by the County's Office of Strategic Business Management recommended maintaining separate police and corrections departments ➤ In Miami-Dade County, 68% of the Police Department's revenue comes from the UMMSA General Fund or from contract services to municipalities. ➤ Nationally, most municipal police chiefs are appointed. ➤ In Denver, one of the few counties nationwide with an appointed sheriff, the office of the sheriff is primarily responsible for corrections and court security. ➤ We found no credible research regarding the impact of selection method on public safety outcomes 	<ul style="list-style-type: none"> ➤ Sheriffs enforce the law but do not set policy ➤ Appointed sheriffs are part of a professional administration; elected sheriffs may become beholden to their political supporters ➤ Elected sheriffs may not have adequate expertise or experience in law enforcement. Appointed sheriffs typically have "risen through the ranks" ➤ May be more cost efficient since appointed police and corrections directors typically utilize county support services (IT, HR, etc.) rather than creating a duplicative administration 	<ul style="list-style-type: none"> ➤ Elected sheriffs are directly accountable to the public ➤ Elected sheriffs do have some latitude to set law enforcement policy (e.g. enforcement priorities, use of force, etc.) ➤ Elected sheriffs are free from the political influence of other elected officials ➤ Elected sheriffs may have closer ties to the community ➤ In many counties, the sheriff is the most powerful local official; thus, selection of this person should be in the hands of the voters ➤ Elected sheriffs may be better able to "get things done" since they are not required to use county bureaucracy

Miami-Dade County
Office of Strategic Business Management
Appointment v. Election of the Sheriff, Property Appraiser, Supervisor of Elections & Tax Collector: Summary Findings

Position / Office	Duties & Responsibilities in Brief, in Florida	Research Findings	Arguments for Appointing the Position	Arguments for Electing the Position
Property Appraiser	<ul style="list-style-type: none"> ➤ Assess the value of all real and personal property in the county for ad valorem tax purposes in accordance with state requirements, no later than July 1 of each year ➤ Physically inspect each property at least once every 5 years ➤ Administer tax exemptions ➤ Maintain required records 	<ul style="list-style-type: none"> ➤ Of the seven largest Florida counties contacted, one (Miami-Dade) has an appointed property appraiser ➤ Tax rolls are reviewed by the Florida Department of Revenue (DOR); the Department has the authority to disapprove the roll ➤ The DOR also conducts inspections of a random sample of properties ➤ We found no scholarly research regarding the impact of selection method on tax roll equity. However, the DOR tracks an "assessment to sales price" ratio in all counties as an indicator of tax roll equity. Miami-Dade's 94.1% ratio in 2006 is lower than the statewide average and lower than the other six largest Florida counties 	<ul style="list-style-type: none"> ➤ Property Appraisers administer a prescribed process but do not set policy ➤ Appointed property appraisers are part of a professional administration; elected property appraisers may become beholden to their political supporters ➤ There is no documented evidence that the Miami-Dade County roll is "inflated" ➤ Property appraisal is a highly technical and complex process requiring substantial professional expertise; an elected property appraiser may not be a seasoned professional in the field ➤ May be more cost efficient since appointed property appraisers typically utilize county support services (IT, HR, etc.) rather than creating a duplicative administration 	<ul style="list-style-type: none"> ➤ Elected property appraisers are directly accountable to the public ➤ An elected property appraiser has no taxing authority and thus, theoretically, no incentive to "inflate the roll" ➤ Elected property appraisers are free from the political influence of other elected officials ➤ Elected property appraisers may be better able to "get things done" since they are not required to use county bureaucracy

Miami-Dade County
Office of Strategic Business Management
Appointment v. Election of the Sheriff, Property Appraiser, Supervisor of Elections & Tax Collector: Summary Findings

Position / Office	Duties & Responsibilities in Brief, in Florida	Research Findings	Arguments for Appointing the Position	Arguments for Electing the Position
Supervisor of Elections	<ul style="list-style-type: none"> ➤ Oversee elections administration in accordance with state requirements ➤ Update voter registration information, enter new voter registrations into the statewide voter registration system, and act as the official custodian of documents 	<ul style="list-style-type: none"> ➤ Of the seven largest Florida counties, one (Miami-Dade) has an appointed elections supervisor ➤ In ten of 13 national counties contacted, the elections supervisor is appointed ➤ In two of the three national counties with elected elections supervisors, the supervisor of elections is the county clerk 	<ul style="list-style-type: none"> ➤ Supervisors of elections enforce the law but do not set policy ➤ Appointed supervisors are part of a professional administration; elected sheriffs may become beholden to their political supporters ➤ Due to the nature of the job, political neutrality is essential ➤ Elections administration is a highly technical and complex process requiring substantial professional expertise; an elected property appraiser may not be a seasoned professional in the field ➤ May be more cost efficient since appointed supervisors typically utilize county support services (IT, HR, etc.) rather than creating a duplicative administration 	<ul style="list-style-type: none"> ➤ Elected supervisors are directly accountable to the public ➤ Elected supervisors are free from the political influence of other elected officials ➤ Elected supervisors may have closer ties to the community ➤ Elected supervisors may be better able to "get things done" since they are not required to use county bureaucracy

Miami-Dade County
Office of Strategic Business Management
Appointment v. Election of the Sheriff, Property Appraiser, Supervisor of Elections & Tax Collector: Summary Findings

Position / Office	Duties & Responsibilities in Brief, in Florida	Research Findings	Arguments for Appointing the Position	Arguments for Electing the Position
Tax Collector	<ul style="list-style-type: none"> ➤ Collect Ad Valorem Taxes and other local taxes (in most counties) ➤ Renew and change address on Florida Driver Licenses and Identification Cards, for the state ➤ Issue license plates and renew vehicle, vessel and motor homes registrations, as well as issue Handicapped Parking Placards, for the state. ➤ Issue Hunting & Fishing Licenses for the state. ➤ In most counties, the Tax Collector is a "fee officer". This means that their office budget is reviewed and approved through the state Department of Revenue. ➤ The Tax Collector's salary is set forth by the Florida Statutes and is based primarily on the population of the county. 	<ul style="list-style-type: none"> ➤ Of the seven largest Florida counties, two (Miami-Dade and Broward) have an appointed tax collector while five have an elected tax collector ➤ Five of thirteen large national counties reviewed have an appointed tax collector ➤ In two national counties, the position of tax collector is combined with the position of property appraiser 	<ul style="list-style-type: none"> ➤ Tax collectors oversee administrative processes prescribed by the state but do not set policy ➤ Appointed tax collectors are part of a professional administration; elected tax collectors may become beholden to their political supporters ➤ Tax collection is a straightforward administrative process that calls for professional management ➤ May be more cost efficient since appointed tax collectors typically utilize county support services (IT, HR, etc.) rather than creating a duplicative administration 	<ul style="list-style-type: none"> ➤ Elected tax collectors are directly accountable to the public ➤ Elected tax collectors are free from the political influence of other elected officials ➤ Elected tax collectors may have closer ties to the community ➤ Elected tax collectors may be better able to "get things done" since they are not required to use county bureaucracy

Miami-Dade County
Office of Strategic Business Management
Appointment v. Election of the Sheriff, Property Appraiser, Supervisor of Elections & Tax Collector: Summary Findings

Selected References Consulted:

- The Florida Statutes
- *Governing Magazine*:
 - "The Battered Badge," June 2000 (attached)
 - "Election Chiefs See Their Status Improve," October 1987 (attached)
- Florida Department of Revenue
 - "Property Tax Administration Program" (attached)
 - "The Local Government Property Tax Process" (attached)
 - 2006 Florida Property Valuations and Tax Data (excerpts attached)
- International Association of Chiefs of Police, "Police Leadership in the 21st Century," 1998 (attached)
- Remarks by the Miami-Dade County Manager, Broward County Property Appraiser, Broward County Supervisor of Elections at the July 23, 2007 Charter Review Task Force meeting
- Miami-Dade County FY2007-08 Proposed Budget
- Miami-Dade County Office of Strategic Business Management, "Analysis of Potential Merger of the Miami-Dade Police Department and the Department of Corrections and Rehabilitation," 2004

Web Sites:

- National Sheriffs' Association, www.sheriffs.org
- International Association of Chiefs of Police, <http://www.theiacp.org/>
- Denver Department of Safety, <http://www.denvergov.org/Safety>
- Florida Tax Collectors' Association, <http://floridatxcollectors.com>
- Florida Department of Revenue, <http://dor.myflorida.com/dor>
- Florida Association of Property Appraisers, <http://www.fapa.net/>
- The Property Appraisers' Association of Florida, <http://www.paaf.net/>
- The International Association of Assessing Officers, <http://www.iaao.org/> (Florida chapter: <http://www.fciaao.org/>)
- Florida State Association of Supervisors of Elections, <http://www.fsase.org/>
- Florida Department of State, Division of Elections, <http://election.dos.state.fl.us/>

Miami-Dade County
Office of Strategic Business Management
Public Safety Agency Functions, Selected Florida Counties

Agency	County Population (2006)	Unincorporated Population million (2006)	Percent Uninc.	Police services to municipalities?	Oversee Corrections?	Other special functions?	FY 2006-07 Operating Budget	Budget net of corrections & fire
Miami-Dade Police Department (Appointed)	2,402,208 (2006)	Approx. 1.2 million (2006)	50%	Yes, 3 cities	No	No	\$561 million	\$561 million
Broward County Sheriff (Elected)	1,787,636 (2006)	14,190 (2006)	.80 %	Yes, 14 cities	Yes	Regional & specialized fire rescue services	\$617 million	\$366 million
Palm Beach County Sheriff (Elected)	1,287,987 (2006)	561,330 (2006)	44%	Yes, 7 cities	Yes	No	\$372 million	\$259 million
Hillsborough County Sheriff (Elected)	1,177,060 (2006)	777,670 (2006)	66%	Unavailable	Yes	No	\$330 million	Unavailable
Orange County Sheriff (Elected)	1,019,276 (2005)	667,185 (2005)	65%	Unavailable	No	No	\$174 million	\$174 million
Pinellas County Sheriff (Elected)	944,772 (2005)	280,487 (2006)	30%	Yes, 10 cities	Yes	No	\$248 million	Unavailable
Duval County Sheriff (Jacksonville) (Elected)	834,789 (2006)	0 (2006)	0%	Yes, 1 city	Yes	No	\$303 million	\$234 million

APPOINTED VS. ELECTED OFFICIALS

Summary of Attached News Clips

Elected

PROS:

- Electoral process makes them better public servants because they are directly accountable to voters...Sheriff Mark Luttrell (in Shelby County, TN) notes that his department's spending is second only to schools in the County's budget. Luttrell said "Someone who's spending so many of the taxpayers' dollars should be accountable to voters" (Commercial Appeal, 2/25/07)
- Independence of the office is important...Property Assessor Baker said he needs independence to prevent commissioners from improperly influencing property values. (Spokesman-Review, 2/18/07)
- Elected officials who owe their jobs to the voters have a strong incentive to respond to public complaints and stay in touch with community groups in an effort to get in front of issues before they fester into problems (Main Street Journal, 5/15/07)

CONS

- Injects politics into the process, politicizes the position, too much time spent raising money (Leaf Chronicle, 4/7/07)
- Elected offices result in too fragmented a system and could be more costly. All five constitutional officers who are elected (in Shelby County, TN) have their own policies and procedures, purchase their own equipment and submit their proposed budgets independently of the Mayor. Duplicative functions (such as IT and HR) could be centralized if the positions were appointed. It's hard to hold the Mayor accountable when much of the overall budget is beyond his control. A former county commissioner said "if you like accountability in government and favor a centralized method of providing government services, then you should want most of these positions to be appointed." (Commercial Appeal, 2/25/07)
- Some positions are so obscure that voters sometimes struggle to make informed choices. Some offices operate outside of the glare of media scrutiny. Many citizens have little interaction with the offices. This often means that people choose not to vote or do it on name-recognition. (Ibid.)
- Someone with weak credentials could be elected (Spokesman-Review, 2/18/07)
- Why hold elections for the treasurer and clerk? There may have been a time when these officers performed duties that warranted election, but times have changed. Given the bureaucratic responsibilities they handle today, there is no reason to continue electing those officials. (Milwaukee Journal Sentinel, 12/6/06)

Appointed

PROS:

- Appointment system allows people to build up institutional knowledge and focus on their jobs (Leaf Chronicle, 4/7/07)
- Appointment process would ensure administrators are hired based on their credentials, not based on their popularity. (Spokesman-Review, 2/18/07)
- Reduce duplication of effort and save money by requiring charter officers to join county department heads in using county financial and administrative services, such as finance, personnel, payroll and purchasing. (Sun-Sentinel, 2/25/95)
- Eliminates unnecessary independent political power bases. (Sun-Sentinel, 8/15/91)
- Increased communication, cooperation, efficiency and unity through stronger countywide financial controls, decision-making and problem solving (Ibid.).

CONS:

- Appointments can concentrate too much power in one person, and be a loss of one of the checks & balances. (Commercial Appeal, 2/25/07)
- Those in appointed positions may not feel comfortable asking tough questions. (Spokesman-Review, 2/18/07)
- If elected positions were changed to appointed, it would give the public less control over those in office, which is in contradiction to the charter (of St. Johns County). (Florida Times-Union, 1/13/07)

Other Information

- Sarasota County had a short-lived change to an appointed sheriff (Vero Beach Press Journal, 4/29/07)
- Shelby County is considering proposed charter changes, including the possibility of converting some of its elected positions into appointed jobs (appointed by the Mayor and confirmed by the County Commission). Whether the positions are appointed or elected, there could be discussions about changing some of the duties and powers the people who hold those offices have (Commercial Appeal, 2/25/07).

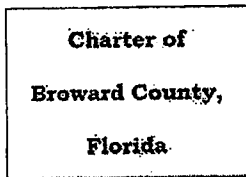
Other Information (Continued)

- St. Johns County is considering charter changes, including making constitutional officers (sheriff, tax collector, property appraiser, supervisor of elections and clerk of courts) appointed, rather than elected. (Florida Times Union, 1/13/07)
 - Wording was changed to make it more difficult to adversely affect the constitutional officers, so they have come out in support of the proposed charter draft. (Initially, they were in strong opposition because they wanted it to be more difficult for there to be a change in how they are selected.)
 - The Legislature needs to approve the bill and then, if approved, it will go on the ballot in 2007 or 2008.
- Volusia Tax Reform and Volusia Civic Pride advocated that all taxing authorities be made up of elected, not appointed, officials (Daytona Beach News-Journal, 12/16/06)
- Broward County's Charter Review Commission is exploring the idea of turning "elected constitutional officers" into what are known as "charter officers" who would be answerable to the County Commission (including the Sheriff, Supervisor of Elections, Property Appraiser, and Clerk of Court). They asked for a report on counties where these officers report to the County Commission. In some counties, these officers are elected; in others, they are appointed. The Charter Review Commission's recommendations would be before voters in 2008... Four years ago, the CRC proposed asking voters whether they wanted the elections chief to be appointed, but reversed their decision after people complained that Oliphant was being singled out. The CRC then voted to allow the other 3 constitutional officers to keep their status. (Miami Herald, 12/14/06)
 - Broward's CRC convenes every 6 years. It was re-convened in June 2006 and will conclude in 2008. They have the power (with a supermajority vote - 13) to place Charter amendments directly on the Nov. 2008 ballot. The current CRC is meeting monthly and taking public testimony.
 - Among the proposals currently being considered: should Broward have a "strong mayor" form of government and should the Sheriff, Property Appraiser, Supervisor of Elections and Clerk of the Courts be appointed rather than elected?

“Charter Review”

by Broward County Commissioner Ken Keechl

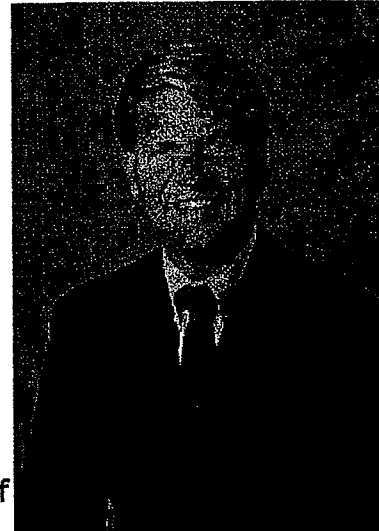
I would like to take the opportunity this month to discuss with you an extremely important, but not well-known, body that has the ability to propose substantial changes to the structure (and authority) of the **Broward County Commission**: the **Broward County Charter Review Commission**.



Board of County Commissioners
(Retired November 8, 2002)

**CLICK TO BROWARD
COUNTY CHARTER**

The powers granted to the **Broward County Commission** are derived from **Broward County's Charter**. In essence, this document is **Broward County's "Constitution"**. Its many provisions include a "citizens' bill of rights"; the number of **County Commissioners (9)**; the manner in which we are **elected** (in single member districts); and the length of our terms (4 years). It is our **Charter** that also provides the **Broward County Commission** with a rather unique **County** power — its ultimate supremacy with regard to many municipal land use decisions.



COMMISSIONER KEN KEECHL

Section 6.01 of the **Charter** provides for the appointment of the **Charter Review Commission** in June 2000 and every six years thereafter. As a result, the current **Charter Review Commission's** term began on June 2006. The Commission is authorized to conduct a comprehensive study of any or all phases of **county** government.

Why should you care? The answer is because the **19 members of the current Charter Review Commission** have the power to place **Charter** amendments directly on the ballot in November 2008. And while it takes a supermajority vote of the **Charter Review Commission** to exercise this power, if 13 members agree to propose a **Charter** amendment, the **Broward County Commission** has no say in the matter. The proposed **Charter** amendment shall be placed on the ballot for a vote by **Broward County's** residents.



The current **Charter Review Commission** is deliberating on a monthly basis and taking testimony from **elected** officials and the public. Many important **Charter** amendments are being contemplated.

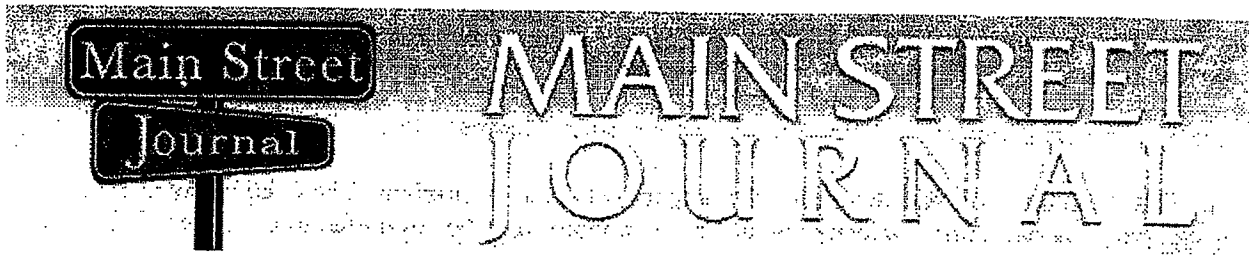
Some of the many issues under consideration by the **Charter Review Commission**

include the following:

- **Should Broward County have a "strong mayor" form of government?**
- **Should the number of Broward County Commissioners be increased or decreased?**
- **Should Broward County Commissioners continue to be elected in single member districts or should they be elected county-wide?**
- **If the County retains single member districts, should the districts be re-drawn more often than every 10 years, and by whom?**
- **Should the Sheriff, Property Appraiser, Supervisor of Elections, and Clerk of the Courts be appointed rather than elected?**
- **Should the Charter contain a specific Code of Ethics?**
- **Should the supremacy of Broward County's authority with regard to many municipal land use decisions be eliminated?**

These are just a few of the many important issues under consideration by the **Charter Review Commission**. More information about the **Charter Review Commission** can be found at www.Broward.org. **Public hearings** will be occurring throughout the year. I encourage your attendance and input at these public hearings.

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Opinion Editorial: Should the five county positions be elected or appointed? 05.15.07

The following is an excerpt from our May issue:

By Sheriff Mark Luttrell

The Shelby County Commission is currently studying several proposals that at the very least result in some realignment of government functions, and at the most, a restructuring of five current political offices. Which direction the study goes and the degree of change we see will ultimately be decided by the voters.

Shelby County, along with Knox County are the only two counties that have taken advantage of a 1977 constitutional convention amendment and qualified for a charter form of government. We have been under this system of government since 1986. Knox County followed our lead and established their charter government in 1990. Their charter was patterned closely after Shelby County with a few minor variations. The Tennessee Supreme Court in 2006 declared the Knox County Charter unconstitutional and although no mention was made of Shelby County, the inference is strong that if legally challenged the Shelby County charter would also be declared unconstitutional. The County Commission is now taking what I think is the responsible step to correct this constitutional flaw before it becomes a judicial mandate requiring an immediate resolution.

There are a variety of ways to correct this problem, but it appears that the most expeditious way, the one that has been chosen, is for the County Commission to craft the language for a proposed amendment to the county charter and then have that amendment submitted to the voters for acceptance or rejection. I have no problem with this method as long as we exercise due diligence and ensure that the citizens of Shelby County have input into the process and that their opinions are given appropriate weight in all deliberations.

There are five elected positions that are at the center of this constitutional and I might add highly political discussion: Sheriff, County Clerk, Register, Assessor and Trustee. At this point there appear to be three main issues under consideration; (1) should the five positions be elected by the voters or appointed by the Mayor and confirmed by the County Commission, (2) should the duties of these five offices be redefined and (3) should the five positions be left alone to continue functioning as they have in the past?

The Commission agreed at the end of its retreat with the five elected officials on April 20, to set up a sub-committee to further review the options and report back on its findings and recommendations. It was generally agreed that a series of town hall meetings should be established to better inform the public regarding this Supreme Court decision and solicit from the citizens their opinions regarding ways to cure problems identified in the case.

More efficient government should always be our goal whether you are a voting citizen or a public official. It is equally important that public officials be held accountable and that the public has easy access to address their issues of concern. Currently elected officials who owe their jobs to the voters have a strong incentive to respond to public complaints and stay in touch with community groups in an effort to get in front of issues before they fester into problems. As we go through this public vetting process, citizens should question both fiscal and operational efficiency, accountability of public officials both elected and appointed, and the centralization of government services.

Ultimately, you the voter will determine the outcome of these discussions. The County Commission must approve by two-thirds majority any amendment wording to be submitted to the voters. This would require 9 of the 13 commissioner's approval. The approved language will then be submitted as an amendment to our County Charter for you the citizens to vote either yes or no. This will be a ballot involving no candidates and without a doubt will have some difficulty capturing the imagination of the voters. It is, however, a vote that will determine the very foundation of our county government and how efficiently it provides you the citizen with core services such as law enforcement, property assessment and tax revenue investments to mention just a few.

Much more will be said about this important issue in the coming months. Plan to participate in any public meetings and ask the tough questions necessary for you to make an informed decision about the future of your county government.

Categories: *Excerpt*

posted by Main Street Journal

No comments so far

[RSS feed for comments on this post.](#)

Leave a comment

Line and paragraph breaks automatic, e-mail address never displayed, HTML allowed: `` `<abbr title="">` `<acronym title="">` `` `<blockquote cite="">` `<code>` `` `<i>` `<strike>` ``

Name (required)

E-mail (required but not displayed)

URI

Your Comment



Paper: Vero Beach Press Journal (FL)
Title: What exactly is a charter government?
Date: April 29, 2007

"Charter government" is a term often used in Indian River County political debates these days, but not well understood by many people outside government

circles. Several readers have requested

answers to their questions:

Q. In voter-friendly terms, what is charter government?

A. A charter is a document that spells out the powers, duties and structures of government and the rights of citizens. It is often compared to constitutions at the local level.

Q. So why are they controversial?

A. Florida cities have had charters for years. Counties traditionally did not.

City voters approve their charters when they incorporate. The charter provides for the City Council's terms in office, defines its powers and that of the city administration -- and the rights of voters to approve or reject certain City Hall proposals or recall council members from office. But originally, counties were mostly rural and didn't have charters. They were set up by the state, not by voters, and the state decided what powers are granted to county officials.

Vero Beach voters, for instance, can recall a City Council member or vote on an exception to the city height limit. Indian River County voters can't recall county commissioners from office or approve most county proposals. Since the late 1960s, however, Florida law has allowed counties to have charters, if their voters approve, and attain city-type powers.

Q. Would any elected positions change?

A. Florida law allows charters to transform the duties of their elected "constitutional" officers -- the sheriff, property appraiser, tax collector, clerk of court and supervisor of elections -- to appointed staff positions under the county administrator. The proposed Indian River County charter, however, has provisions to retain the voters' rights to elect their constitutional officers.

Q. What role do county commissioners play in charter government?

A. Commissioners would have the same role as now, setting countywide policy. The proposed Indian River County charter, however, would expand the policy they can set to include planning for areas west of the Urban Services Area boundary. Any changes would be allowed only by a countywide vote -- or a 4-1 vote of commissioners if state law doesn't allow the referendum.

Q. Can the public make sure commissioners don't abuse the power of a charter?

A. Voters can reduce commissioners' opportunity for abuse by insisting the charter include a recall provision. This way, they can collect petition signatures and put a commissioner on the ballot for a recall vote.

Q. What prompted the current move?

A. County Commissioner Gary Wheeler and charter supporters want to prevent what they call South Florida-style growth. So their proposal is to only allow changes to the Urban Service Area if countywide voters approve. But this puts the county at odds with Fellsmere's right to annex agricultural land outside its city limits and rezone it for residential density.

Having a city charter and a county charter in effect would put cities on a new footing with the county. So the constitution requires county charters to spell out whether the city ordinance or county ordinance would prevail inside city limits in case of a conflict.

Q. What would the proposed charter allow?

A. Unless it is changed before it goes to ballot, it would:

- Require countywide votes, or at least a 4-1 commission majority, for changes in density of agricultural land or exceptions to the county height limit.
- Provide for recall elections for county commissioners, but not **constitutional officers**.
- Leave unchanged county commissioners' salaries and scheduled raises.
- Provide for voters to petition for certain new ordinances. They must gather a petition of at least 8 percent of the voters in each commission district and present it to the commission. If commissioners decline to adopt the new ordinance, it would go to referendum and become new law if passed.
- Provide for commissioners or voters to amend the charter. Commissioners would just need a 3-2 majority. Voters would need to collect a petition of 12 percent of the electorate in each district. Then it would go to the ballot if the commission doesn't adopt it.
- Prevent charter amendments that would change **constitutional officers'** positions.

Q. How do residents of a Florida county adopt a home rule charter?

A. State law provides for either the voters, a special charter commission or the County Commission to draft the proposed charter. But in each case, county charters can only be adopted upon a vote of the countywide voters in a special election.

Q. How many Florida counties have adopted charters?

A. Of the state's 67 counties, 19 have charters. The nearest charter counties to Indian River are Palm Beach (1985), Osceola (1992) and Brevard (1994). For the full list, visit the Florida Association of Counties' Web site, www.fl-counties.com.

Q. Has any county repealed charter government?

A. None, says Stetson University Prof. T. Wayne Bailey. Having been a charter-government consultant across the state for years, Bailey says some counties have repealed certain provisions – such as Sarasota County's short-lived change to an **appointed** sheriff – but none have ditched the entire charter. Volusia County voters once had a referendum to repeal the charter and it lost.

From Florida Constitution, Florida Association of Counties and Dr. T. Wayne Bailey

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Section: A Section

Page: A1

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Paper: Leaf-Chronicle, The (Clarksville, TN)
Title: Kurita wants more elected offices
Date: April 7, 2007

By CHRIS SMITH

The Leaf-Chronicle

State Sen. Rosalind Kurita this week made a first base hit on an issue that's been bothering her for years.

"I think that the people of Tennessee should be able to vote on more statewide positions," said Kurita, D-Clarksville, who is speaker pro tem of the Tennessee General Assembly.

Legislation she's pushing that would end the practice of appointing Tennessee's lieutenant governor, attorney general, secretary of state, treasurer and comptroller was approved Tuesday night in the Judiciary Committee.

It's no home run — the bill still has to go through three committees before seeing a full Senate vote, but that first step was the biggest, Kurita said, because all **constitutional** changes must make it through Judiciary.

"It's the first step in a very long process," she said.

In Tennessee, the speaker of the Senate (chosen by the Senate) serves as lieutenant governor, the attorney general is appointed by the Supreme Court and a joint session of the House and Senate elects the other three **constitutional** officers. The governor is the only state officeholder elected in a statewide vote.

"Most people in Tennessee don't realize we're one of only states that do it this way."

Those other three states are New Hampshire, New Jersey and Maine, according to documents from the National Governors Association Web site.

The positions of lieutenant governor, secretary of state, attorney general and treasurer are elected in more than 35 states, with various other states electing some of these positions and not others, the NGA documents show.

The other side

Kurita's proposal is meeting resistance. The Judiciary Committee passed it 5-4 on party lines, with her fellow Democrats voting against her.

"It's not about who supports you; it's about doing what's right," she said.

Mark Brown, spokesman for the Tennessee Democratic Caucus, said the caucus has no official position on the issue, and in fact Caucus Chairman Sen. Joe Haynes has proposed making the lieutenant governor position an elected one.

But Brown said there are many problems with making all five positions elected.

"With the **constitutional** offices it's a good idea not to inject politics into that process," he said.

"We've had some very fine people in those positions, and the system has been working well."

He warned that in many states the **constitutional** officers have to spend far too much time raising millions of dollars. The appointment system, he said, "allows people to build up institutional knowledge and focus on their jobs."

"In some states what happens is you completely politicize that position," Brown said.

"Well it's ridiculous," Kurita responded. "Already this session has seen 10 or 11 bills that address the current political actions of the people who hold these positions," she said, also noting Haynes support for the lieutenant governor switch.

Kurita agreed that the current officeholders are doing good work, among them Secretary of State Riley Darnell of Clarksville, who has served since 1993.

"These are wonderful, good folks, and it's not about them individually. It's about the way we select them and that we should vote by popular election."

Sen. Doug Jackson, D-Dickson, told the Judiciary Committee Tuesday that special interest money would dominate the elections — especially in the more obscure races. Sen. Paul Stanley, R-Memphis, disagreed with Jackson's point, arguing that most legislative races could be captured by the same reasoning.

What's next

Proposals to amend the constitution must pass in consecutive two-year General Assemblies before going before the voters in a gubernatorial election year.

Kurita said she wants to see the matter of whether these positions are elected or appointed to go before the people of Tennessee.

And she hopes they agree with her.

"If we really are going to have government for the people we need to have it elected by the people and not by a select group."

Chris Smith is managing editor for local news and can be reached at 245-0282 or by e-mail at chrissmith@theleafchronicle.com. The Associated Press contributed to this report.

ON THE NET

The full text of SJR0139 can be read on the General Assembly's Web site at: www.legislature.state.tn.us

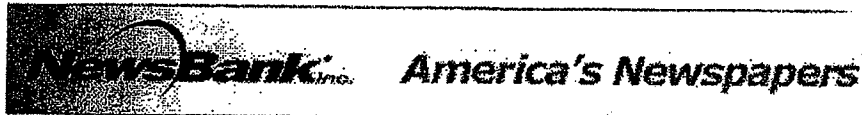
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Section: NEWS

Page: 1A

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Paper: Commercial Appeal, The (Memphis, TN)
Title: CHARTER GAP – It's a hole with big implications for the county, but how to fix it?
Date: February 25, 2007

Try to recall some of the most memorable moments from last year's elections.

Perhaps the parking lot confrontation between Senate candidates Bob Corker and Harold Ford Jr. comes to mind. Maybe also that strange ad in which gubernatorial candidate Jim Bryson depicted incumbent Phil Bredesen as a Lilliputian.

But the chances are pretty good that you can't remember a blasted thing about the race that led to Tom Leatherwood winning another term as Shelby County register.

Maybe not even who ran against him. Or even exactly what a county register does.

And that is one reason why a recent court ruling involving a county on the far side of Tennessee is causing a stir.

The state Supreme Court ruled last month that Knox County's charter was flawed because it didn't specifically establish the offices of assessor, county clerk, register, sheriff and

trustee. Since the Knox County charter was patterned after the one Shelby County adopted in 1984, the local implications are significant.

As things stand now, a legal case could be made challenging the legitimacy of Shelby County's assessor, county clerk, register, sheriff or trustee, too.

"We are a big business and I don't want a cloud hanging over anything we do," said County Mayor A C Wharton. "I don't want anyone challenging the sheriff's right to hold prisoners because they say he's not a duly constituted officer."

So there's general agreement that, one way or another, Shelby County's charter is going to have to be amended. It's just a question of how.

According to County Attorney Brian Kuhn, there are three ways to get an amendment on the ballot for consideration by voters:

One would be for citizens to petition for a change. Another would be for the Shelby County Commission to forward a proposed amendment. And the third way would be for either the mayor or county commission to call for the creation of a charter review panel that would meet and possibly recommend one or more proposed changes.

Commission chairman Joe Ford said he plans to call for a retreat early next month to discuss the best way to proceed.

Probably the simplest fix in this case would be for the commission to pass an amendment, with a required two-thirds vote, adding language to the charter that would allow those five **elected constitutional officers** to continue doing what they've been doing for more than 20 years.

Assuming that amendment won voter approval, the county's legal problem would be solved. But not everyone thinks the simplest approach would be best.

There are some, including Wharton, who want to study the possibility of converting at least some of those **elected** positions into **appointed** jobs.

And whether those positions are **elected** or **appointed**, there could be discussions about changing some of the duties and powers the people who hold those offices have.

There are pros and cons on both sides of the **elected** versus **appointed** debate.

John Ryder, an assistant county attorney, said besides being expedient, adopting language that preserves the government's current structure has another advantage.

That's what Knox County did to fix its charter problem. And that means there's an established legal precedent for resolving the issue that way, Ryder said.

"There is no legal precedent for abolishing the (elected) offices and transferring the duties to other appointed positions," said Ryder, who served on the charter review panel that produced the 1984 document. "Knox County's approach is obviously the safe approach. We know what happens when you do that. Abolishing those offices is something that no one in the state of Tennessee has tried to do before."

And for good reason, some of the elected officeholders say. They contend the electoral process makes them better public servants because they're directly accountable to voters.

"I think it's important for people to know who their tax collector is, who their trustee is," said Trustee Bob Patterson. "That's what democracy is."

While an argument could be made that some of the offices are relatively obscure, at least one of them - the sheriff's - clearly is not. Sheriff Mark Luttrell notes that his department's spending is second only to schools in the county's budget.

"Someone who's spending so many of the taxpayers' dollars should be accountable to the voters," Luttrell said.

If the positions are appointed rather than elected, then someone, most likely the county mayor, would have to do the appointing. Leatherwood, the county register, thinks that could be cause for concern.

"If these five constitutional officers all become appointed, I think that would concentrate too much power in the hands of one person," Leatherwood said. "I think we'd lose one of the checks and balances."

The flip side of that argument is that critics believe the current system is too fragmented.

All five of those officers come up with their own policies and procedures, purchase their own equipment and submit their proposed budgets independently of the county mayor.

Buck Wellford, a former county commissioner, said it's hard to hold the mayor accountable when much of the overall budget is beyond his control.

"If you like accountability in local government and you favor a centralized method of providing government services, then you should want most of these positions, including probably the sheriff, to be appointed," Wellford said.

There could also be some cost savings by converting the elected positions to appointed ones. For example, if each elected official has a chief administrative officer or information technology support staff, then some of those positions could probably be eliminated under a centralized system.

"There are some substantial savings in each office," said James Huntzicker, the county's director of administration and finance. "You don't have to look very far to come up with that."

Huntzicker said he'll be prepared to come up with some numbers on potential cost savings if commissioners decide they want to study that option.

Another argument against keeping the elected positions is that some of them are so obscure that voters sometimes struggle to make informed choices.

Most of the offices operate outside the glare of media scrutiny. Many citizens have little interaction with the offices.

Marcus Pohlmann, a political science professor at Rhodes College, said that makes it tougher to evaluate how effective the officeholders have been when elections roll around. That often means people either choose not to vote in those races or they vote according to name recognition.

"People barely follow the high-profile races," Pohlmann said. "There's not a whole lot of thought or a whole lot of study that goes into some of that voting."

And that means competent administrators might shy away from running for those jobs against less competent but more politically savvy rivals.

"I do think we lose some good people because they don't want to go through all that," Pohlmann said.

Leatherwood said one compromise might be to keep the elected positions as they are, but give the officeholders term limits like those for the mayor and commissioners.

In any case, commissioners would seem to have a lot to talk about when they meet next month. If they decide to create a charter review panel, there's likely to be discussion about whether the panel should just study whether to elect or appoint the officials in question, or delve into other areas of the county's charter as well.

There's the potential for disagreement about whether the rest of the charter is working well, or could use a little fine-tuning -

say, in areas like ethics reform.

Whatever is decided, Luttrell is hoping it won't be decided too quickly. He favors a process that would include input from citizens, perhaps at town hall meetings, before any final decisions are made.

"The most inclusive process is one which would take the greatest length of time to accomplish," Luttrell said. "Rather than rushing to get things fixed, let's slow down and fix them in the right way."

Blake Fontenay is an editorial writer for The Commercial Appeal. Contact him at 529-2386.

"There is no legal precedent for abolishing the (elected) offices and transferring the duties to other appointed positions," said John Ryder, an assistant county attorney who served on the charter review panel that produced the 1984 document. "Knox County's approach is obviously the safe approach. We know what happens when you do that. Abolishing those offices is something that no one in the state of Tennessee has tried to do before."

Caption:
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Page: V1
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Paper: Spokesman-Review, The (Spokane, WA)
Title: County officials look at restructuring
Commissioners asking Legislature to ease
process for changing form of government
Date: February 18, 2007

More than a decade after Spokane County rejected a new style of government, county commissioners say it might be time to try again.

But their new effort isn't about combining the city and county, like the attempt that plunged to defeat in 1995.

Commissioners say power is too diluted among commissioners and other elected county administrators: the assessor, auditor, clerk, sheriff and treasurer. They also say it might be time to explore electing a CEO who would perform the same kind of executive duties that a strong mayor does for a city.

"The problem is it becomes extremely disjointed and the public becomes frustrated," said Commissioner Todd Mielke, who has led the debate.

Commissioners want state lawmakers to make it easier to change their form of government in ways that could eliminate – or add – elected offices. County leaders have made the issue one of their top legislative priorities in their 2007 lobbying effort.

Currently, switching to a "charter" form of government from the style mandated in the state constitution requires the freeholder process. In that system, citizens are elected to spend two years crafting a proposal that goes before voters. The process was attempted in Spokane County when freeholders wanted to combine city and county government. The measure was soundly rejected at the polls in 1995.

Critics say using freeholders is unwieldy and usually unsuccessful. Supporters say a lengthy public process should be required for such a change.

Despite the complexity of the freeholder process, more than half the state's population lives in counties that have successfully adopted charters.

Charter counties have a variety of differences. Most have created an elected executive position and increased the number of commissioners – or council members as they usually are called in a charter government. Pierce County combined its assessor and treasurer offices. Clallam County voters opted to elect their planning and building director, an idea so unique it is thought to be the only elected planning director position in the country, said Bill Vogler, executive director of the Washington State Association of Counties.

Making changes won't be easy. Both houses of the state Legislature would have to vote with a two-thirds majority to put a constitutional amendment on the ballot statewide and voters would have to approve the idea. Specific reforms to county governments would need voter approval locally.

State Rep. Helen Sommers, D-Seattle, has introduced a resolution that would put a constitutional amendment on the ballot. But other lawmakers, including state Sen. Lisa Brown, D-Spokane, say while it might have merit, it's unlikely to go far in 2007.

Steve Lundin, who worked in the state House for nearly 30 years, said making the change would be extremely challenging. He twice drafted constitutional amendments to make it easier to reform county government. They had wide support in the Legislature but were rejected at the polls.

Considering past failures, the Legislature should take its time, Vogler said.

"More thought has to be given to what the citizens want than just what the politicians want," Vogler said.

APPOINTED ADMINISTRATORS

Mielke suggested it might be better to appoint people to professional administrative positions like auditor or sheriff.

Mike Senske, who was one of 25 freeholders in the Spokane County charter attempt in the 1990s, agrees. An appointment process would ensure administrators are hired "based on their credentials, not based on their popularity."

Because he was selected to fill a vacancy between elections, Sheriff Ozzie Knezovich has served as both an **appointed** and **elected** sheriff. He says the independence of an **elected** office is important, but he also believes it might be beneficial to remove the politics that come with being **elected**.

He pointed to the recent selection of Spokane Police Chief Anne Kirkpatrick as a model for a public process that resulted in a highly qualified choice.

Mielke said someone with weak credentials could be **elected** the top law enforcement **officer** or charged with enforcing complicated tax rules.

Those serving in the **elected** administrative positions that could be affected by going to a charter, however, warn that being **elected** gives them a special ability to serve citizens.

Assessor Ralph Baker said he needs independence to prevent commissioners from improperly influencing property values.

"We need to be very careful there because the assessor needs to be able to have a free hand in being fair and impartial," Baker said.

Baker noted he recently had to decide if the city of Spokane was legally able to continue its attempt to annex county land, a proposal opposed by county commissioners. Baker said if his employment was dependent on commissioners, the county may have tried to affect his ruling.

"I don't work only for the county," Baker said. "I work just as much for the city."

That same issue could apply to county Treasurer Skip Chilberg, who said recently that he's considering mounting a challenge to a tax proposal that has garnered initial support from two county commissioners.

"No one who is in an **appointed** position could possibly feel comfortable raising tough questions such as tax-increment financing and others that I will be raising," Chilberg said.

Mielke said Baker's decision last week to hire the 23-year-old son of his chief deputy for a management position is just another example of why independence doesn't ensure good government. The county's human resources department expressed frustration that the move violated the county's nepotism policy. But the rule – written by county commissioners – could not be enforced in the assessor's office. Following public criticism, Baker terminated his new employee after two days.

Since voters have the final say on **elected** officials, citizens are hesitant to give up that power, said Lundin, who is about to publish a book on local government in Washington.

Although they stress the need for independence, the auditor, assessor, sheriff, treasurer and county clerk say they'd prefer their offices be nonpartisan, like the Spokane City Council.

"Partisan politics has never entered into a single day in the administration of the office," said County Clerk Tom Fallquist, who has been the clerk since 1982.

ELECTED TOP DOG?

Commissioners say it can be hard to manage their department leaders because those administrators answer to the three commissioners instead of one boss. They suggest it might be time to consider having an **elected** CEO, like Snohomish and King counties.

"There's not one corporation the size of Spokane County that has three CEOs," said former County Commissioner Kate McCaslin. "You need to have one person in charge."

Baker questioned whether there's a need for an **elected** executive given that the county already has a CEO – albeit, an unelected one.

"That's to their own making that they're not relinquishing their executive branch role," Baker said.

State law allows Spokane County to expand to five commissioners with a public vote without using freeholders, though Lundin said there's some question if that rule is **constitutional**.

Spokane County voters defeated a proposal to expand to five members by almost a 2-1 ratio in 1991.

Commissioner Bonnie Mager said expanding to five would provide better voter representation. Leaders have long complained that with just three commissioners they can't chat with each other about county business unless they hold a public meeting. That's because state law requires discussions be in public whenever there's a quorum. Politicians are afraid to give ideas publicly because they might be ridiculed in the press, they argue.

"There are times when good government calls for private discussions," said Chilberg, who is a former county commissioner. "The three commissioners are hobbled by not being able to talk with each other without being in a public meeting."

But Baker cautioned that a desire to share information privately should not drive the debate.

"That doesn't sound right to me," Baker said. "Are we trying to say we want a government that doesn't have open meetings?"

SIDEBAR:

AT A GLANCE

Staying the course

Largest Washington counties that use the state's original form of county government:

- Spokane (population 417,939)

- Clark (345,238)

- Kitsap (231,969)

Source: 2000 Census

MEMO: Jonathan Brunt can be reached at jonathanb@spokesman.com or (509) 459-5442.

GRAPHIC: Charter counties

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Author: Jonathan Brunt Staff writer

Page: 1B

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Paper: Florida Times-Union, The (Jacksonville, FL)

Title: Charter amendment picks up support The citizens proposal is going to legislators and it could be on the ballot in '07 or '08.

Date: January 13, 2007

Now that the wording of a proposed **St. Johns County** charter government draft has been changed to make it more difficult to adversely affect the tax collector, property appraiser and other constitutional officers, they've come out in support of the document.

The support allows the 12-member citizens committee that drafted the **charter**, which establishes term limits, campaign finance reform and recall procedures for **county** commissioners, to take it to the legislative delegation unopposed.

At a meeting in December, when the commission initially voted in favor of a resolution supporting the **charter** and passing it on to the legislative delegation, four of the five constitutional officers opposed it.

They opposed the **charter** not because it changed their functions or responsibilities, but because they believed it could be easily amended to do so. Under the initial draft, the **charter** could be put on the ballot by a vote of three out of five commissioners and amended by a majority of the voters, 50 percent plus one.

In a Dec. 7 letter, the constitutional officers said the citizens committee represented only a handful of citizens, not the will of the **county** as a whole, and they asked for an independent task force of residents to review the **charter**. All the officers except the supervisor of elections signed the letter.

"This approach is nothing more than subterfuge and we believe at best it is misleading and at worst, unethical," the letter states. "It holds the **County** Commission and its citizens 'hostage' to vote on whatever is written. We all owe our constituents more than that."

Since then, the constitutional officers have met with the 12-member citizens committee and proposed **changes** that have been added to the draft. These **changes** make it more difficult for the commission and the voters to **change** the functions and responsibilities of the constitutional officers, who are the **sheriff**, tax collector, property appraiser, supervisor of elections and clerk of courts. It also makes it more difficult to **change** how the officers are selected. Currently, they are elected, but a **change** could be made to make them appointed.

With the new language, to be put on the ballot, an amendment that would affect the constitutional officers has to be approved by four of the five commissioners and by 60 percent of the voters.

In a Dec. 20 letter, the attorney representing **county** Tax Collector Dennis Hollingsworth says, "Our meetings with **county** officials, the **charter** committee and our review of the proposed **charter** reveal no intent by the present **County** Commission to impose any restrictions on the powers of the constitutional officers."

Tina McGough, who steered the citizens committee that drafted the document, said at a meeting Monday that the language **change** makes the document better.

"We think that the separation between constitutional officers, as elected officials, and the commissioners is a good separation and we want to maintain that, we don't want it easily changed," McGough said. McGough said that if the constitutional officers' positions were changed to appointments, that would give the public less control over who's in office and that's in contradiction with the whole point of the **charter**.

The draft can continue to be changed before a final version is presented to the House, McGough said. If the House approves the bill, it will go on to the Senate and, if approved there, it will go on the ballot in 2007 or 2008.

Now that the commissioners have passed a resolution, they are no longer involved in the process.

Commissioner Tom Manuel, who represents the Ponte Vedra Beach area, said the **charter** is a citizen-driven initiative and that the commission shouldn't be involved with it.

County Attorney Patrick McCormack agreed.

"There's no further **county** action required," McCormack said.

But Commissioner Cyndi Stevenson asked, if the **County Commission** isn't responsible for holding public hearings on the issue, when would the public have a chance to review the document and make recommendations.

"Are we going to have an opportunity to have this polished in the public?" Stevenson asked.

Commissioner Ron Sanchez said that he believes there will be plenty of opportunities for public vesting and input, but that it's not the commission's responsibility to do that.

"No law required the citizens group to bring it to the commission, they did it as a courtesy to us," Sanchez said. "They had no reason, legally, to come to our board."

But Stevenson said the legislative delegation would not have taken the draft seriously had the commission not voted to pass it along to them. Therefore, she said, the commission should continue to be involved.

"It was the vote of this board that made this process an option," Stevenson said. "It was the weight of the vote of this body that breathed the life into that special act."

McGough said that feedback about the **charter** can be sent in an e-mail to sjccharter@comcast.net.

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Charter government

To read a citizens group's final draft of a proposed **charter** government for **St. Johns County** online, go to Jacksonville.com, keywords: **St. Johns charter**.

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Author: CHRISTINA ABEL

Page: V-1

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Paper: Daytona Beach News-Journal (FL)
Title: Tax reform report offers few details
Date: December 16, 2006

Gov. Jeb Bush's Florida Property Tax Reform Committee issued its first report Friday, calling for "comprehensive" steps to fix the property-tax system but stopping short of recommending detailed changes.

Also Friday, a tax watchdog group made its recommendations, urging repeal of the 1992 Save Our Homes constitutional amendment in combination with steps such as limiting growth of local-government revenue.

"Florida's property-tax system is in crisis," said Dominic Calabro, president and chief executive officer of Florida TaxWatch.

Among the proposals the governor's committee could present to the Legislature to fix a property system broadly maligned as inequitable:

- *Limit increases in local-government tax revenue or spending;
- *Place caps on the taxable values of businesses and other non-homesteaded properties;
- *Consider an increase in the \$25,000 homestead exemption;
- *Replacing property taxes with higher sales taxes;
- *Allowing homeowners to retain benefits under the Save Our Homes property assessment caps when they move.

The committee plans to continue to study the proposals and will issue a final report next year. The recommendations came one day after area lawmakers heard from Volusia County groups on tax concerns at a meeting in DeLand.

Volusia Tax Reform and Volusia Civic Pride advocated a cap on local government spending. They also want all taxing authorities to be made up of **elected**, not **appointed**, officials.

Save Our Homes limits annual increases in taxable values of homesteaded properties to 3 percent. TaxWatch and others argue the limit has shifted a disproportionate amount of the tax burden to non-homesteaded properties.

The TaxWatch proposal would let homeowners retain part of the benefits from the amendment. If a house is assessed at \$60,000 below market value because of Save Our Homes, it would continue to be assessed at \$60,000 below market value in the future.

The Volusia County groups say allowing homeowners to retain their savings when they move would exacerbate the tax burden on non-homesteaded properties. It should be considered only with a cap on spending and assessments of non-homesteaded properties, they contend.

Organizers said Volusia Tax Reform has gathered steam since it mustered more than 10,000 signatures asking local governments to roll back tax rates this fall.

The group is recruiting an advisory committee that already includes such high-profile members as Jerry Johnson, developer of Venetian Bay; Doug Kosarek, vice president of Bray & Gillespie; and Charles Duva, chief executive of DuvaSawko medical billing company.

Thomas Blawn, executive director of Volusia Civic Pride, said the issue is not just a business concern. "I can't imagine any citizen that's not affected, whether a renter or a mobile home park or a multimillion dollar home on the ocean. It affects everybody," he said.

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Author: JAMES MILLER and JIM SAUNDERS - STAFF WRITERS
Section: Section C
Page: 02C
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Paper: Miami Herald, The (FL)
Title: REFORM PANEL TAKES STOCK, BUT NO ACTION
Date: December 14, 2006

Big ideas emerged Wednesday as a government reform committee interviewed former county executives and **elected** officials about whether Broward needs a full-time mayor and whether **elected** leaders such as the sheriff need more budget oversight.

For now, they're just ideas, said Lori Moseley, the Miramar mayor who heads the county's Charter Review Commission. The committee meets every six years to consider improvements to county government, then asks voters to approve changes to Broward's governing charter.

The Charter Review Commission is still trying to understand how government works in Broward and to decide what needs the most study or reform, Moseley said.

NO BALLOT ITEMS

They're far from coming up with any recommendations to send to Broward voters in 2008, she said.

Although they're exploring the idea, there are no plans right now to turn **elected constitutional officers** into what are known as "charter officers" who would be answerable to the County Commission. They include the sheriff, the supervisor of elections, the property appraiser and the clerk of court.

"We've formed no opinions," Moseley said. "We're listening, just fact-finding, contrary to popular rumor. Everybody's put words in our mouths except us."

COMPARISONS

Still, they discussed the idea and asked their attorney to look at counties where **constitutional officers** report to the County Commission. In some counties, these **officers** are **elected**; in others, they are **appointed**.

They also got an earful of ideas Wednesday from some of the people they interviewed, including former county administrator Roger Desjarlais, former county attorney Ed Dion, and current Sheriff Ken Jenne and Supervisor of Elections Brenda Snipes.

Both Jenne and Snipes went out of their way to point out the benefits of independent **elected** officials and deflect any criticism that could lead to losing their current status.

"We're just hearing little rumblings, that they're thinking of making this an **appointed** position," Snipes said after the meeting. "I just think that's a mistake. The people are paying attention to the election process."

Four years ago, the Charter Review Commission also considered making four of the county's **constitutional officers** charter **officers**.

Their vote came as the Broward County Commission was grappling over budget issues with Snipes' controversial predecessor, Miriam Oliphant.

The Charter Review Commission - made up of a different group of people at the time - decided they would ask voters whether they wanted the elections chief to be an **appointed** post.

They reversed their decision after many people complained that Oliphant, who is black, was singled out because of her race and gender.

The Charter Review Commission voted to allow the other three **constitutional officers** - all white men - keep their status.

Other ideas that surfaced Wednesday include considering whether to add three at-large county commissioners and a full-time mayor to the County Commission.

ADDING BALANCE?

The at-large commissioners would help temper parochial tendencies that have emerged since the County Commission moved to a district system, said Desjarlais, and a mayor could have veto powers that could temper the geographical and political

leanings of the members of the commission.

"When things are happening, someone needs to be able to call a halt to that kind of decision making," said Desjarlais, who served as Broward County administrator from 1998 to 2005.

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Section: Broward & State

Page: 6B

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Paper: Milwaukee Journal Sentinel (WI)
Title: COUNTY GOVERNMENTS -
Size often does matter
Date: December 6, 2006

The Waukesha County Board agreed in the spring to reduce the number of county supervisors from 35 to 25. The Price County Board will be trimmed from 21 to 13 members under a restructuring approved last month. Fights over downsizing are taking place in Winnebago and Walworth counties. And the idea of reducing government by reducing the number of elected officials could well catch fire in other counties around the state.

It's a good debate to be having, especially in a time of high government costs and tight government budgets. But this is probably not a problem with a one-size-fits-all solution. Downsizing in Waukesha County was a good idea, but that doesn't mean it's a good idea in every case.

And the argument that reducing the number of supervisors means lower general costs for counties should be closely examined in each case. A 2003 study by the Wisconsin Taxpayers Alliance found that, generally speaking, larger boards meant less county spending and suggested that larger boards may be more accountable to constituents.

The finding may fly in the face of conventional wisdom, but there it is. Those pushing for smaller boards need to explain why they think their proposals will result in less costly government without a loss of accountability in their counties. Voters and officials in each county need to decide what's the right size for them based on their circumstances and spending facts.

At the same time, the state needs to have a more serious discussion on the sheer number of governmental bodies there are in Wisconsin. But as long as there's a discussion about the right size for county governments, some questions about other offices and issues should be added to the debate.

For example, why do Wisconsin voters cast ballots for constitutional offices such as district attorney, sheriff, county clerk and treasurer in partisan races in the fall? County supervisors and county executives are non-partisan offices and are elected in the spring. Wouldn't it make more sense to make all those local elected offices non-partisan and vote on them in the spring or just hold all elections in the fall, non-partisan and partisan?

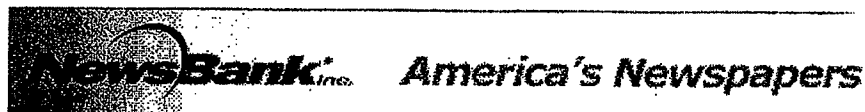
For that matter, why hold elections at all in the cases of treasurer and clerk? There may have been a time when these officers performed duties that warranted election, but times have changed. Given the bureaucratic responsibilities they handle today, there is no reason to continue electing those officials. And although a better case can be made for electing sheriffs, it wouldn't hurt to at least talk about whether they, like police chiefs, should be appointed.

Voters have disagreed with the idea of electing fewer people. Town of Wayne voters in November, for example, overwhelmingly rejected a referendum that would have ended elections of the town clerk and treasurer in favor of Town Board appointments to the posts. But it's still an idea worth discussing as part of a larger discussion on reforming government in Wisconsin.

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Author: FRANZEN
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Paper: Miami Herald, The (FL)
Title: VOTERS SEEKING A HIGHER STANDARD
Date: September 8, 2006

OUR OPINION: COMMISSIONERS SHOULD SEEK REASONS FOR PAY RAISE LOSS

What a paradox. Miami-Dade County voters consistently reward their incumbent district county **commissioners** with another term yet, whenever asked, simultaneously reject increasing the **commissioners'** measly \$6,000 annual **salary**. On Tuesday, for the eighth time, voters said No to a commission proposal that would raise annual **salaries** to about \$90,000 according to a state formula linked to population. What gives?

Review own performance

It isn't that Miami-Dade voters are cheap. In recent times they have approved a half-cent sales tax hike to fund transit projects, a \$2.9 billion capital improvements bond issue and a parks bond issue. Voters are willing to use their taxes to invest in the county's quality of life. But they don't want to invest more in county **commissioners**.

Some voters may not equate responsible, responsive public servants with a better standard of living. Others may not buy the often-pitched argument that the low pay prevents qualified individuals who need full-time **salaries** from running, thereby limiting candidates' quantity and quality.

The County Commission should ask constituents why they reject the **salary** increase even as they examine their own performance. Surely what **commissioners** do as public officials has a direct bearing on voters' views on the **salary** question.

For example, it didn't increase the public's trust to learn that Commission Chairman Joe Martinez accepted free services on construction of his new home from two builder friends, one of whom is a board member of the Latin Builders Association. To its discredit, the county's ethics commission squinted enough to find wiggle room to rule that this was legal as long as Mr. Martinez reported the gifts and the LBA didn't lobby him while his home is being built. Legal this may be, but right it is not. Ironically, Mr. Martinez cast the only vote against asking for a pay raise this year.

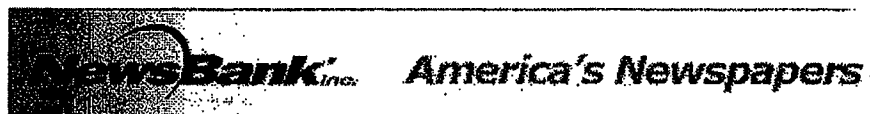
No outside employment

Such ethical lapses give the entire commission a bad name. Equally damaging are the periodic County Hall scandals - take the Housing Agency's ineptitude and misuse of public funding, for example. Invariably, investigations reveal links between **commissioners'** political buddies and county money.

How the **salary** question is framed matters, too. This time nothing was said about prohibiting sitting **commissioners'** outside employment - nor whether, if their pay increased, they would relinquish the \$45,000-plus benefits they now enjoy beyond the \$6,000 **salary**. In 2004, the raise question was linked to 16-year **term limits**, and it came close to passing. Voters may change course if all these issues are addressed.

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Author: Herald Staff
Section: Editorial
Page: 24A
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Paper: Miami Herald, The (FL)
Title: MAKERS OF DADE LAWS EYE \$83,000 PAY HIKE
Date: May 9, 2006

County **commissioners** may ask voters for an \$83,000 bump in income - doing away with the \$6,000 **salary** that has been on the books since 1957.

For nearly five decades, Miami-Dade voters have enforced a de facto **salary** freeze on county **commissioners** - routinely rejecting any attempts to boost **salaries** since the county incorporated.

Today, Miami-Dade **commissioners** will discuss asking taxpayers to raise the commission **salary** from \$6,000 to nearly \$89,000.

The item, sponsored by **Commissioners** Bruno Barreiro and Dennis Moss, marks the third time in three years the **salary** issue has come before the full board.

If it passes the full commission at today's meeting, it will appear on the ballot for countywide elections in September.

But if history is any indicator, it will be a tough sell.

"People are mistrustful of the County Commission," said **Commissioner** Katy Sorenson, who supports the pay raise. "They may like their individual **commissioner**, but they may hate the commission as a whole. The reflexive response is to say no."

Miami-Dade Mayor Carlos Alvarez, who has been in a public feud with the commission since he took office in 2004, supports the move to put the **salary** increase up for a vote.

Regardless of the rift, Alvarez said he supports a full-time **salary** for **commissioners**.

Advocates say the increase would level the playing field come election time and help eliminate possible conflicts that arise when elected leaders pursue **employment** opportunities **outside** of County Hall.

Miami-Dade is the only one of Florida's 67 counties that does not rely on a state formula that ties commission **salaries** to population.

Broward County **commissioners**, for example, make more than \$88,000.

Miami-Dade's home rule charter, however, specifically set the \$6,000 **salary** in 1957 - with no mechanism to account for inflation or other circumstances.

"This was a smaller, less complicated county at that time," said Sorenson, who has no other job **outside** of her district seat. "This is a full-time job. The benefit is that this would allow a greater pool [of candidates], not just people who can afford to run."

Voters have rejected an increase seven times - most recently in 2004, when a slim majority turned down a proposal that would have also placed **term** limits on **commissioners**.

Barreiro, whose day job is at the helm of a home healthcare firm, says he hopes the narrow loss bodes well this time.

"I'm lucky, I have my own business," he said. "But you're not going to attract a regular 30- or 40-year-old professional that has to keep a family."

Last year, Moss pushed for the **salary** question to appear alongside a special slots election. But his move fizzled after the gaming industry objected to the addition to the proposal.

While commission **salaries** have stayed the same since the Eisenhower administration, **commissioners** have some considerable benefits nonetheless: \$24,000 annually for expenses, \$10,000 annually in executive benefits and \$9,600 annually for transportation allowances or county-leased cars.

In a memo to the commission, Alvarez - who makes more than \$200,000 plus benefits - said the increase was "long overdue."

COMMISSION SALARIES

Miami-Dade's home rule charter set the **salary** for county **commissioners** at \$6,000 in 1957 - a rule that has stayed on the books despite repeated efforts to tie **salaries** to a state formula, which is the case in other Florida counties, including Broward.

Voters have rejected an increase seven times in five decades, most recently in 2004, when a slim majority turned down a proposal that also would have placed **term limits** on **commissioners**.

MiamiHerald.com: Do you think county **commissioners** should get a **salary** boost? Click on news to vote

Caption:

Photo: Carlos Alvarez (a), Bruno Barreiro (a), Dennis Moss (a), Katy Sorenson (a)

Caption:

ROBERTO KOLTUN/EL NUEVO HERALD FILE, 2005 SUPPORTER: Miami-Dade Mayor Carlos Alvarez backs the move to put the **salary** increase to a vote.

CO-SPONSOR: **Commissioner** Bruno Barreiro hopes a narrow loss in 2004 bodes well for a raise this year.

CO-SPONSOR: **Commissioner** Dennis Moss pushed for the pay issue to be along- side a slots vote last year.

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Section: Front

Page: 1A

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Paper: Sun-Sentinel

Title: 'MERGER' OF CONSTITUTIONAL OFFICERS INTO COUNTY WILL SERVE CITIZENS WELL

Date: February 25, 1995

Welcome winds of political reform are starting to blow in Palm Beach County.

They keep aloft the promise of demolishing some independent political kingdoms and replacing them with a more streamlined, effective and accountable government structure.

The Palm Beach County Municipal League deserves public and political support and encouragement in its efforts to study whether several constitutional officers - the sheriff, court clerk, property appraiser, tax collector and elections supervisor - should be placed under control of county government.

The League's Directions Committee plans to meet with those officials next month, then report back to the League on March 22.

A truly independent, unbiased and thorough study of this issue cannot help but reach one conclusion: Palm Beach County's charter should be amended, first to make these officials county charter officers and eventually appointed department heads.

There's nothing revolutionary about this idea. Four of Florida's 11 charter counties - Volusia, Sarasota, Duval and Dade - long ago switched to making most of these officials appointed charter officers. The reform goals elsewhere were improved communications, cooperation, efficiency, decision-making and problem-solving and the abolishment of unnecessary independent political kingdoms.

Whether or not they become appointed, they should be made charter officers. As such, voters can:

- Require them to meet certain minimal educational, training and job experience standards. At present, any county resident and voter aged 18 or older can win election.
- Make the office they serve into a department of county government, under the County Commission, with the powers now granted to them individually by state law transferred by charter amendment to that department.
- Fine-tune their duties and responsibilities from the generic ones defined by state law decades ago to those designed to meet the unique challenges of Palm Beach County as it approaches the 21st century.
- Reduce duplication of effort and save money by requiring charter officers to join county department heads in using county financial and administrative services such as finance, personnel, payroll and purchasing.
- Give county commissioners ultimate authority over the sheriff's budget. At present, he - alone among constitutional officers - can appeal county budgetary decisions to the state Cabinet.

A desire to protect an outdated political status quo should not stand in the way of a sensible charter reform that offers increased professionalism, improved management, tighter financial controls, less political gameplaying and improved services to the public.

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Section: EDITORIAL

Page: 18A

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Paper: Sun-Sentinel

Title: TO REFORM COUNTY'S GOVERNMENT, CHAMBER MUST LOOK AT BIG PICTURE

Date: AUGUST 15, 1991

When it comes to the need to fix Palm Beach County's flawed governmental structure, halfway measures won't be good enough.

The Boca Raton Chamber of Commerce needs to use a wide-angle lens to look at the big picture -- a bold, broad vision of comprehensive reform -- instead of the close-up lens it has initially chosen.

Chamber officials will meet today to discuss a too-narrowly focused idea: Asking voters to amend the **county charter** to give **county commissioners** final say over the budgets of five elected officials -- the **sheriff**, property appraiser, clerk of courts, tax collector and elections supervisor.

At present, each has varying degrees of autonomy over spending of tax dollars.

Interest in this idea -- strongly supported by chamber members in a December survey -- was reborn due to the reluctance of all but the elections supervisor to support a countywide employee pay freeze.

The big picture involves asking voters to totally revise the nature of the relationship between these elected officials and the **County Commission**.

In addition to **County Commission** budgetary control, the pros and cons of these reforms deserve careful study and full debate:

- Amending the **charter** to make these five officials **county charter** officers, instead of state constitutional officers. This would turn their offices into departments of **county government**, with powers now granted to them individually by state law transferred to those departments.

- Changing their duties and responsibilities from those strictly defined by state law to those desired to meet the unique challenges of Palm Beach **County**.

- Reducing duplication of effort and saving money by requiring **charter** officers to join **county department** heads in using the **county's** financial and administrative services, such as personnel, payroll and purchasing. Elections Supervisor Jackie Winchester already abides by **county** pay, purchasing and personnel policies on a voluntary basis.

- Requiring these officials to meet certain educational, training and job experience standards, not now mandated by state law. At present, any **county** voter age 18 or older can run for and win election to these offices, regardless of education, training or job experience.

- And -- most controversial of all -- having these officials become **appointed** department heads of **county government**, instead of being elected separately.

Four of Florida's 11 **charter counties** -- Volusia, Sarasota, Duval and Dade -- have already placed these officials under their **county's charter**.

The goals were improved public services and increased communication, cooperation, efficiency and unity through stronger countywide financial controls, decision-making and problem-solving by the **county commissioners**. Another aim was to get rid of unnecessary independent political power bases.

Voters tend to resist changes in governmental structure, so any campaign to amend the **charter** to implement these reforms will require widespread public education and full debate about the advantages and disadvantages.

1991 News and Sun-Sentinel Company

Section: EDITORIAL

Page: 18A

1991 News and Sun-Sentinel Company

ELECTED OFFICE OF THE SHERIFF

EXECUTIVE SUMMARY

(Source: National Sheriffs' Association)

Issues Presented for Study

In most of the states the long-standing historical practice has been that the sheriff is elected for a four-year term of office. An issue which periodically arises in various jurisdictions around the United States, often in response to a particularly current and unusual situation or one of local government political conflict, is whether or not the status of this office should be changed from elected to appointed.

A Historical Perspective

The question presented is not a new one, having been around in some form for at least 300 years. In 1682 the City of London and County of Middlesex were concerned with moves by the Crown that would deprive them of the right to elect their sheriffs. The American county itself has its antecedents in ninth century England when the King divided the country into "shires", or local government units. Three officials oversaw the shire: the earl, the sheriff, and the bishop. Of these, the shire-reeve, later called sheriff, was second in importance to the earl. Originally appointed, the English sheriff eventually became an elected official.

When English colonists set up local governments in America the units and types of officials were patterned after the English model but with adaptations including the appointment of local officials by the colonial governor. Appointment remained the norm until during the Jacksonian era when states switched to election of many county officials. Today the number of local positions still elected has been significantly reduced, but across most of the country the sheriff remains an elected official.

Present Elected Status of Sheriff

Across the country popular election is the almost uniform means of selection of the sheriff. Sheriffs are elected to four-year terms in 41 states, two-year terms in three states, a three-year term in one state and a six-year term in one state. The races are on a partisan ballot in 40 states and on a non-partisan basis in 6 states.

A few states do not have the office of sheriff as such. There are no sheriffs in Alaska and that office was essentially abolished in the year 2000 in Connecticut. Hawaii does not have the position traditionally associated with the office of sheriff. In Rhode Island, the governor appoints the sheriff. In two Colorado counties and Dade County, Florida, sheriffs are appointed by the county executive.

Some jurisdictions have explored switching to a system of appointed sheriffs and at least two have had an appointed sheriff and returned to a system of elections. In Multnomah County, Oregon the sheriff became appointed on January 1, 1967. From January 1, 1967, to late 1978 the county board appointed six different sheriffs. Due to dissatisfaction with that system, the voters returned to election of the sheriff. The position of sheriff in King County, Washington, which is the Seattle area, was elected until 1968. At that time the Home Rule Charter of the county was amended and the sheriff became appointed, serving at the pleasure of the elected executive. After

several years under this system the voters restored to position to being elected. Popular reports indicate that the voters felt that public safety and law enforcement services would be improved by the return to election of the sheriff.

In nearly 3100 other jurisdictions throughout the country, the sheriffs are elected, although in some jurisdictions sheriffs are appointed to fill out unexpired terms if there is a death or resignation of the incumbent. In 20 states a vacancy in office is filled by appointment by the county board of commissioners. The office of governor fills a vacancy by appointment in 9 states and a variety of other means are used in the remaining states to fill a vacancy, including special election, appointment of the chief deputy and appointment by the political party of the former sheriff. Several states use a combination of appointment and special elections, depending on when the vacancy occurs.

Efforts to place the issue of appointment before the voters have rarely resulted in a change from elected status. In 1994 Iowa held a referendum to change the status of sheriff from elected to appointed. That initiative was heavily defeated by the voters.

Election is the best option.

There are at least four reasons to support election of the sheriff.

- 1) The sheriff provides a check and balance as an elected county official directly responsible to the citizens that protects from undue influence by members of the county board or by other county officials. There are also several checks upon the unfettered discretion of the sheriff. The voters can remove the sheriff from office during the election; the county board, subject in some states to appellate review, controls the budget and salary of the sheriff; and in extreme cases statutes authorize the removal of the sheriff from office for misfeasance or nonfeasance of duty.
- 2) In our democracy, we should have the right to choose who is to be sheriff. In many counties the sheriff is the single most powerful individual and institution. Despite the efforts of appointment proponents, voters who have had a chance to decide the issue have nearly universally decided to keep the office elective. Citizens should have the freedom to choose their sheriff and direct election is the best means to accomplish that.
- 3) The election of the sheriff is consistent with national traditions and practices. Election of sheriffs is nearly uniform throughout the United States. History has shown in those jurisdictions in which the sheriff is appointed there is a decrease in quality and continuity of law enforcement services and administration. When the sheriff is subject to the whims and caprices of the board of commissioners, the office becomes more politicized, not less.
- 4) There is stability and continuity of office. Sheriffs at the county level and city police departments at the municipal level handle local law enforcement. While city police departments on the whole do a good job, comparison of the continuity, innovation and public responsiveness of the office sheriff to city police demonstrates the perils of appointment. There is no objective, empirical data that proves city police departments headed by an appointed law enforcement official are any more creative, innovative, stable or cost-effective than the office of sheriff.

Governing Magazine/June 2000

FEATURE: SHERIFFS

THE BATTERED BADGE

Sheriffs are getting into some tough scrapes these days--not with desperadoes but with rivals and critics in local government.

By Charles Mahtesian

If all goes as expected, a majority of Connecticut voters will walk into the polling booth this fall, pull the curtain behind them and end three centuries of political tradition by casting a ballot to abolish the venerable office of the High Sheriff.

To those who live outside Connecticut, that action might sound extreme. In more than 3,000 jurisdictions across the nation, the sheriff's office either provides law enforcement services, operates the local jail system or handles both. The citizens could no more live without it than they could without a fire department.

In Connecticut, however, the demise of the office may come as a relief to residents. There, the High Sheriff is really little more than a High Bailiff, responsible only for courthouse security, transporting prisoners and serving legal papers. And yet, despite the modest list of duties, the state's eight High Sheriffs have been cutting an unusually high profile. Unfortunately, it hasn't been a flattering one.

One sheriff has been accused of illegal firearms possession. Another faces embezzlement and larceny charges. In New Haven County, the sheriff's office has come under fire amid news reports that convicted felons were hired as deputies and a female prisoner was raped in a transport van. Formal investigations are under way at both the state and federal levels.

Even New Haven County High Sheriff Frank Kinney, who believes that he and his colleagues are being unfairly maligned, concedes that the blanket coverage doesn't paint a pretty picture. "It literally has taken up pages and pages of newspaper articles over the past 12 months because of three or four people," he says. "Out of some 950 special deputies in Connecticut--there being no policy prohibiting the hiring of people with felonies in their background--three or four had felonies."

In April, critics who have long called the system a haven for corruption and cronyism finally got their wish--the legislature passed a bill that would abolish the eight elected positions and transfer special deputies and deputy sheriffs to the state's judicial branch. The question is now subject to approval in a fall referendum.

"Times have changed in Connecticut," says Representative Michael Lawlor, who led the reform effort. "There have been lots of scandals over the past five to 10 years involving the sheriffs, to which they haven't responded very well. It's kind of an embarrassment."

Embarrassment or not, Connecticut isn't the only place where sheriffs are finding their activities under intense scrutiny these days. Most sheriffs, of course, are not embroiled in scandal and controversy. Rather, they are in trouble of another kind--they are increasingly at odds with other elected officeholders over control of the county budget.

In many counties, the clash is all but unavoidable. The sheriff is a constitutionally elected officer, unaccountable to anyone but the voters, yet has no power over the purse. County commissioners or council members have budget-making authority but lack any real control

over how law enforcement funds are spent. It's a constitutional crisis waiting to happen, and in some places, it already has.

"The problem is one of economics. Like every other government entity, they are in competition for revenue," says Lee Colwell, director of the National Center for Rural Law Enforcement. "The sheriff is a constitutionally elected officer, but the policy makers or county commissions have the responsibility for marshalling the budget. The different agendas make it inevitable they'll come into conflict."

While budget battles between the two sides are hardly a new phenomenon, the tenor of that conflict is becoming increasingly shrill. In some places, it's more than just words. In Prince George's County, Maryland, for example, a bitter feud between County Executive Wayne Curry and former Sheriff James Aluisi left the sheriff's office near collapse two years ago. Close to 40,000 arrest warrants went undelivered. Roughly half of all protective orders for abused women expired before deputies could deliver them.

Claiming that his agency was the victim of vindictive budget slashing, Aluisi filed suit against the county. Curry, who insisted that Aluisi was guilty of gross mismanagement, counter-sued and asked that the department be placed in receivership. In the end, it turned out both the sheriff and the county executive had a point: A court-ordered audit reported that the sheriff's office was both mismanaged AND underfunded.

Local jails are often central to the quarrel. While the price of maintaining a professionalized police force is increasingly expensive, it pales next to the burgeoning cost of housing a growing prison population. "Communities just do not want to spend money on jails," says Bud Meeks, a former Indiana sheriff who serves as executive director of the National Sheriffs Association. "Those jails are expensive to build and expensive to run. It takes an awful lot of tax dollars to run a jail. They put 100,000 cops on the street and gave us no probation officers, no public defenders, no judges, no prosecutors and no more prison cells."

Yet even adequate jail space is no guarantee that sheriffs and other county officeholders will make nice. In fast-growing Benton County, Arkansas, for instance, Sheriff Andy Lee took his overseers to court late last year, claiming that the sheriff's department should not be subjected to an 8 percent, across-the-board budget cut instituted by the local Quorum Court, the Arkansas equivalent of a county board. The sheriff's office, Lee argued, was already grossly understaffed. As many as 10 new field deputies were needed, he said, along with additional officers to serve warrants and secretaries to process paperwork. The bottom line, in his view, is that law enforcement deserves a higher priority.

In February, Lee and the county board tentatively agreed on a plan that seemed to suit everyone's needs. The sheriff would get the additional deputies he insisted were necessary to staff the county's newly opened but under-filled jail. Benton County would generate revenue to pay for the new hires by taking in inmates from neighboring counties that lacked jail space for them.

But the Quorum Court later backed away from the hiring commitment, and the sheriff responded by hitting his antagonists in their soft spot. Claiming he couldn't trust the board members, Lee made preparations to transfer the revenue-generating, out-of-county prisoners back to where they came from. "I will not negotiate with the Quorum Court in any fashion on how to generate revenue out of that jail," he declared. "They could give me 100 deputies and I wouldn't do business with them. In the future, they'll have to sign their name in blood before I'll believe them."

Ultimately, Lee backed away from his threats. Both sides are again on

speaking terms. Still, the matter is hardly settled. Lee doesn't plan to kick any prisoners out, but he has announced he won't accept any new out-of-county prisoners, either. For Benton County, which now has a new jail five times larger than the old one, that could mean hundreds of thousands of dollars in lost revenues.

In airing their budget grievances both in the courtroom and in the court of public opinion, Lee and Aluisi joined perhaps the most famous--or infamous--law enforcement officer in the country--Sheriff Joe Arpaio of Maricopa County, Arizona.

The iron-fisted chief of the nation's fourth-largest jail system and author of a memoir, "America's Toughest Sheriff," Arpaio sued his own county in 1994 after the supervisors reduced his budget by \$5 million. Despite claims that the sheriff's office was about 130 officers short in the county jails and actually needed a \$10 million increase, a court ruled that the five-member Board of Supervisors was within its powers in cutting the sheriff's budget.

But in the game of budget chicken, Arpaio, like Andy Lee in Benton County, always seems to come out ahead, even in losing. During Maricopa County's period of fiscal austerity in the early to mid-1990s, Arpaio's star was on the rise despite the fact that his budget was in decline. An eye for cost-cutting and a knack for publicity stunts landed him on hundreds of radio and television talk shows. Inmates were not only compelled to eat cheap food but also forced to pay for their meals. The sheriff instituted chain gangs and required inmates to wear pink underwear. As part of an effort to alleviate overcrowding, prisoners were housed in a massive tent city in the desert.

It's no coincidence that Arpaio and Lee are among the most popular vote-getters on the local ballot. In a political fight for more law enforcement funding, the sheriff nearly always wears the white hat: Budget showdowns invariably cast him as a tough-talking, Buford Pusser-type lawman pitted against bean-counting bureaucrats and politicians. One of the nation's most colorful sheriffs, long-serving Harry Lee of Jefferson Parish, Louisiana, recently described his position by saying: "I'm the closest thing there is to a king in the United States."

If nothing else, the personal popularity of many sheriffs provides them with a consolation unavailable to most other elected officials--they recognize they will still hold office long after their opponents have moved on. Arpaio has been the target of some 800 lawsuits since taking office in 1992, yet he remains as popular as the day he was elected. In Prince George's County, Aluisi served five terms before declining to run again in 1998. Benton County's Andy Lee is in his sixth two-year term. Even in scandal-plagued Connecticut, sheriffs have displayed an unusual gift for politicking--New Haven County's Frank Kinney is just the third person to hold the title of sheriff there in the past 40 years.

"It's been a constant battle with the commissioners over the budget," admits one of the senior incumbents, Dorchester County, Maryland, Sheriff Philip McKelvey, who was first elected in 1978. On the other hand, he says, "they've come and gone, but I'm still here."

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**ANALYSIS OF POTENTIAL MERGER OF THE
MIAMI-DADE POLICE DEPARTMENT AND THE
DEPARTMENT OF CORRECTIONS & REHABILITATION**

MIAMI-DADE COUNTY
OFFICE OF STRATEGIC BUSINESS MANAGEMENT
PERFORMANCE IMPROVEMENT DIVISION

JUNE 30, 2004

TABLE OF CONTENTS

EXECUTIVE SUMMARY	<i>ii</i>
SCOPE	1
BACKGROUND.....	1
METHODOLOGY.....	2
MDPD AND MDCR HISTORY, PROFILES & COMPARATIVE MODELS	3
History.....	3
Profiles	4
Comparative Models.....	9
FINDINGS AND ANALYSIS	11
Organizational Effectiveness	11
Human Resources	14
Financial Impact.....	16
ATTACHMENTS	
A. Summary of Input from Subject Matter Experts	
B. List of Contacts in Public Safety Organizations	
C. MDPD and MDCR Departmental Mission Statements	
D. Comparison of Strategic Priorities of Public Safety-Related County Departments	
E. MDPD and MDCR Funding Sources	
F. MDPD and MDCR Historical Budget and Personnel Levels	
G. Largest Local Police Departments	
H. Largest Local Jail Jurisdictions	
I. Location of Corrections Functions in Florida Counties	
J. Tables of Organization for Public Safety Entities in Selected Jurisdictions	
K. Summary of Selected Facts from Peer Jurisdictions	
L. Examples of Different Types of Public Safety Reorganizations	
M. Trends in Public Safety Reorganizations	
N. Elements of Successful Public Safety Reorganizations	
O. Fifteen Largest Sheriff's Offices, June 2003	
P. Comparison of Select MDPD and MDCR Classifications as of June 30, 2004	
Q. Selected References	

EXECUTIVE SUMMARY

At the request of the County Manager's Office, the Office of Strategic Business Management, Performance Improvement Division (OSBM/PI) examined the potential merger of the Miami-Dade Police Department (MDPD) and the Corrections and Rehabilitation Department (MDCR), as well as a more limited potential merger of the administrative functions of these departments. OSBM/PI approached this examination from three vantage points: operational effectiveness, human resources, and financial impact. Based on our analysis, OSBM/PI recommends that *MDPD and MDCR be sustained as separate departments, each retaining fully independent administrative functions.*

Organizational Effectiveness

Despite a long history in the United States of law enforcement and corrections personnel reporting to a single public safety officer, trends in recent decades have greatly increased specialization of these two functions and contributed to the development of distinct organizational cultures. The Corrections profession has become increasingly complex, with an accordingly distinctive approach to officer training. While OSBM/PI determined that mergers among police departments (city-county police department consolidations, for instance) are relatively common, we found no evidence of any recent police-corrections mergers such as that under consideration in Miami-Dade County. Of the seven subject matter experts consulted as part of this review, six recommended against a police-corrections merger for our particular operating environment.

While at first there appear to be two basic organizational models for police and corrections operations (combined vs. separate), there are in fact myriad models with greatly varying degrees of integration. Out of this array of models, however, OSBM/PI noted that most combined public safety departments feature highly integrated administrative services and only minimally overlapping command staffs.

As the tenth and sixth largest police and corrections departments in the nation,¹ MDPD and MDCR are unlikely to benefit from a merger of administrative support functions. Combined, the departments have in excess of 7,000 employees and operating budgets totaling nearly \$700 million. These figures reflect a department that would measure twice the size of the city government of Miami. OSBM/PI's research found that police and corrections departments of our scale benefit substantially from dedicated and specialized administrative support functions for planning, budgeting, personnel management, training and staff development, and fiscal management and purchasing. Merging these functions would likely blur the lines of reporting and accountability.

¹ Rankings vary slightly based on the indicator used and the data source.

Human Resources

Jurisdictions surveyed reported that thirty years ago, it was much more common for an officer to work in both law enforcement and corrections during the course of his career than it is today. As corrections evolved into a distinct discipline, many “combined” organizations have moved toward greater specialization of personnel. While administrative functions may remain substantially integrated, separate training academies and separate career paths are increasingly common. This is especially true among the larger public safety departments studied.

Our research indicates that a number of the key elements of successful public safety mergers identified by OSBM/PI are absent in Miami-Dade County. Chief among these is the lack of buy-in from key stakeholders. Department leaders in neither MDPD nor MDCR are in favor of a merger. Concurrently, there is no apparent enticement or incentive for employees of either department to support such a merger. The Police Benevolent Association is strongly opposed to any merger, while two other potentially impacted unions are somewhat neutral to the idea.

Financial Impact

The potential savings from a consolidation of MDPD and MDCR likely would be modest in comparison to the overall budgets of these departments, and any benefit would likely take several years to fully realize. As stated above, most combined public safety departments feature highly integrated administrative services and only minimally overlapping command staffs. Savings associated with consolidation of MDPD and MDCR support functions would be limited by a number of factors including the great degree to which administrative support services are already centralized at the County level, and the lack of an appropriate space for the co-location of internal MDPD and MDCR administrative support services. A previous report to the Public Safety Committee in June 2003 identified potential savings stemming from merged command staffs. It should be noted that much of the assumed savings identified in that report were realized through streamlining within each department, and were incorporated into the current year police and corrections operating budgets.

Governing Magazine/October 1987

NEWS BRIEFS

ELECTION CHIEFS SEE THEIR STATUS IMPROVE

Election officials are heading into the 1988 political year with tougher jobs but also new professional status and, in many places, better salaries.

``The job description of an elections official hasn't changed that much; they still have to count votes,'' says William Kimberling, deputy director of the National Clearinghouse on Election Administration at the Federal Elections Commission.

``But they are spending more time on elections than ever before, simply because there are more tasks to be performed to do a good job.''

A raft of new state laws governing campaign funding and spurring voter registration by moving deadlines closer to election day has added to the work of elections officials. So have recently enacted federal laws requiring that absentee ballots be available to military personnel overseas and that polling places be accessible to the physically handicapped.

Probably the greatest single factor increasing the demand for full-time professional election officials, as opposed to county and municipal clerks who do the job as a sideline, is the growing use of computers.

Some of the newer developments include:

--In Chicago, a ballot-counting system, developed by a private company working with Cook County Clerk Stanley Kusper Jr., that has dramatically sped up the massive task of centrally tallying votes cast in each precinct.

Kusper has also devised a system using microfilm and computers to keep track of absentee ballots so that, in Kimberling's words, ``not even [Kusper] could cheat if he wanted to.''

--In Kentucky, the conversion of a computer network that was originally used to handle motor vehicle licensing to report election results.

--In Pinellas County, Fla., a cutting-edge software program to put voters' signatures on computers so that petition signatures can be checked electronically against those on the registration records.

Steps to encourage a new professionalism are being taken in many places.

In Vermont, the secretary of state's office runs seminars and has put out a training manual and videotape aimed at helping town clerks become more sophisticated in running elections.

In Florida, the state boosts election supervisors' salaries by \$2,000 a year once they have received a certain number of hours of instruction in subjects relevant to running elections, including computer courses, management seminars, and courses on election laws.

Base pay is improving, too. Many large cities now offer \$50,000 to \$60,000. Orange County, Calif., advertised this year for a new election director with a salary that could go as high as \$68,000. Los Angeles pays up to \$71,000.

A final spur to more professionalization is the increasing sophistication of candidates and political groups in the use of technical violations of election laws to challenge balloting results. ``All of us are constantly in court,'' says Conny McCormack, registrar of voters for San Diego County, Calif. ``So election officials are getting more careful about following the letter of the law.''

SOME DOGS NO LONGER WILL GET THEIR DAY

The old common law rule that every dog gets one free bite is on its way out.

Dogs biting man are news again, and publicity about pit bull attacks across the country is pushing public officials to look for ways to get tough on vicious dogs.

Most public ordinances now permit a dog to bite one person before the dog is labeled vicious -- the free-bite rule. But as many as 200 cities may now be reconsidering their vicious animal ordinances, according to estimates by the Humane Society of the United States. Some have already acted.

The trend, said the Humane Society's Kate Rindy, is toward ``breed-specific ordinances,'' which means the ordinances automatically classify pit bulls as dangerous regardless of their past history.

``Pit bull'' is a generic term used to describe several breeds of dogs, including the American pit bull terrier, the Staffordshire terrier, and the bull terrier.

One of the first ordinances to target these dogs was passed in Shawnee, Kan., two years ago. City Clerk Debra Howell said a pit bull attack in a nearby town prompted local officials to ban new pit bulls and place severe restrictions on owners of pit bulls already in Shawnee.

The ordinance requires owners of pit bulls to license their dogs, show proof of \$100,000 liability insurance, and provide the city with pictures of their dogs every year -- a strategy to keep the owners from acquiring new pit bulls to replace dogs that die.

Shawnee also requires the dogs to be leashed and muzzled in public or penned in covered cages outdoors.

In Aurora, Colo., local officials considered the idea of a breed-specific ordinance aimed at pit bulls but decided that would make them vulnerable to a court challenge. Instead, said City Clerk Donna Young, they broadened their dangerous-animals law to allow the city to take action against dog owners -- regardless of breed -- for ``terrorism'' without provocation. As an example, Young said that owners now can be held responsible for dogs that lunge at people, even if the dogs don't bite.

What that does, said Young, is allow officials to take action against a dangerous animal before it has a chance to injure anyone.

As the various new vicious-dog laws make their way through the courts, officials at the Humane Society predict that ordinances like Aurora's are much more likely to hold up against legal scrutiny than those that target a specific breed.

And, said Rindy, they also will solve a number of problems. She noted that many dangerous dogs are not registered under any breed, so would not be covered by an ordinance specific to pit bulls. She also said that a better way to get around the fact that the first bite can be fatal is to craft the ordinance to allow actions against a dog with a history of threatening behavior.

Finally, the Humane Society recommends that state laws -- such as Washington state's new one allowing felony charges to be brought against an owner whose dog is involved in a fatal attack -- are the most effective deterrent to dog attacks.

As states and cities continue to look for reasonable solutions to the pit bull problem, the International Institute of Municipal Clerks is offering its assistance.

Staffer Kathy Vandervort said the institute's new guide to ordinances dealing with dangerous and vicious dogs ``is going like hotcakes.'' The guide is a 26-page booklet that includes sample ordinances from

around the country. It is available from the International Institute of Municipal Clerks, 160 North Altadena Drive, Pasadena, Calif. 91107, for \$5.

MASSACHUSETTS' ET RESULTS EARN PRAISE AND WARNINGS

The Massachusetts Taxpayers Foundation, following a study of the state's widely praised ET program, has some new praise of its own, but also some warnings.

ET, officially the Employment and Training Choices Program, aims to get welfare recipients trained and into jobs. The taxpayers group found that it had saved the state \$150 million by doing just that since it started operation in October, 1983. Furthermore, the group said, the ET graduate with a job is earning \$96.31 a week more than welfare payments plus food stamps, though most of the extra cash would go for day care.

The taxpayers group also concluded that the success of ET may not continue at the same pace. It noted that welfare recipients who came through the program in the early years were "the most readily employable people in the AFDC population," 72 percent of them high school graduates, compared with 60 percent today. In addition, as has been emphasized by others who are skeptical about the success of ET, Massachusetts' low unemployment rate has made a difference.

"ET is not like a piece of software that can be loaded into any state welfare system and run smoothly," the study concluded. Private-public cooperation has also been critical. "Several large employers have helped design state-run training programs for basic skills and have then continued to train the ET graduates they've hired."

SUPER COLLIDER SUITORS SPEND MILLIONS ON GAMBLE

It is one of the most expensive courtships in the country's history.

Twenty-five states have spent more than \$32 million trying to persuade the Department of Energy that they should be the site of the proposed Superconducting Super Collider (SSC).

There's no question that the SSC is quite a catch. At 52 miles in circumference, it will be by far the world's largest and most powerful particle accelerator, a \$4.4 billion high-energy research project that will boost the host state's economy, providing up to 4,500 jobs during construction and employing 2,500 once it's up and running.

The first round of proposals, delivered to the department in early September, run to eight volumes each and contain information ranging from geological and seismic data to facts about power, water and sewage facilities and the quality of the schools and cultural resources. The 25 original proposals will be winnowed to five or six by a special panel of the National Academy of Sciences, with the announcement of the winner expected in July, 1988.

Illinois has spent the most on its bid, \$4.5 million, followed by California at \$4 million, New York at \$3 million, and Texas and Ohio at \$2.5 million each. Arizona, Colorado, North Carolina, Oklahoma, and Utah each have spent more than \$1 million.

The spending won't be over for the states that make the final cut. For one thing, the federal government requires that the land the facility is built on be donated to it. Some states are exploring other ways to boost their chances, such as building new infrastructure around their proposed sites, offering bargain rates on utilities, improving schools, or hiring new university faculty. But Congress has

yet to give any clear sign that it will back the super collider with the necessary appropriations, although all the states involved have been lobbying their own congressional delegations.

``We feel we have to go after things like this,'' says Lawrence Glazer, legal counsel to Democratic Gov. James Blanchard of Michigan, which is spending about \$900,000 on its proposal. ``You're buying a ticket that at worst is a lottery ticket, with the prize amounting to several billion dollars.''

YES VIRGINIA, THERE'S CASH IN INLAND PORTS

Dropping anchor isn't what -- or where -- it used to be.

North Carolina has two waterless ports -- known in the trade as intermodal terminals because they combine rail or truck transport with access to waterways. Both ports, one at Charlotte and one at Greensboro, have been rousing successes. William T. Stover, spokesman for the North Carolina Ports Authority, said that two years ago about 35 percent of the goods exported from the state passed through North Carolina ports. Today, that percentage has risen to about 58 percent.

The inland ports are successful because they make shipping easier and cheaper. Once the shippers deliver their goods to the inland terminals, the state takes care of transporting the goods the rest of the way. In addition, the state can charge less because it gets a volume discount from the railroads and truck lines and because it makes sure the trucks or railroad cars that travel to and from the inland terminal never travel empty.

The North Carolina success took some shipping business away from the Virginia port of Hampton Roads. Now Virginia, too, will delve into intermodalism, with its sights set on Baltimore's business.

Virginia officials say they will open the third state-operated inland port in the United States, in the old railroad town of Front Royal about 65 miles west of Washington, D.C., sometime next summer.

NRC TO CHANGE THE RULES ON NUCLEAR PLANT LICENSES

It's everyone's nightmare:

A major accident at a nuclear plant. Panicked citizens clog the roads trying to escape. Chaos becomes catastrophe.

To prevent the nightmare, federal regulators in 1980 conditioned the licensing of a nuclear power plant on the development, with state and local cooperation, of an emergency evacuation plan for nearby towns and cities.

Now that Massachusetts and New York have effectively vetoed licensing for the Seabrook and Shoreham nuclear power plants by refusing to cooperate in developing these plans, the Nuclear Regulatory Commission wants to change its rules and license the plants anyway.

Both states are poised to challenge such a rule change in court as inconsistent with the Atomic Energy Act, the nation's basic nuclear energy law, and the intent of Congress that safety should be a major consideration in the licensing decision.

The states contend that a mass evacuation in such a densely populated area is not possible, that no emergency plan can be devised to give residents adequate protection in the event of an accident.

The NRC sees this argument as just one more variation on the two states' overall opposition to the plants.

Adopted by the NRC in August, 1980, following the Three Mile Island accident, the rule has operated effectively. Evacuation plans have been completed at almost every nuclear power plant in the country.

But in the cases of Seabrook and Shoreham, the delay has worn the NRC's patience thin.

Under the proposed new rule, the NRC could proceed with licensing a plant if the operating utility could show that it had taken steps that effectively compensated for the lack of state and local government cooperation.

Congress is staying out of the matter for now. Early in August, the House, 160-261, rejected a proposal that it forbid the NRC to make this change.

STATES ARE PROVIDING DAY CARE FOR OWN WORKERS

Child care is fast becoming the newest form of employee benefit provided to state and local workers. Connecticut recently became at least the sixth state voting to provide on-site day care for statehouse employees and the first to make it available to the legislators themselves and to people attending public hearings. States that acted earlier to provide day care for legislative employees include Arizona, Maryland, Ohio, Washington, and Wisconsin.

In five other states -- Florida, Illinois, Iowa, Massachusetts, and Utah -- the legislatures have provided on-site day care facilities for other state workers but not for their own employees.

Thirty-three states are either offering or planning some form of child care-related benefits for their employees.

California operates 10 sites and includes child care in its employee benefit plan; Illinois gives employee deductions for child care; New York, with the nation's oldest program, begun in 1979, offers child care to legislative and other state employees on a sliding fee basis through contracts with local providers in 31 sites across the state.

Interest in child care is growing in county governments as well. After employees of San Jose County, Calif., said the lack of after-school care was their biggest child care problem, the county made arrangements for it with the local school district. In Milwaukee County, Wis., county supervisors learned there was a need for child care for employees of the courthouse, safety building, and museum complex. As part of a joint venture with an intergovernmental commission, the county now provides the space, utilities, and security services for a child care center, half of whose users are county employees.

Prince Georges County, Md., made an agreement with a nearby church to serve as a child care site for county employees, and a shuttle service from county buildings lets parents eat lunch with their children.

So far the only complaints seem to be that the numbers being served are still very small -- waiting lists are common -- and programs for infants are rare.

YOUNG OFFENDERS GET 'BOOT CAMP' INSTEAD OF JAIL

In these days of the all-volunteer military, you don't much hear, ``The Army'll straighten you out'' from parents with trouble-prone sons.

But the idea has taken on new life among state legislators who think that a military regimen may be just the thing for young men in trouble with the law.

Following the example of several southern states, legislatures in New York, Michigan, and Florida this year established ``boot camp'' programs for younger offenders; Colorado narrowly missed passing one when its bill got entangled in politicking over related legislation.

Other states are considering the idea.

The model for many of the programs is Georgia's, which was established late in 1983. Felony offenders between the ages of 17 and 25 who have never been in prison, rather than being sentenced to jail, can instead serve a 90-day term in one of the state's two ``boot camps.'' There, they rise at 5 A.M., clean up their living area, go through inspection, march everywhere, speak only when granted permission, are on work detail until mid-afternoon, and do at least an hour of military calisthenics. There is also time set aside for drug, alcohol, or psychological counseling. If they successfully complete both the program and the terms of their parole, then they have no prison terms on their records.

The daily cost of keeping a ``boot camp'' prisoner is the same as that for a regular prisoner, so Georgia officials estimate that the program has saved them several millions of dollars, since they hold enrollees for less time than they would otherwise.

Louisiana's program, which was established in 1986, places more stress on counseling, can last up to six months, and includes intensive supervision once the offender is released on parole. Though the Georgia program is run on prison grounds so that its inmates can get a feel for what being a prisoner is like, several other states have decided to keep their camps separate.

So far, the whole notion seems more popular among politicians than with corrections officials. The Michigan program, which has yet to be funded by the Legislature, passed with only lukewarm support from the state corrections department. ``We just had trouble believing a 90-day program would be enough to make a change in someone's life,'' says department spokeswoman Gail Light. Colorado's corrections department also expressed some hesitation about the idea.

DELAWARE DROPS VOTE-SELLING OATH

Delaware's legislators have lightened up their constitutional oath of office.

They have deleted the portion of the oath that required them to swear to never having bought or sold a vote, and substituted a promise that they will do their jobs ``to the best of my ability.'

The new oath, which became a constitutional amendment this summer after its approval by two consecutive General Assemblies, was sponsored by Del. Charles L. Hebner.

In the new oath, the legislators acknowledge that their powers ``flow from the people I am privileged to represent'' and promise to put the public interest above other interests. The old oath was more specific. They had to promise they had not ``directly or indirectly paid, offered or promised to pay, contributed or offered or promised to contribute, any money or other valuable thing as a consideration or reward for the giving or withholding a vote.'

Said Hebner: ``I've been sworn in seven times now, and what should be a bright and shining moment is ruined the first time you stand up before your family and swear you didn't buy a vote or sell a vote to another guy. It gives a totally negative tone to what should be a positive moment.'

Other states are sticking with their traditional oaths. Texas legislators still swear that they haven't bought or sold votes. And in Kentucky, members of the General Assembly still pledge that they have never fought in a duel or acted as second in a duel.

CITY TRAFFIC PROBLEMS EXACERBATED BY SHORTAGE OF TRAINED ENGINEERS

Cities, towns and counties trying to come to grips with their traffic problems have a new headache -- hiring someone to deal with them.

This year, Tallahassee, Fla., looked for eight months before it found someone with the necessary experience in traffic operations. ``The last time we hired, in early 1985, we had twice as many qualified applicants,'' says Buddy Holshouser, the assistant director of public works.

Other cities have had similar trouble filling an open position this year. Somerville, Mass., and Modesto, Calif., have been searching since this spring.

``There's no question that there's a shortage,'' says Michele Waxman Johnson, technical projects engineer at the Institute of Transportation Engineers (ITE) in Washington, D.C. ``More and more jurisdictions are looking for traffic directors and having a heck of a time finding one.''

Part of the problem is that local governments have a hard time competing with the salaries that private consulting firms can offer. A 1985 survey by the ITE found that the median yearly salary for a local traffic director was \$37,964, compared to the \$43,318 that a traffic engineer could earn in private industry.

But local governments also have been caught by a trend entirely outside their control -- universities are turning out fewer traffic engineers to begin with, part of an overall drop in students' interest in civil engineering.

``Lots of students are going into engineering,'' says Prof. Harold Michael, chairman of Purdue University's School of Civil Engineering. ``But they're not paying attention to civil engineering, because there are other fields that seem to have a lot more pizzaz.''

The efforts to boost the ranks of traffic directors have focused largely on attracting more students to the field. The ITE is encouraging its members to attend local high school career nights to talk up the profession. Michael, who chairs an ITE committee looking into the problem, urges active recruiting by universities.

But those are long-term solutions whose effects won't be felt for several years. In the meantime, local traffic departments are going leaderless. Pleads Modesto's outgoing traffic director, Doug Carmody, at the end of a discussion about his search, ``If you find any likely ones and they're breathing, give them my name and number.''

ECONOMY MAY BENEFIT NORTH DAKOTA'S EMPLOYEES

According to an unusual new law, North Dakota's economic fortunes will now determine the size of its state employees' future paychecks.

Under the measure, state employees will get a raise of slightly more than 2 percent in January, 1989, only if the state's revenues are at least \$4.4 million more than the legislature is currently forecasting. If the state's economy picks up significantly and revenues exceed the projection by more than \$8.8 million, the raise will become retroactive to July 1, 1988.

``This is a way of saying that as long as the economy is down, we're willing to sit on the existing salary,'' says Thomas Tupa, executive director of the North Dakota Public Employees Association (NDPEA), which represents 3,500 of the state's 12,000 workers. ``But if it improves, we want to share in it.''

State employees got a 4 percent raise in 1986, but this year faced considerable opposition in the legislature to any further increases.

Although the NDPEA worked with state legislators in drafting the pay raise proposal, not all of its members are happy with it. ``I've

gotten calls from some excellent employees who are leaving for other states where they think the opportunities are better," Tupa reports. When they arrive, they are unlikely to find any measures like North Dakota's. City employees in Detroit have been working under a similar plan since 1983, but "it's not typical in the public sector," says Lee Saunders, assistant director of research for the American Federation of State, County and Municipal Employees.

ALASKA LEGISLATORS MUST IDENTIFY THEIR ROOMMATES

The Alaska Legislature's Select Committee on Legislative Ethics has decided that when two people share the same living space they are "intertwining" their personal finances.

So from now on, legislators and staff members will have to reveal when they are living with each other or with another public official or a lobbyist.

Under the state's legislative ethics code, legislators and staff members are required to reveal any "close economic association" involving "a substantial financial matter." The committee has concluded that sharing payment of rent and utilities falls into that category. The decision applies only to people living together during the Legislature's 120-day session.

The effect so far appears to have been muted. "The people it didn't apply to were just amused," says Charles Christensen, counsel to the ethics committee, "and the people it did apply to didn't really care." About the only disclosure that drew any comment in capitol corridors was the revelation by a Senate staffer that he was still living with his mother, who is a member of the state House.

IT MAY NOT EXACTLY BE MICHAEL JACKSON ON MTV BUT THIS VIDEO ROCKS SUPERMARKET FISH COUNTERS

Four hundred pounds of dead fish are the unlikely stars of the latest video making its way across the country.

That, at least, is how much seafood went into a new promotional venture launched by Virginia's Marine Products Board and the Food Marketing Institute (FMI).

Both groups are convinced that people are hesitant to buy fish because they're not sure what to do with it once they've got it. So, with some help from the fishing industry, the two organizations have collaborated on a half-hour video showing shoppers how to shop for fish, prepare it, and get rid of the smells that inevitably accompany the process.

"It was obvious to us that consumers out there really need more information on fish preparation and handling," says Karen Ribler, manager of education at FMI, an umbrella organization of food retailers.

Designed to run on video screens by a supermarket's fish counter, the tape, which cost about \$15,000 to produce, is sold through FMI to stores for \$50 apiece.

In a trial run at a Farm Fresh supermarket in Virginia Beach, Va., it boosted fish sales by about 10 percent, according to Susan Mayo, consumer affairs director for the chain. So far more than 350 of the tapes, called "Simply Seafood," have been sold.

Retailers are not the only ones who stand to gain from the effort. Virginia's \$400 million fishing industry ranks third, behind Louisiana and Alaska, in terms of pounds of fish sold, because of its high volume of menhaden, a fish used mostly for fish oil and fish meal. But

the state ranked ninth overall in terms of dollar value of fish produced in 1986, and could benefit from increased sales of table-quality fish.

``We want to increase distribution, and we're able to do that with a videotape like this,'' says Shirley Berg, director of the state's marine products board.

``Americans have grown up with television, and they're looking for more excitement in a grocery store,'' she says.

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Paper: News-Press, The (Fort Myers, FL)
Title: As set up, charter panel is ineffective
Date: August 1, 2007

While I mean no disrespect to the recently **appointed** 15-member Lee **County Charter Review Committee**, its time and effort could be better spent elsewhere.

This is because the committee serves as an advisory body to the five commissioners who **appointed** them, and it lacks the power to place its recommendations directly on the ballot.

This is not the case in 15 of the 19 **Florida charter counties** where an **appointed Charter Review Commission's** recommendations go straight to the ballot for voter approval.

Lee **County** voters approved a **county charter**, or **home rule**, in 1996 after three failed attempts. **Home rule** permits citizens, by their vote, to change local **county** governmental structure instead of having to petition the state Legislature for desired changes.

The greatest drawback in our **charter** was the controversial compromise decision by its framers to create an advisory committee, rather than a commission, to review the **charter** every four years for recommended changes. Thus the exclusive right to place those recommendations, or its own recommendations, on the ballot was reserved for the **county** commission. The only exception is a petition process that requires signatures from 7 percent of registered voters -- an almost impossible barrier.

CONFLICT OF INTEREST

As can be seen from the experiences of the 2000 and 2004 **charter** review committees, there is a direct conflict of interest on the part of **county** commissioners who can keep off the ballot any recommendation that modifies or dilutes their power, salary, term of office and the method in which they are **elected**. In addition, a political party, disliking a particular recommendation, can exert pressure on a commissioner. Unlike the **county's** five cities where officials are **elected** on a nonpartisan basis, commissioners run on a party ticket.

The 2000 committee made four recommendations, three of which were rejected by the **county** commissioners. Only the recommendation to limit ordinances, by petition, to a single subject was approved by the commission and, subsequently, by the voters. Former **County** Commissioner Andy Coy, who voted down all four proposals, took the position that he could not place any recommendation before the voters that he did not personally support.

The recommendation to require the nonpartisan election of the supervisor of elections, to eliminate any possible claim of favoritism, was rejected by a 3-2 vote when Commissioner Ray Judah, up for re-election, bowed to Republican party pressure. Undoubtedly if any Democrats had been in office, they would have been subjected to similar party pressure.

The recommendation to change the **charter** review committee to a commission, approved by an 11-3 margin, was also rejected by **county** commissioners by a 3-2 vote. In 2004 the same recommendation, while receiving a majority vote, failed to win the 10 votes required to place it before the **county** commission.

Committee member Gary Lee, a former United States congressman from New York and the Republican **county** chairman, continually emphasized that, "Only an **elected** commission should have the right to place changes in government on the ballot". The counter argument that the committee was not making changes, but simply giving the voters the opportunity to do so, failed to sway Lee or his supporters.

MINOR ISSUES

Since its adoption in 1996 only minor, inconsequential changes have been made to the **charter**. Whether more significant changes are needed is debatable.

Personally I would like to see the voters consider such issues as requiring at least a 4-1 vote of the **county** commission to overturn major zone change rulings by its planners and hearing examiners, and making the supervisor of elections a nonpartisan office.

There has been some speculation, due to our population jump, that the current review committee might discuss enlarging the **county** commission to seven members; an idea that was rejected by the two previous review committees because of the cost involved, which would include a larger building, and the fact that half our population now lives in incorporated municipalities.

One possible way to end the ongoing debate, over the present at-large districts versus single-member districts, is a compromise that has three single-member districts, drawn roughly along school zone lines, with two commissioners **elected** at-large.

Probably none of these issues will reach the voters until the veto power of the **county** commission is removed. Until that day, every four years a new **charter** review committee will go through the charade of examining the **charter**, inch by inch, and interviewing **county** commissioners and constitutional officers for their input, in countless meetings over a 13-month period.

My advice to the committee is to save your time and the taxpayers' money by concentrating on one recommendation -- changing the committee to a commission.

With the publicity this would generate, the commissioners would have a difficult time keeping this recommendation off the ballot in November 2008.

-- Rick Diamond, a Fort Myers resident, chaired the Lee **County Charter** Review Committee in 2000 and 2004.

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Section: OPINION

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Paper: Florida Times-Union, The (Jacksonville, FL)
Title: Charter government has some drawbacks, too, officials are told
Date: July 14, 2007

While a charter government in St. Johns **County** could give residents more power over their elected politicians, a state official said Tuesday that sometimes that authority can backfire.

Virginia Delegal, general counsel with the Florida Association of **Counties**, gave a presentation to the **County** Commissioners Tuesday on charter government.

Delegal said that many citizens respond well to charter government because, ultimately, it gives them more control over their elected officials by allowing them to establish term and campaign finance limits and recall provisions.

"It transfers state powers to local entities on issues that are of local concern," Delegal said.

A group of Ponte Vedra Beach residents had been pushing a draft of a charter government they developed to go to a special election. In April, the commissioners agreed to put the charter option on the ballot in 2008. In the meantime, they promised to hold public informational meetings about charter government.

Delegal said that there have been instances where the charter government's local power shift can actually limit the **county**. For example, she said that in **Sarasota County**, the residents amended their charter so the **county** could not increase taxes without a referendum. She said the **county** had already approved bond funding for several projects before the charter was passed and the funding had to be scrapped because tax rates would have been affected and there hadn't been a referendum. She said the **county** and residents lost out on funding for some important local projects.

In addition, Delegal said that, under a charter government, constitutional officers' roles can remain the same, be altered or eliminated altogether.

At first, St. Johns **County** constitutional officers - the tax collector, clerk of courts, supervisor of elections, **sheriff** and property appraiser - opposed the charter because they were concerned their job duties would be changed. The Ponte Vedra Beach residents who drafted the charter ensured that they wouldn't change their offices and the constitutional officers issued their support.

Finally, Delegal said **counties** with a high population and high growth are more likely to be charter **counties**, such as Miami-Dade, Palm Beach and Duval **counties**. Of the 67 **counties** in Florida, 19 have charter governments.

In June, the **county** held the first charter meeting at Bartram Trail High School. On Wednesday, the **county** will hold a second session at the Hastings Community Recreation Center, at 400 E. Harris St., at 6:30 p.m.

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Page: L-8
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Paper: FLORIDA TODAY (Melbourne, FL)
Title: Florida voters have more to pick at polls
Date: July 16, 2004

Counties must elect 5 officers

JOHN MCCARTHY

Florida Today

In November, Florida voters will be asked to choose the next president, as well as a new U.S. senator.

But voters new to Florida likely will cast their first votes for offices such as property appraiser and tax collector, offices not normally on the ballot in other locations.

The Florida Constitution requires every **county** to have five elected "constitutional officers." The **sheriff** is the most visible of the five. But the other four all play important roles in local government.

The other four constitutional offices are:

- property appraiser
- clerk of the circuit court
- tax collector
- supervisor of elections

In many parts of the country, these are **appointed** positions, generally occupied by people with expertise specific to the office. But Floridians, in a tradition going back to the end of Reconstruction, elect these officials once every four years.

Critics call the system antiquated, while proponents say it gives the voters a once-every-four-year opportunity to boot out those who are performing poorly.

The history of electing these officials reflects the state's long-standing tradition of spreading power among as many different elected officials as possible. This came about as a reaction to the tremendous power **appointed** military commanders had in the years following the Civil War.

After federal troops pulled out of the state in the early 1880s, the state wrote a new Constitution that called for local election of these officials, while at the same time instituting a poll tax that prevented most blacks from voting.

The biggest criticism of electing constitutional officers is that candidates need not have any experience in the fields in which they are running. Unlike most other elected officials, these folks don't set general policies that are then carried out by professional staffs. Instead they actually have to run large, technical agencies with very specific missions.

"One of the things that is striking about it is you are putting into place (an) elected official who may not have the background of running a large agency," said Lance deHaven-Smith, a political science professor at Florida State and co-author of the book, "Government in the Sunshine State."

He points to Miriam Oliphant as an example. Oliphant was elected supervisor of elections in Broward **County** in 2000. Oliphant, who had no elections experience, had been a member of the Broward School Board before then. After a series of election fiascos, Gov. Jeb Bush took the rare step of suspending her.

"It is a system that is badly in need of modernization," deHaven-Smith said.

He said there have been efforts over the years to change the way these offices are selected. Each time, **sheriffs** -- among the most powerful politicians in the state -- derailed those proposals.

Defenders of the current system say elections keep these officials free from political influence.

"The voters in the state wanted it that way. They want checks and balances," said Jim Todora, the **Sarasota County** property appraiser and president of the Florida Association of Property Appraisers.

Todora also pointed out many of the people elected to these offices are experienced professionals in their fields. Todora himself has 30 years' experience in property appraising.

Orange County Supervisor of Elections Bill Cowles is president of the Florida State Association of Supervisors of Elections.

"We are administrators of law, we are not policy makers . . . Many people think we have a lot of latitude, but we really don't."

He also agrees having elected officers is a good thing. "Ideally, it takes the politics out of the position."

There is one change his association supports, though. The supervisors believe their position should be nonpartisan. Currently, supervisors run as members of political parties.

The state gave **counties** some leeway to change the current system when it allowed **counties** to adopt home-rule **charters**. Those **charters** can do away with the elected positions and pass on the duties to **appointed** officials. But with the exception of Volusia County doing away with an elected tax collector, that hasn't happened. And deHaven-Smith doesn't expect any large-scale changes anytime soon.

"It goes back to wanting a **sheriff** that the people knew."

Contact McCarthy at 752-5018 or jmccarth@flatoday.net

CAMPAIGN 2004

Any would-be candidates for **county** office have until noon today to file the qualifying papers. The cost of filing ranges from \$6,557.04 for supervisor of elections to \$8,066.28 for **sheriff**. Candidates must file their papers at the Supervisor of Elections Office in Titusville.

WHAT THEY DO.

See job descriptions for each position, 4B

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Author: JOHN McCARTHY

Section: Local;State

Page: 01

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Paper: Sun-Sentinel
Title: REVISE STATUS OF 4 OFFICIALS
Date: October 17, 2001

One of the least understood, most controversial and most vital reforms facing the Broward **Charter** Review Commission is to transform four elected "constitutional officers" into "**charter** officers."

Voters now elect them countywide. Any 18-year-old voter can run for **sheriff**, clerk of circuit court, supervisor of elections and property appraiser. Non-**charter counties** must retain them with generic, one-size-fits-all powers and a method of selection set decades ago by state legislators.

But as a **charter county**, Broward should flex its unused "home rule" muscles to design a unique, unified and cohesive governmental structure attuned to specific, local, modern needs.

In Miami-Dade, Volusia, **Sarasota** and Duval **counties**, having **charter** officers has streamlined government, improved inter-agency communication and cooperation, cut wasteful and duplicative spending and upgraded those officials' qualifications. The CRC should put a **charter** amendment on the ballot asking Broward voters to switch to **charter** officers.

Ideally, these officers would be **appointed** department heads under an elected **county** mayor and **county** administrator. They would have to meet minimal educational and job experience requirements and demonstrate professional skills, not ability to raise campaign funds and win votes.

We don't elect police chiefs, the head of the FBI, the Florida Highway Patrol or the Florida Department of Law Enforcement. In appellate courts, clerks are hired by the chief judge. Elections supervisors perform strictly record-keeping and administrative functions. Property appraisers have to adhere to state laws, not voter whims.

But the CRC appears unlikely to support a switch to appointments. So if the four are retained as elected **charter** officers, the CRC should also ask voters to add term limits, like the 12-year limits it places on **county** commissioners, and nonpartisan elections, to make voters focus more on leadership skills than party labels.

Naming the four as **charter** officers, **appointed** or elected, would open the door to other desirable **charter** amendments, including revising their duties and providing checks and balances to match current Broward needs for service.

Charter officers also should be subject to joint budgeting, purchasing, personnel and other common administrative services of the **County** Commission. Above all, they need to be subject to the scrutiny of a tough independent financial watchdog, a **county** comptroller or inspector general.

Terry Santini, among other CRC members, seems unduly concerned that these reforms would be like "kicking a beehive around," making four popular, powerful constitutional officers unhappy. Their happiness is not the issue; good government structure is.

Caption:
BOX: WHAT TO DO

The next **Charter** Review Commission meeting will be Thursday at 9:30 a.m. in Room 302 in the **county** Governmental Center, 115 S. Andrews Ave., downtown Fort Lauderdale. For more information, phone 357-6011 or check this Internet Web site, <http://www.broward.org/charter>

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Section: EDITORIAL
Page: 28A
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Paper: Sun-Sentinel

Title: 'MERGER' OF CONSTITUTIONAL OFFICERS INTO COUNTY WILL SERVE CITIZENS WELL

Date: February 25, 1995

Welcome winds of political reform are starting to blow in Palm Beach County.

They keep aloft the promise of demolishing some independent political kingdoms and replacing them with a more streamlined, effective and accountable government structure.

The Palm Beach County Municipal League deserves public and political support and encouragement in its efforts to study whether several constitutional officers - the **sheriff**, court clerk, property appraiser, tax collector and elections supervisor - should be placed under control of **county** government.

The League's Directions Committee plans to meet with those officials next month, then report back to the League on March 22.

A truly independent, unbiased and thorough study of this issue cannot help but reach one conclusion: Palm Beach County's **charter** should be amended, first to make these officials **county charter** officers and eventually **appointed** department heads.

There's nothing revolutionary about this idea. Four of Florida's 11 **charter counties** - Volusia, **Sarasota**, Duval and Dade - long ago switched to making most of these officials **appointed charter** officers. The reform goals elsewhere were improved communications, cooperation, efficiency, decision-making and problem-solving and the abolishment of unnecessary independent political kingdoms.

Whether or not they become **appointed**, they should be made **charter** officers. As such, voters can:

- Require them to meet certain minimal educational, training and job experience standards. At present, any **county** resident and voter aged 18 or older can win election.
- Make the office they serve into a department of **county** government, under the **County** Commission, with the powers now granted to them individually by state law transferred by **charter** amendment to that department.
- Fine-tune their duties and responsibilities from the generic ones defined by state law decades ago to those designed to meet the unique challenges of Palm Beach County as it approaches the 21st century.
- Reduce duplication of effort and save money by requiring **charter** officers to join **county** department heads in using **county** financial and administrative services such as finance, personnel, payroll and purchasing.
- Give **county** commissioners ultimate authority over the **sheriff's** budget. At present, he - alone among constitutional officers - can appeal **county** budgetary decisions to the state Cabinet.

A desire to protect an outdated political status quo should not stand in the way of a sensible **charter** reform that offers increased professionalism, improved management, tighter financial controls, less political gameplaying and improved services to the public.

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Section: EDITORIAL

Page: 18A

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5

Memorandum



Date: August 23, 2007

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

From: Susanne M. Torriente
Assistant County Manager

Subject: Information Package for Charter Review Task Force – Issue 4

At its August 1 meeting, the Charter Review Task Force (CRTF) approved a list of issues, in priority order, for study during this process. Per your direction, staff has performed research on Issue 4, the Study of the Board of County Commissioners composition. The following report includes informational staff research and data. The attachments included are listed below:

1. Research on Models of Legislative Representation (Attachment 1)
2. Article – “How Proportional Representation Elections Work” (Attachment 2)
3. County Map by Commission Districts as of 1992 (Attachment 3)
4. Current County Map by Commission Districts (Attachment 4)
5. Population Data by Commission Districts
 - **1990** - The data was derived directly from the U.S Census decennial census figures adjusted to commission districts (Attachment 5).
 - **2000** - The data was derived directly from the U.S Census decennial census figures adjusted to commission districts (Attachment 6).
 - **2005 Estimated** – The 2005 Estimated Population Data was adopted by the Board of County Commissioners in October 2006 as part of the Adopted Components of the Comprehensive Development (CDMP) Master Plan. For 2005, the 2000 data formed the basis for the projection prepared by the Department of Planning and Zoning, Research Division (Attachment 7).
 - Overall population figures were based on the population projections developed by the Department of Planning and Zoning. The document included population figures for 2000 and projections for 2015 and 2025. Interpolation of the 2000 and 2015 figures resulted in the estimates for 2005.
 - The population increase from 2000 to 2005 was apportioned to commission districts based on the increase in housing units built during this period. This increase in housing units by type was converted to a person count by using the Census 2000 figures for persons per unit. The figures for persons per unit are inclusive of a vacancy rate.
 - Changes in allocation by race/ethnicity were based on absolute changes in percentages from 2000 to 2005 using previously developed projections by the Department of Planning and Zoning at the Minor Statistical Area (MSA) level. Minor statistical areas are used for planning purposes and divide the County into 32 areas.

- **2010 Projection** - The data developed for 2005 formed the basis for the 2010 projection (Attachment 8).
 - Interpolation of the population figures for 2000 and 2015 in the above-mentioned adopted CDMP provided the 2010 population projection for the County.
 - The population increase from 2005 to 2010 was apportioned to commission districts based on the increase in housing units for the period 2000 to 2006.
 - The 2010 data was compiled specifically for the CRTF.
 - Finally, changes in allocation by race/ethnicity were made using the previously mentioned projections by race/ethnicity.

6. Registered Voter information by Commission District (Attachment 9)

I would like to thank Manuel Armanda, Michael Johnson, Amy Horton-Tavera and Paul Mauriello for pulling this data together. Staff will continue to research this issue, as well as the other issues approved by the Task Force.

c: Charter Review Task Force Members and Staff

ATTACHMENT 1

Models of Legislative Representation

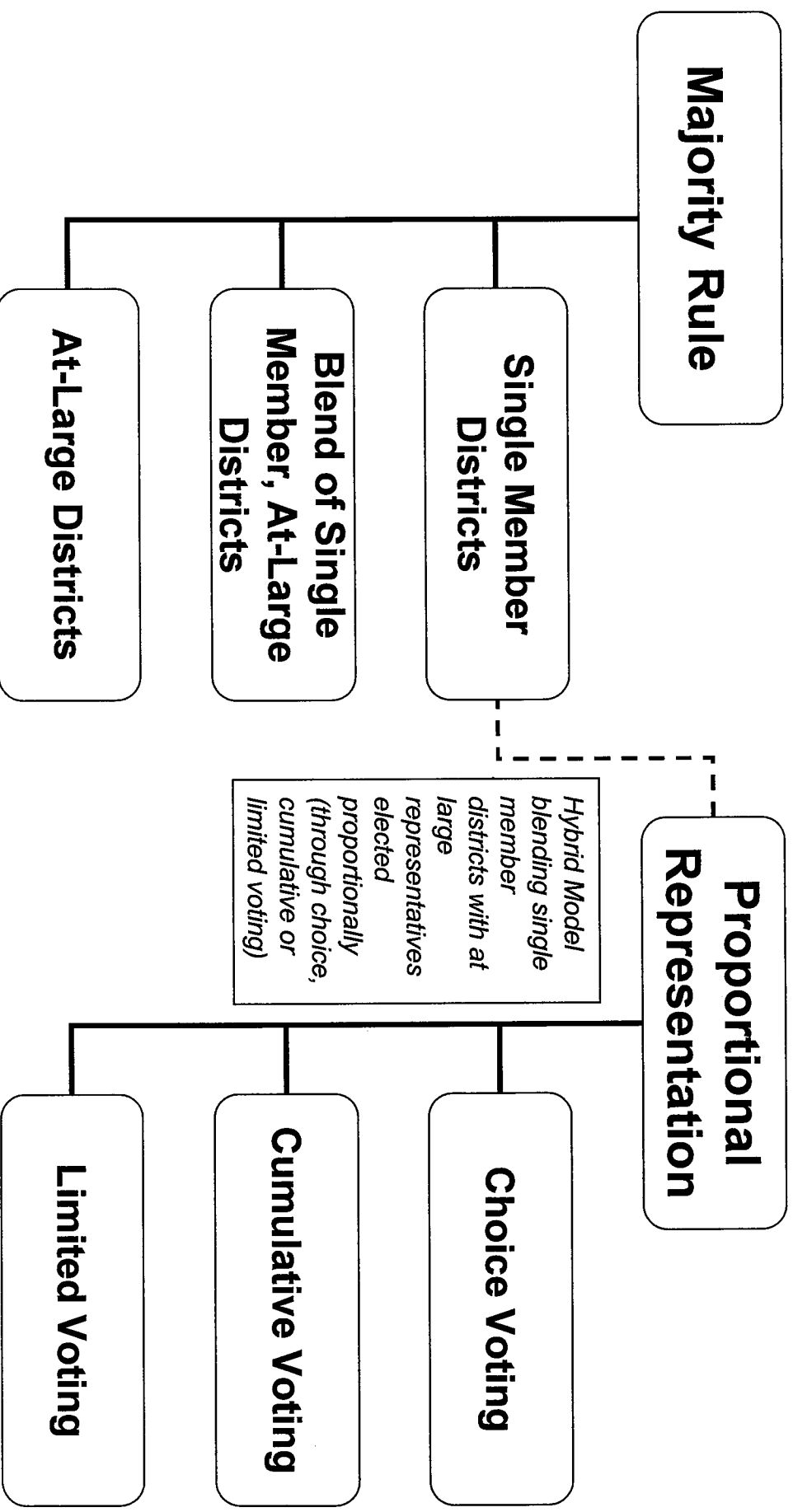
Prepared for the Miami-Dade County Charter Review Task Force

August 2007

Contents

Legislative Representation: Basic Models.....	3
Majority Rule v. Proportional Representation: A Primer.....	4
Majority Rule: Variations.....	5
Proportional Representation: Variations.....	6
Benchmarking Highlights & Findings.....	8
A Closer Look at Proportional Representation: Legal Issues.....	11
A Closer Look at Proportional Representation: Minorities and Women.....	12
Selected References Consulted.....	13

Legislative Representation: Basic Models



Majority Rule v. Proportional Representation: A Primer

Majority Rule

- ***"Winner takes all" or "first past the post"***
- Traditional in American politics
- Currently used in U.S. Congress, all state legislatures, most city and county councils

Arguments For:

- Familiar and understandable to voters
- Majority rule may promote legislative cohesion, stability and efficiency (this advantage is most pronounced in partisan legislatures)

Arguments Against:

- May lead to under-representation of women, racial and ethnic minorities, and/or other minority constituencies
- Historically, has contributed to non-competitive races and low voter turnout
- High percentage of "wasted" votes (votes that do not elect a representative)
- High victory threshold may limit political discourse and lead to costly campaign
- Provides incentives for negative campaigning

Proportional Representation

- ***Multiple winners per district, based on portion of votes received***

- Used by the majority of the world's large (population over 2 million) mature democracies
- Was used by two dozen U.S. cities (including New York, Cleveland, Cincinnati, Sacramento) during the Progressive era in the early 20th century; fears of minority and communist representation contributed to its rejection in many cities by the 1950s
- Was used in the Illinois state assembly between 1870 and 1980
- Currently rare in the United States (examples include the City of Cambridge, MA and cities and counties in Texas, North Carolina and Alabama)

Arguments For:

- Designed to facilitate representation of women, minorities and other communities of interest (e.g. issue-based constituencies), without gerrymandering
- Responsive to demographic and political shifts in the electorate
- May result in more competitive races and greater voter interest
- Lower victory threshold may expand political discourse (since taking unpopular stances is less risky) and reduce campaign costs
- Some variations may discourage negative campaigning

Arguments Against:

- May be confusing to voters
- May lead to legislative instability and/or inefficiency; potential to promote single-issue interest groups
- Poses technical challenges to election officials, potentially including modifications to voting machines and software
- May require changes to state law and/or judicial approval

Majority Rule: *variations*

Proportional Representation

Single Member Districts

Arguments For:

- May lead to greater representation of racial and ethnic minorities than at-large districts
- Representatives may have closer ties to their communities
- May allow for greater representation of local / neighborhood concerns

Arguments Against:

- May promote parochialism
- Potential under-representation of geographically dispersed constituencies and over-representation of geographically concentrated electoral segments
- May provide political incentives for geographic segregation of the electorate
- Does nothing to promote election of women
- Not easily responsive to demographic shifts in the electorate; requires periodic redistricting to remain current

Blend of Single Member & At-Large Districts

Arguments For and

Arguments Against are a blend of those of the other two systems

At-Large Districts

Arguments For:

- Promotes regional / jurisdiction-wide perspective
- Does not require complex redistricting
- No political incentives for geographic segregation

Arguments Against:

- Strong risk of minority under-representation
- May lead to less representation of local / neighborhood concerns
- May not be legal under the federal Voting Rights Act, which has established broad protections for minority voting strength at the federal, state and local levels

Majority Rule

Proportional Representation: variations

Choice Voting:

Voters rank candidates in order of preference; seats are allocated by distributing voters' preferences according to a proportional formula

For example:

- Five seats are up for election in District X. Ten candidates are running.
- District X voters rank the ten candidates in order of preference: First choice, second choice, etc.
- Any candidate who achieves a minimum of approximately 20% (or 1/5, since there are five available seats) of the first choice votes cast is elected.
- Winning candidates' "extra" votes (votes in excess of the number required for election) are proportionally redistributed to the voters' second choice candidates.
- If no candidate has received the minimum number of votes required for election, the last place candidate is eliminated and his/her votes are proportionally redistributed to the voters' second choice candidates.
- Votes are tabulated in this manner in successive rounds until all five seats have been filled.

Cumulative Voting:

Voters cast as many votes as seats and can give multiple votes to one candidate; winners are the highest vote-getters

For example:

- Five seats are up for election in District X. Ten candidates are running.
- Each District X voter may cast five votes.
- Each voter may:
 - Allocate one vote each to five preferred candidates;
 - Allocated five votes to one preferred candidate; or
 - Allocate the five votes to multiple preferred candidates in any combination.
- Votes are counted and the five highest vote-getters are elected.

Limited Voting:

Voters have fewer votes than there are seats; winners are the highest vote-getters

For example:

- Five seats are up for election in District X. Ten candidates are running.
- Each District X voter may cast one vote for each of three preferred candidates.
- Votes are counted and the five highest vote-getters are elected.

Majority Rule

Proportional Representation: *variations cont.*

Choice Voting:

Voters rank candidates in order of preference; seats are allocated by distributing voters' preferences according to a proportional formula

Arguments For:

- Designed to allow for more minority representation than at-large majority rule, since candidates are elected with less than a majority of the votes cast
- Ranking process easy to explain to voters
- Lowest risk of "wasted" votes; designed to ensure that as many voters as possible elect a preferred candidate
- Minimizes the impact of vote-splitting (and, consequently, may lead to a larger pool of candidates)
- Strong incentives to forge coalitions and reach out to opposing candidates, so as not to alienate their supporters

Arguments Against:

- Complex methods of tabulating votes may be confusing to voters and may lead to perceptions of manipulation or fraud
- Poses greatest technical challenges to elections officials and may require modifications to voting equipment and/or software

Cumulative Voting:

Voters cast as many votes as seats and can give multiple votes to one candidate; winners are the highest vote-getters

Arguments For:

- Designed to allow for more minority representation than at-large majority rule, since minority groups can pool their votes on a preferred candidate
- Ballot counting is straightforward

Arguments Against:

- Voting method may be confusing to voters; requires "strategic" voting
- Risk of vote-splitting and, consequently, underrepresentation of some constituencies (especially in non-partisan races without primaries); candidate pool may be limited as a consequence
- Risk of "wasted" votes (votes in excess of what a candidate requires for election)
- Less incentive to forge coalitions than with choice voting

Limited Voting:

Voters have fewer votes than there are seats; winners are the highest vote-getters

Arguments For:

- Designed to allow for more minority representation than at-large majority rule, since a majority group can elect the majority of seats, but not all seats
- Ballot counting is straightforward

Arguments Against:

- Voting method may be confusing to voters
- Risk of vote splitting and, consequently, underrepresentation of some constituencies (especially in non-partisan races without primaries); candidate pool may be limited as a consequence
- Less incentive to forge coalitions than with choice voting

Benchmarking Highlights

- Staff examined the council structure of the 7 largest counties in Florida and 14 selected large national counties.
- Of the Florida counties:
 - 4 councils (Miami-Dade, Broward, Palm Beach and Orange) are comprised entirely of single member districts
 - 3 councils (Hillsborough, Pinellas and Duval) are comprised of a blend of single member districts and at-large representatives
 - None utilizes any form of proportional representation
- Of the large national counties:
 - 8 councils are comprised entirely of single member districts
 - 6 councils are comprised of a blend of single member districts and at-large representatives; in two of these counties, the at-large representative is also the elected executive or judge
 - None utilizes any form of proportional representation
- We did not identify any large jurisdictions utilizing a system similar to that advocated by the Miami Herald in its August 10, 2007 editorial (top two vote-getters in single member districts proceed to countywide run-off elections)

Benchmarking Findings (Florida Counties)

County Name		2005 Population (approx.)	Form Of Government	Composition of Board					
				Total Members	District Members	At Large	Partisan	Leadership **	Establishment
Florida Jurisdictions									
Miami-Dade	2,400,000	Commission/ Executive (Mayor)	13	13	None	No	Chairperson / Vice-Chairperson	County Charter	
Broward	1,800,000	Commission/ Administrator	9	9	None	Yes	Mayor / Vice- Mayor	County Charter	
Palm Beach	1,300,000	Commission / Administrator	7	7	None	No	Chairperson / Vice-Chairperson	County Charter	
Hillsborough	1,100,000	Commission/ Administrator	7	4	3	No	None	County Charter	
Orange	100,000	Commission / Executive (Mayor)	6	6	None	No	Mayor - elected by public at large/ Vice-Mayor elected by commission	County Charter	
Pinellas	900,000	Commission/ Administrator	7	4	3	No	Chairperson / Vice-Chairperson	County Charter	
Duval / City of Jacksonville	800,000	Council / Executive (Mayor)	19	14	5	No	President / Vice- President	County Charter	

Note: All "at large" commissioners are elected countywide.

Benchmarking Findings (National Counties)

County Name	2005 Population (approx.)	Form Of Government	Composition of Board					Establishment
			Total Members	District Members	At Large	Partisan	Leadership **	
Los Angeles, CA	9,900,000	Council / Administrator	5	5	None	No	Chairperson	County Charter
Cook County, IL	5,300,000	Council/ Executive (President)	18	17	1 (President)	No	President and CEO (elected by public at large)	County Charter
Maricopa, AZ	3,600,000	Commission / Administrator	5	5	None	Yes	None	County Charter
Orange County, CA	3,000,000	Council	5	5	None	No	Chairperson / Vice-Chairperson	County Charter
San Diego County, CA	2,900,000	Commission / Administrator	5	5	None	No	Chairperson / Vice-Chairperson	County Charter
Dallas County, TX	2,300,000	Council	5	4	1 (Judge)	No	County Judge (elected by public at large)	State Statute
Wayne, MI	2,000,000	Commission/ Executive	15	15	None	Yes	Chairperson	County Charter
King, WA	1,800,000	Council/ Executive	9	9	None	Yes	Chairperson	County Charter
Clark, NV	1,700,000	Commission / Administrator	7	7	None	Yes	Chairperson	Code of Ordinances
Fairfax, VA	1,000,000	Commission	10	9	1 (Chair)	No	Chairperson (Elected by public at large)	Code of Ordinances
Montgomery, MD	900,000	Council / Executive	9	5	4	No	President / Vice-President	County Charter
Fulton County, GA	900,000	Commission/ Administrator	7	5	2 (Chair + 1)	No	Chairperson (Elected by public at large)	Code of Ordinances
Mecklenburg, NC	800,000	Commission/ Administrator	9	6	3	Yes	Chairperson / Vice-Chairperson	
Baltimore, MD	800,000	Council / Executive	7	7	None	No	Chairperson	Charter

**Note: Except where otherwise noted, Commission members elect their own leadership positions

A Closer Look at Proportional Representation:

Legal Issues*

- The federal Voting Rights Act, designed to combat state discrimination in voting, has established broad protections for minority voting strength at the federal, state and local levels.
- Over the past several decades, districting has been the most prevalent legal remedy for the dilution of minority voting strength under at-large electoral systems. (However, the U.S. Supreme Court has held that a strong justification is required if racial considerations predominate over traditional districting principles such as compactness, contiguity and respect for political subdivisions.)
- In Miami-Dade County, single member districts were imposed by federal court order (*Meek v. Metropolitan Dade County*, 11th Cir.) in 1993.
- Although the Department of Justice has not taken a formal position on proportional representation, it has approved the majority of proportional voting plans submitted for its review since 1985.
- In 1994, a federal judge mandated cumulative voting as a remedy to minority vote dilution in Worcester County, MD.
- In the same year, U.S. Supreme Court Justice Clarence Thomas wrote of proportional representation:

The decision to rely on single-member geographic districts as a mechanism for conducting elections is merely a political choice and one that we might reconsider in the future... The District Court... of Maryland recently reasoned that... cumulative voting... "will allow the voters, by the way they exercise their votes, to 'district' themselves," thereby avoiding government involvement in the process of segregating the electorate.... (From concurring opinion in Holder v. Hall, 1994)
- Miami-Dade County's authority to implement proportional representation under State law and the Home Rule Charter requires legal review:
 - The Florida Constitution states that "General elections shall be determined by a plurality of votes cast." (Article VI, Sec. 1)
 - However, the Constitution also provides that the Miami-Dade County Charter "Shall fix the boundaries of each county commission district... and fix the number... of the commissioners, and their method of election." (Article V111, Sec. 11)
- Similarly, the County's authority to implement proportional voting under the *Meek v. Metropolitan Dade County* decision requires legal guidance.

*Note: Information was prepared by the County Manager's staff and may be subject to additional comment by the County Attorney's Office

A Closer Look at Proportional Representation:

Minorities and Women

- The impact of Proportional Voting on representation of minorities in the United States is difficult to assess empirically, since its use has been very limited.
- However, most researchers have concluded that proportional voting is more effective than at-large systems in achieving representation of racial and ethnic minorities. Examples include:
 - In the City of Cambridge, MA, African American candidates have consistently been elected to the City Council since the 1960s under choice voting. Currently, 2 of the 9 council members are African American. (African Americans comprise roughly 10% of the population of Cambridge.)
 - In Chilton County, AL, no African American had been elected to the county commission prior to the adoption of cumulative voting in 1988, when Bobby Agee won election to one of 7 commission seats. (The African American population was approximately 10% at the time.)
 - In Amarillo, TX, African American and Hispanic candidates won 2 of 4 school board seats up for election under cumulative voting in 2000. No African American or Hispanic candidate had ever been elected to the school board under previous at-large elections.
- The “victory threshold,” or percentage of votes required to achieve election, has been found to be critical to minority representation. Where the minority’s population size reaches or exceeds the “victory threshold,” representation is more likely.
- The relative effectiveness of proportional voting, as compared to districting, in achieving minority representation is unclear.
- Some scholars have concluded that women are more likely to be elected to local councils under proportional representation than majority rule, though again, data is limited.
- Studies of international legislatures do strongly suggest that women are more likely to be elected to national governing bodies under proportional representation than majority rule.
- The 2001 Illinois Assembly on Political Representation and Alternative Electoral Systems, convened by former Illinois Governor Jim Edgar and former federal judge Abner Mikva, endorsed a return to proportional representation, concluding that it “potentially will achieve this goal (of significant racial, ethnic and gender representation) more fully than plurality and majority systems will.”

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HOW PROPORTIONAL REPRESENTATION ELECTIONS WORK

Douglas J. Amy

We in the United States are very used to our single-member district, winner-take-all style of elections. We've all grown up with a system where we elect members of our legislatures one at a time in small districts, with the winner being the candidate with the most votes. This system seems so "natural" that proportional representation (PR) elections may at first appear a bit strange to us. Adding to the potential confusion is the fact that there are several different kinds of PR systems in use around the world. But in reality, the principles underlying proportional representation systems are very straightforward and all of the systems are easy to use.

The Basic Principles of PR

The basic principles underlying proportional representation elections are that all voters deserve representation and that all political groups in society deserve to be represented in our legislatures in proportion to their strength in the electorate. In other words, everyone should have the right to fair representation.

In order to achieve this fair representation, all PR systems have certain basic characteristics -- characteristics that set them apart from our current election system. First, they all use multi-member districts. Instead of electing one person in each district, as we do here in the U.S., several people are elected. These multi-member districts may be relatively small, with only three or four members, or they may be larger, with ten or more members. (The figures below illustrate districting maps for a hypothetical 50-person state senate. Figure 1 shows 50 single-seat districts, as is common with plurality-majority systems. Figure 2 depicts 10 five-seat PR districts, and Figure 3 shows 5 ten-seat PR districts.)

Figure 1

50 Single-Seat
Districts

1	1	1	1	1
1	1	1	1	1
1	1	1	1	1
1	1	1	1	1
1	1	1	1	1
1	1	1	1	1
1	1	1	1	1
1	1	1	1	1
1	1	1	1	1
1	1	1	1	1

Figure 2

Ten 5-Seat
PR Districts

5	5
seats	seats
5	5
seats	seats
5	5
seats	seats
5	5
seats	seats
5	5
seats	seats

Figure 3

Five 10-Seat
PR Districts

10
seats
10
seats
10
seats
10
seats
10
seats

The second characteristic of all PR systems is that they divide up the seats in these multi-member districts according to the proportion of votes received by the various parties or groups running candidates. Thus if the candidates of a party win 40% of the vote in a 10 member district, they receive

four of the ten seats -- or 40% of the seats. If another party wins 20% of the vote, they get two seats, and so on.

That, in a nutshell, is how proportional representation works. But while all PR systems have the same goals of ensuring that all voters receive some representation and that all groups are represented fairly, various systems do have different ways of achieving these goals. So it is helpful to see how different kinds of PR systems work in practice.

Types of PR Systems

Party List Voting

Party list voting systems are by far the most common form of proportional representation. Over 80% of the PR systems used worldwide are some form of party list voting. It remains the system used in most European democracies and in many newly democratized countries, including South Africa.

How It Works. Legislators are elected in large, multi-member districts. Each party puts up a list or slate of candidates equal to the number of seats in the district. Independent candidates may also run, and they are listed separately on the ballot as if they were their own party (see below). On the ballot, voters indicate their preference for a particular party and the parties then receive seats in proportion to their share of the vote. So in a five-member district, if the Democrats win 40% of the vote, they would win two of the five seats. The two winning Democratic candidates would be chosen according to their position on the list.

There are two broad types of list systems: closed list and open list. In a closed list system--the original form of party list voting--the party fixes the order in which the candidates are listed and elected, and the voter simply casts a vote for the party as a whole. This is shown in the first ballot below, which illustrates an election for the House of Representatives in a five-seat district. Voters are not able to indicate their preference for any candidates on the list, but must accept the list in the order presented by the party. Winning candidates are selected in the exact order they appear on the original list. So in the example here, if the Democrats won two seats, the first two candidates on the pre-ordered list--Foster and Rosen-Amy--would be elected.

Closed Party List Ballot

Official Ballot Election for the United States House of Representatives District One				
Voting Instructions 1. You only have ONE vote. 2. Place an X in the box UNDER the party for whom you wish to vote.				
Democratic	Republican	Reform	Green	Independent Candidate
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1. Benjamin Foster	1. Wendy Berg	1. Steven Wong	1. Tom Wartenberg	1. Robert Moll
2. Sam Rosen-Amy	2. Steve Grolnic	2. Deborah Gerlin	2. Juan Hernandez	
3. Colin Volz	3. Sarah McClurg	3. Brad Crenshaw	3. Beata Panagopoulos	
4. Benjamin Pike	4. Gerald Epstein	4. Daniel Czitrom	4. Alice Morey	
5. Megan Gentzler	5. Fran Deutsch	5. Meryl Fingrud	5. Sarah Pringle	

Most European democracies now use the open list form of party list voting. This approach allows voters to express a preference for particular candidates, not just parties. It is designed to give voters some say over the order of the list and thus which candidates get elected. One version of this is illustrated in the ballot below. Voters are presented with unordered or random lists of candidates chosen in party primaries. Voters cannot vote for a party directly, but must cast a vote for an individual candidate. This vote counts for the specific candidate as well as for the party. So the order of the final list completely depends on the number of votes won by each candidate on the list. The most popular candidates rise to the top of the list and have a better chance of being elected. In our example, if the Democrats won 2 seats, and Volz and Gentzler received the highest and next highest number of individual votes, they would rise to the top of the list and be elected. This example is similar to the system used in Finland and widely considered to be the most open version of list voting.

Open Party List Ballot

Official Ballot Election for the United States House of Representatives District One				
Voting Instructions 1. You only have ONE vote. 2. Place an X in the box next to the candidate for whom you wish to vote. 3. Your vote counts both for your candidate and your party.				
Democratic	Republican	Reform	Green	Independent Candidate
<input type="checkbox"/> Benjamin Pike	<input type="checkbox"/> Fran Deutsch	<input type="checkbox"/> Steven Wong	<input type="checkbox"/> Tom Wartenberg	<input type="checkbox"/> Robert Moll
<input type="checkbox"/> Sam Rosen-Amy	<input type="checkbox"/> Steve Grolnic	<input type="checkbox"/> Deborah Gerlin	<input type="checkbox"/> Juan Hernandez	
<input type="checkbox"/> Megan Gentzler	<input type="checkbox"/> Wendy Berg	<input type="checkbox"/> Brad Crenshaw	<input type="checkbox"/> Beata Panagopoulos	
<input type="checkbox"/> Ben Foster	<input type="checkbox"/> Gerald Epstein	<input type="checkbox"/> Daniel Czitrom	<input type="checkbox"/> Alice Morey	
<input type="checkbox"/> Colin Volz	<input type="checkbox"/> Sarah McClurg	<input type="checkbox"/> Meryl Fingrud	<input type="checkbox"/> Sarah Pringle	

A variety of different formulas exist for accomplishing the actual allocation of seats to the parties. One of the simplest seat allocation formulas is the called the "largest remainder formula." In this approach, the first step is to calculate a quota, which is determined by taking the total number of valid votes in the

district and dividing this by the number of seats. In the example in the table below, 100,000 votes were cast and ten seats are to be filled. $100,000/10 = 10,000$ – which is the quota. The quota is then divided into the vote that each party receives and the party wins one seat for each whole number produced. So the Republican party received 38,000 votes, which is divided by 10,000 to produce three seats – with a remainder of 8,000. After this first allocation of seats is complete than the remainder numbers for the parties are compared and the parties with the largest remainders are allocated the remaining seats. In our example, two seats remain to be allocated and the Republicans and Moll, the independent candidate, have the largest remainders, so they get the seats. Ultimately all the parties end up with the number of seats that as closely as possible approximates their percentage of the vote.

Largest Remainder Approach to Seat Allocation

Parties	Votes	First Allocation Of Seats	Remaining Votes	Second Allocation of Seats	Final Seat Total	% of Vote to % of Seats
Republican	38,000	3	8,000	1	4	38% / 40%
Democratic	23,000	2	3,000	0	2	23% / 20%
Reform	21,000	2	1,000	0	2	21% / 20%
Green	12,000	1	2,000	0	1	12% / 10%
Moll	6,000	0	6,000	1	1	6% / 10%

Mixed-Member Proportional Voting

Mixed-member proportional representation goes by a variety of other names, including "the additional member system," "compensatory PR," the "two vote system," and "the German system." It is an attempt to combine a single-member district system with a proportional voting system. Half of the members of the legislature are elected in single-member district plurality contests. The other half are elected by a party list vote and added on to the district members so that each party has its appropriate share of seats in the legislature. Proponents claim that mixed-member proportional voting (MMP) is the best of both worlds: providing the geographical representation and close constituency ties of single-member plurality voting along with the fairness and diversity of representation that comes with PR voting.

This system was originally invented in West Germany right after World War Two, though since then it has also been adopted in several other countries, including Bolivia and Venezuela. It is still one of the least used PR systems, but in recent years it has begun to garner a great deal of attention. In fact, it is now one of the "hottest" systems being considered by those involved in electoral design. In part this growing attention is a result of MMP's unique claim to be a "compromise" between the two main rival systems. In the 1990s New Zealand abandoned its traditional single-member plurality system for MMP. Hungary also adopted this approach. Most recently, the newly formed parliaments of Scotland and Wales used this system for their first elections.

How It Works. People cast votes on a double ballot--see the ballot below. First, on the left part of the ballot, they vote for a district representative. This part of the ballot is a single-member district plurality contest to see which person will represent the district in the legislature. The person with the most votes wins. Typically half of the seats in the legislature are filled in this way. So in a hypothetical 100-

member state legislature, the winners of these district contests would occupy 50 of the seats.

Official Ballot Election for the United States House of Representatives District One		
You Have 2 Votes		
District Vote		Party Vote
This vote decides who will be elected to the House of Representatives from this district. Vote by putting an "X" in the box immediately before the candidate you choose. Vote for only one candidate.		This vote decides the share of seats that each of the parties listed below will have in the House of Representatives. Vote by putting an "X" in the box immediately before the party you choose. Vote for only one party.
<div style="text-align: center;">Vote Here</div> <div style="text-align: center;">↓</div>		<div style="text-align: center;">Vote Here</div> <div style="text-align: center;">↓</div>
<div style="display: flex; align-items: center;"> <input style="width: 20px; height: 20px; margin-right: 5px;" type="checkbox"/> <div style="flex-grow: 1;"> <div style="display: flex; justify-content: space-between;"> Fred Smith Republican </div> </div> </div>		<div style="display: flex; align-items: center;"> <input style="width: 20px; height: 20px; margin-right: 5px;" type="checkbox"/> <div style="flex-grow: 1;"> <div>Republican Party</div> <div style="font-size: small;">Kim, Dirks, Case, Packard, Demsch</div> </div> </div>
<div style="display: flex; align-items: center;"> <input style="width: 20px; height: 20px; margin-right: 5px;" type="checkbox"/> <div style="flex-grow: 1;"> <div style="display: flex; justify-content: space-between;"> Damon Washington Democrat </div> </div> </div>		<div style="display: flex; align-items: center;"> <input style="width: 20px; height: 20px; margin-right: 5px;" type="checkbox"/> <div style="flex-grow: 1;"> <div>Democratic Party</div> <div style="font-size: small;">Munro, Myers, Lee, Bork, Gert</div> </div> </div>
<div style="display: flex; align-items: center;"> <input style="width: 20px; height: 20px; margin-right: 5px;" type="checkbox"/> <div style="flex-grow: 1;"> <div style="display: flex; justify-content: space-between;"> Cheryl Houston New Party </div> </div> </div>		<div style="display: flex; align-items: center;"> <input style="width: 20px; height: 20px; margin-right: 5px;" type="checkbox"/> <div style="flex-grow: 1;"> <div>The New Party</div> <div style="font-size: small;">Merkuski, Pine, LeBaro, Fletcher, Devino</div> </div> </div>
<div style="display: flex; align-items: center;"> <input style="width: 20px; height: 20px; margin-right: 5px;" type="checkbox"/> <div style="flex-grow: 1;"> <div style="display: flex; justify-content: space-between;"> Naomi Linz US Taxpayers </div> </div> </div>		<div style="display: flex; align-items: center;"> <input style="width: 20px; height: 20px; margin-right: 5px;" type="checkbox"/> <div style="flex-grow: 1;"> <div>US Taxpayers</div> <div style="font-size: small;">Daves, Chevalier, Brown, Noyes, Parker</div> </div> </div>
<div style="display: flex; align-items: center;"> <input style="width: 20px; height: 20px; margin-right: 5px;" type="checkbox"/> <div style="flex-grow: 1;"> <div style="display: flex; justify-content: space-between;"> John Henderson Independent </div> </div> </div>		<div style="display: flex; align-items: center;"> <input style="width: 20px; height: 20px; margin-right: 5px;" type="checkbox"/> <div style="flex-grow: 1;"></div> </div>
<div style="display: flex; align-items: center;"> <input style="width: 20px; height: 20px; margin-right: 5px;" type="checkbox"/> <div style="flex-grow: 1;"> <div style="display: flex; justify-content: space-between;"> Write In - - - </div> </div> </div>		<div style="display: flex; align-items: center;"> <input style="width: 20px; height: 20px; margin-right: 5px;" type="checkbox"/> <div style="flex-grow: 1;"></div> </div>

On the right part of the ballot--the party list portion--voters indicate their choice among the parties, and the other half of the seats in the legislature are filled from regional lists of candidates chosen by these parties. The party lists are closed in the German version. These party list votes are counted on a national basis to determine the total portion of the 100-seat legislature that each party deserves. Candidates from each party's lists are then added to its district winners until that party achieves its appropriate share of seats. The following table illustrates how this process works for our hypothetical election. The Democrats won 40% of the party list votes in the 100-member state legislature, so they would be entitled to a total of 40 of the 100 seats. Since they already elected 28 of their candidates in district elections, they would then add 12 more from their regional party lists to come up to their quota of 40 seats.

Allocation of Seats in MMP

Political Parties	Number of District Seats Won	Percentage of the National Party List Vote	Total Number of Seats Deserved by Party	Number of Seats Added from Party Lists
Democratic	28	40%	40	12
Republican	18	36%	36	18
U.S. Taxpayers	4	18%	18	14
New Party	0	6%	6	6
Totals	50	100%	100	50

In the German version two electoral thresholds are used, either of which a party must overcome to be allotted seats in the legislature. A party must either get 5% of the nationwide party list vote or win at least three district races in order for it to gain any seats in the legislature. In our hypothetical case, the New Party did not win any district seats, but they did win over 5% of the nationwide vote, so they deserve their share of legislative seats--which in this case would be six seats, all of which would be filled from the regional party lists.

Single Transferable Vote Or Choice Voting

This system of proportional representation is known by several names. Political scientists call it "the single transferable vote." It is called the "Hare-Clark system" in Australia. In the United States, electoral reform activists have taken to calling it "choice voting." Currently this system is used to elect parliaments in Ireland and Malta. In Australia it is used to elect the federal Senate, as well as the legislatures in several states there. It is also the PR system that was used in a number of cities in the United States during the twentieth century, including New York, Cincinnati, Cleveland, Toledo, and Boulder. It continues to be used today in Cambridge, Massachusetts for elections to their city council and school board.

How It Works. The voting process is illustrated by ballot below. All candidates are listed in the same place on the ballot. Instead of voting for one person, voters rank each candidate in their order of choice. So if you like Campbell best, you would mark the "1" after his name. If you liked Gomez second best, you would mark "2" by his name, and so on. You can rank as few or as many as you want. This ballot illustrates the use of the AccuVote system used in Cambridge, Massachusetts to elect its city council and school board. Voters fill in the ranking numbers as they would for standardized tests taken in school, which allows for computerized vote counting and ballot transfers.

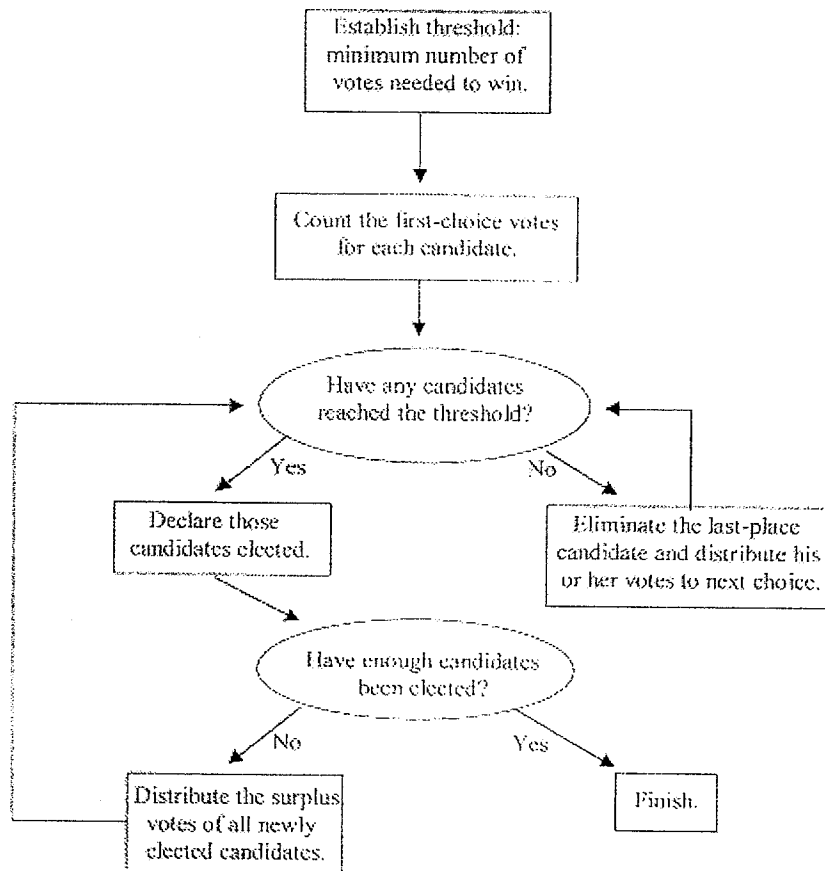
Choice Voting Ballot

Official Ballot Municipal Elections											
INSTRUCTIONS TO VOTERS Mark Your Choices by Filling in the Numbered Boxes Only Fill in the number one <input type="checkbox"/> box next to your first choice; fill in the number two <input type="checkbox"/> box next to your second choice; fill in the number three <input type="checkbox"/> box next to your third choice, and so on. You may fill in as many choices as you please. Fill in no more than one box per candidate. Fill in no more than one box per column.	Candidates for City Council District One (Three to be elected.)		<i>Only one vote per candidate</i> Only one vote per column								
	Douglas Campbell	Dem.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7	<input type="checkbox"/> 8	<input type="checkbox"/> 9
	Martha Dains	Rep.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7	<input type="checkbox"/> 8	<input type="checkbox"/> 9
	Terry Graybeal	Reform	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7	<input type="checkbox"/> 8	<input type="checkbox"/> 9
	Robert Gomez	Dem.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7	<input type="checkbox"/> 8	<input type="checkbox"/> 9
	Cynthia Daniels	Indep.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7	<input type="checkbox"/> 8	<input type="checkbox"/> 9
	Robert Higgins	Rep.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7	<input type="checkbox"/> 8	<input type="checkbox"/> 9
	Write In		<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7	<input type="checkbox"/> 8	<input type="checkbox"/> 9
	Write In		<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7	<input type="checkbox"/> 8	<input type="checkbox"/> 9
Write In		<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7	<input type="checkbox"/> 8	<input type="checkbox"/> 9	

As the name "single transferable vote" implies, this system involves a process of transferring votes. To understand how the transfer process works, it may be best to start out with a simple analogy. Imagine a school where a class is trying to elect a committee. Any student who wishes to run stands at the front of the class and the other students vote for their favorite candidates by standing beside them. Students standing almost alone next to their candidate will soon discover that this person has no chance of being elected and move to another candidate of their choice to help him or her get elected. Some of the students standing next to a very popular candidate may realize that this person has more than enough support to win, and decide to go stand next to another student that they would also like to see on the committee. In the end, after all of this shuffling around, most students would be standing next to candidates that will be elected, which is the ultimate point of this process.

In the single transferable vote, votes are transferred around just as the students moved from candidate to candidate in the analogy. The exact order of the transfer process is illustrated in figure below. An example of how the votes are actually transferred is shown in the table that follows. For the sake of simplicity, assume that there is a three-seat district in which six people are running for office. The first step in the process is to establish the threshold: the minimum number of votes necessary to win a seat. The threshold usually consists of the total number of valid votes divided by one plus the number of seats to be filled, plus one vote. The formula looks like this: $\text{Threshold} = (\text{valid votes} / (1 + \text{seats})) + 1 \text{ vote}$. So in our three-seat districts with 10,000 voters, a candidate would need $10,000 / (1 + 3)$ (which is 2,500) plus one more vote, for 2,501.

Diagram of Ballot Transfer Process



The second step is to count all the number one choices to see if any candidates have reached the threshold of 2,501. As shown on the table below, the Democrat Gomez has 2,900 voters and he is declared elected. But Gomez actually has 399 more votes than he needs to win. These votes are considered wasted if they stay with Gomez, so they are transferred to the second choices on the ballot. (There are several ways to do this, but we needn't get into those details here.) In the second count, we see the effect of this transfer. The other Democratic candidate, Campbell, gets 300 of those second choice votes, and the independent candidate, Daniels, gets the other 99. The vote totals are now recalculated to see if anyone is now over the threshold. No one is, so the next transfer takes place. The candidate with the least chance to win is eliminated and his or her votes are transferred to their second choices. This candidate is Higgins, the Republican, and 500 of his votes are transferred to the other Republican candidate, Dains; and the other 100 votes are given to Daniels. Again the votes are recounted to see if anyone has reached the threshold. Dains has reached it with 2,800 votes and so she is declared elected. Once again her excess votes are redistributed to their second choices--200 to Graybeal, and 99 to Daniels. But still no one has reached the threshold, so again the lowest candidate is eliminated and those votes transferred. That candidate is Campbell, the Democrat, and 100 of his votes go to Graybeal, and 600 go to Daniels. This puts Daniels, the independent candidate, over the threshold with 2,698 votes, and she is the last one elected.

Ballot Count and Transfer Process

	1 st Count	2 nd Count	3 rd Count	4 th Count	5 th Count
Candidates	Number Of Votes	Transfer of Gomez's votes and results. +300	Transfer of Higgins' votes and results.	Transfer of Dains' votes and results.	Transfer of Campbell's votes and results
Douglas Campbell (Dem.)	400	700	700	700	--
Martha Dains* (Rep.)	2,300	2,300	+500 2,800	2,501	2,501
Terry Graybeal (Reform)	2,000	2,000	2,000	+200 2,200	+100 2,300
Robert Gomez* (Dem.)	2,900	2,501	2,501	2,501	2,501
Cynthia Daniels* (Ind.)	1,800	+99 1,899	+100 1,999	+99 2,098	+600 2,698
Robert Higgins (Rep.)	600	600	---	---	---

*Winning Candidates.

This transfer process is a bit complicated, so why does it exist? The transfer process was invented primarily to reduce the problem of wasted votes -- votes that are cast but do not actually elect anyone. Plurality-majority systems routinely waste large numbers of votes and this is why they are prone to such problems as party misrepresentation, and the underrepresentation of political minorities, racial minorities, and women. The transfer process in STV is designed to ensure that the fewest votes are wasted and that the maximum number of people gets to elect a representative to office. It acknowledges that there are two kinds of wasted votes: votes for candidates that stand little chance of winning, and votes in excess of what a winning candidate needs. Transferring these votes to their next ranked choice makes it more likely that they will actually contribute to the election of a candidate.

Simpler Than They Look

Again, to American eyes, these various PR systems often appear at first to be overly-complex and confusing. And while the mechanics of seat allocation can sometimes be complicated, the actual voting process is not intimidating at all and can be easily utilized by the average citizen. Voters need not understand all the mathematics of these systems to use them effectively. To use an analogy: you don't have to understand how all the electronic components in your car radio work in order to use it to find the kind of music you like.

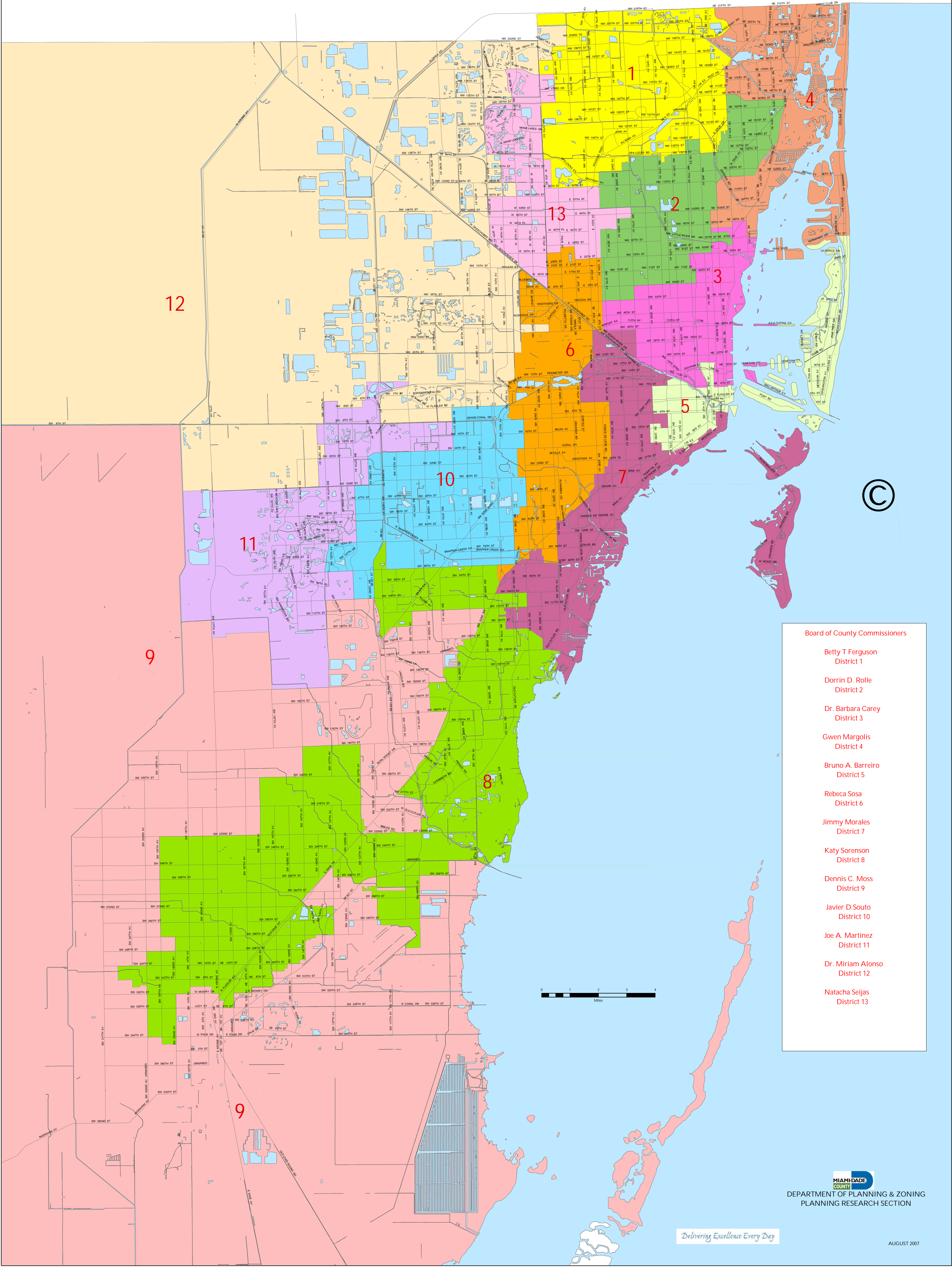
The party list system, the mixed-member system, and the choice vote have all been used for decades in other Western democracies. Voters in these countries have had no trouble using these systems, as indicated by the very high voters turnout rates that these PR countries enjoy. Certainly we could expect that American voters would easily master the use of these systems as well.

For more detailed descriptions of the workings of various proportional representation systems, see Douglas J. Amy, *Behind the Ballot Box: A Citizen's Guide to Voting Systems*.

COMMISSION DISTRICTS

(AS OF 1992)

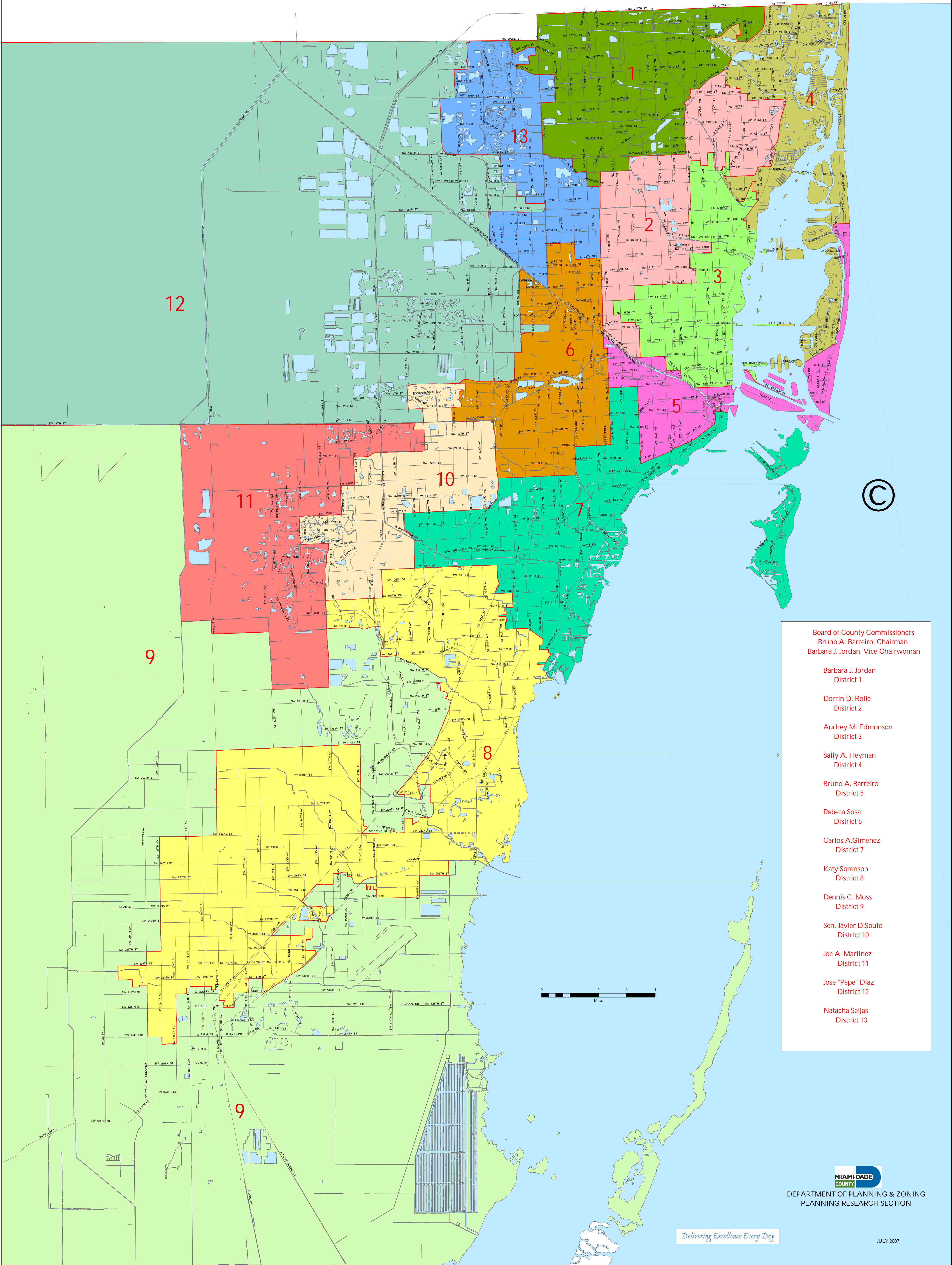
MIAMI-DADE COUNTY, FLORIDA



- Board of County Commissioners
- Betty T Ferguson
District 1
 - Dorrian D. Rolle
District 2
 - Dr. Barbara Carey
District 3
 - Gwen Margolis
District 4
 - Bruno A. Barreiro
District 5
 - Rebeca Sosa
District 6
 - Jimmy Morales
District 7
 - Katy Sorenson
District 8
 - Dennis C. Moss
District 9
 - Javier D.Souto
District 10
 - Joe A. Martinez
District 11
 - Dr. Miriam Alonso
District 12
 - Natalcha Seijas
District 13

CURRENT COMMISSION DISTRICTS

MIAMI-DADE COUNTY, FLORIDA



Board of County Commissioners
Bruno A. Barreiro, Chairman
Barbara J. Jordan, Vice-Chairwoman

Barbara J. Jordan
District 1

Dorrian D. Rolle
District 2

Audrey M. Edmonson
District 3

Sally A. Heyman
District 4

Bruno A. Barreiro
District 5

Rebeca Sosa
District 6

Carlos A. Gimenez
District 7

Katy Sorenson
District 8

Dennis C. Moss
District 9

Sen. Javier D. Souto
District 10

Joe A. Martinez
District 11

Jose "Pepe" Diaz
District 12

Natacha Seijas
District 13



DEPARTMENT OF PLANNING & ZONING
PLANNING RESEARCH SECTION

Delivering Excellence Every Day

JULY 2007

Miami-Dade County
Population by Commission Districts
1990

Commission District	Total Population	White Non-Hispanic		Black Non-Hispanic		Hispanic		Other	
		Number	% of Total	Number	% of Total	Number	% of Total	Number	% of Total
1	148,879	25,292	17.0%	91,148	61.2%	30,298	20.4%	2,141	1.4%
2	149,566	27,410	18.3%	89,817	60.1%	30,158	20.2%	2,181	1.5%
3	148,522	14,827	10.0%	84,608	57.0%	47,859	32.2%	1,228	0.8%
4	148,902	104,117	69.9%	9,622	6.5%	32,360	21.7%	2,803	1.9%
5	149,099	42,650	28.6%	6,735	4.5%	98,446	66.0%	1,268	0.9%
6	149,199	41,226	27.6%	4,727	3.2%	101,673	68.1%	1,573	1.1%
7	149,048	44,521	29.9%	6,777	4.5%	96,246	64.6%	1,504	1.0%
8	148,623	91,711	61.7%	10,863	7.3%	42,586	28.7%	3,463	2.3%
9	148,598	54,621	36.8%	47,193	31.8%	43,140	29.0%	3,644	2.5%
10	149,900	45,571	30.4%	2,241	1.5%	99,621	66.5%	2,467	1.6%
11	149,321	41,583	27.8%	4,676	3.1%	99,982	67.0%	3,080	2.1%
12	148,767	27,785	18.7%	6,454	4.3%	112,651	75.7%	1,877	1.3%
13	148,670	24,293	16.3%	4,760	3.2%	118,387	79.6%	1,230	0.8%
Total	1,937,094	585,607	30.2%	369,621	19.1%	953,407	49.2%	28,459	1.5%

Source: U.S. Census Bureau, Decennial Census 1990.

Miami-Dade County, Department of Planning and Zoning, Research Section 2007.

**Miami-Dade County
Population by Commission Districts
2000**

Commission District	Total Population	White Non-Hispanic		Black Non-Hispanic		Hispanic		Other	
		Number	% of Total	Number	% of Total	Number	% of Total	Number	% of Total
1	168,488	12,572	7.5%	107,386	63.7%	43,136	25.6%	5,394	3.2%
2	169,506	12,710	7.5%	104,529	61.7%	44,996	26.5%	7,271	4.3%
3	169,241	18,868	11.1%	89,390	52.8%	51,908	30.7%	9,075	5.4%
4	169,912	87,484	51.5%	16,585	9.8%	58,515	34.4%	7,328	4.3%
5	175,602	32,912	18.7%	3,084	1.8%	136,778	77.9%	2,828	1.6%
6	174,559	24,280	13.9%	1,060	0.6%	147,581	84.5%	1,638	0.9%
7	175,795	65,550	37.3%	9,807	5.6%	95,485	54.3%	4,953	2.8%
8	175,127	77,681	44.4%	14,368	8.2%	75,290	43.0%	7,788	4.4%
9	172,895	28,072	16.2%	58,941	34.1%	79,124	45.8%	6,758	3.9%
10	178,968	31,887	17.8%	2,176	1.2%	140,983	78.8%	3,922	2.2%
11	177,576	31,333	17.6%	7,580	4.3%	132,885	74.8%	5,778	3.3%
12	171,960	19,263	11.2%	4,357	2.5%	145,112	84.4%	3,228	1.9%
13	173,733	23,160	13.3%	7,877	4.5%	139,944	80.6%	2,752	1.6%
Total	2,253,362	465,772	20.7%	427,140	19.0%	1,291,737	57.3%	68,713	3.0%

Source: U.S. Census Bureau, Decennial Census 2000.
Miami-Dade County, Department of Planning and Zoning, Research Section 2007.

Miami-Dade County
Estimated Population by Commission Districts*
2005

Commission District	Total Population	White Non-Hispanic Number	White Non-Hispanic % of Total	Black Non-Hispanic Number	Black Non-Hispanic % of Total	Hispanic Number	Hispanic % of Total	Other Number	Other % of Total
1	172,765	10,946	6.3%	109,637	63.5%	47,486	27.5%	4,696	2.7%
2	171,710	10,051	5.9%	106,091	61.8%	49,818	29.0%	5,750	3.3%
3	175,197	16,461	9.4%	93,217	53.2%	57,603	32.9%	7,917	4.5%
4	181,887	86,095	47.3%	19,016	10.5%	69,563	38.2%	7,212	4.0%
5	188,717	32,402	17.2%	2,876	1.5%	150,655	79.8%	2,784	1.5%
6	180,316	22,005	12.2%	792	0.4%	156,035	86.5%	1,484	0.8%
7	188,181	65,895	35.0%	10,093	5.4%	107,214	57.0%	4,979	2.6%
8	192,422	80,948	42.1%	15,608	8.1%	87,750	45.6%	8,116	4.2%
9	203,920	29,287	14.4%	67,552	33.1%	100,031	49.1%	7,050	3.5%
10	180,428	27,787	15.4%	2,414	1.3%	146,809	81.4%	3,418	1.9%
11	198,498	29,417	14.8%	8,688	4.4%	154,968	78.1%	5,425	2.7%
12	185,894	16,836	9.1%	4,426	2.4%	161,811	87.0%	2,821	1.5%
13	182,170	19,344	10.6%	8,484	4.7%	152,043	83.5%	2,299	1.3%
Total	2,402,105	447,474	18.6%	448,895	18.7%	1,441,785	60.0%	63,951	2.7%

* The sorting by Commission District was prepared solely for the Charter Review Task Force. Data sorted by MSA was approved as part of the CDMP by the BCC in October 2006

Source: Miami-Dade County, Department of Planning and Zoning, Research Section 2007.

Miami-Dade County
Projections on Population by Commission Districts*
2010

Commission District	Total Population	White Non-Hispanic Number % of Total	Black Non-Hispanic Number % of Total	Hispanic Number % of Total	Other Number % of Total
1	177,396	9,133 5.1%	113,039 63.7%	51,306 28.9%	3,918 2.2%
2	173,963	7,384 4.2%	108,124 62.2%	54,230 31.2%	4,224 2.4%
3	181,352	13,868 7.6%	97,770 53.9%	63,043 34.8%	6,670 3.7%
4	195,300	84,818 43.4%	22,038 11.3%	81,340 41.6%	7,105 3.6%
5	201,904	31,685 15.7%	2,750 1.4%	164,746 81.6%	2,723 1.3%
6	185,486	19,612 10.6%	582 0.3%	163,969 88.4%	1,323 0.7%
7	200,555	66,035 32.9%	10,449 5.2%	119,081 59.4%	4,990 2.5%
8	213,420	84,913 39.8%	17,767 8.3%	102,227 47.9%	8,513 4.0%
9	237,537	29,720 12.5%	77,890 32.8%	122,773 51.7%	7,155 3.0%
10	181,842	23,518 12.9%	2,643 1.5%	152,788 84.0%	2,893 1.6%
11	214,335	25,386 11.8%	9,622 4.5%	174,646 81.5%	4,681 2.2%
12	199,189	13,948 7.0%	4,547 2.3%	178,357 89.5%	2,337 1.2%
13	189,005	14,767 7.8%	9,200 4.9%	163,283 86.4%	1,755 0.9%
Total	2,551,284	424,787 16.6%	476,422 18.7%	1,591,788 62.4%	58,287 2.3%

* The sorting by Commission District was prepared solely for the Charter Review Task Force. Data sorted by MSA was approved as part of the CDMP by the BCC in October 2006

Source: Miami-Dade County, Department of Planning and Zoning, Research Section 2007.

08/21/2007 Registration
CNTY COMMS GRAND TOTAL

Party	Total		White		Black		Amer/Indian		Asian/PI		Hisp		Other		Male		Unk		Unk	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
AMERICAN FIRST OF FLA	2	2	0	0	1	1	0	0	0	1	4	3	0	0	0	0	0	0	0	0
AMERICAN REFORM FLA	2	2	1	1	4	4	0	1	0	0	11	12	0	0	1	0	0	0	1	0
AMERICAN POOR PEOPLE	2	0	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0
CHRISTIAN PARTY	141	2	1	1	6	6	0	0	0	0	56	65	2	1	0	0	0	2	3	2
CONSTITUTION	11	2	0	0	1	5	0	0	0	0	6	3	0	0	1	0	0	0	0	0
DEMOCRATIC	50783	66385	571	1099	68942	105436	347	444	11	1523	55883	75079	879	990	689	990	28	8006	6064	2016
FAITH & PATIENT INC	3	2	0	0	4	9	0	0	0	0	0	7	0	0	0	0	0	0	0	0
FLA SOCIALIST WORKER	16	19	0	0	2	0	0	0	0	0	3	3	0	0	0	0	0	1	2	0
FAMILY VALUES	2	4	0	0	2	0	0	0	0	0	4	5	0	0	0	0	0	1	2	0
GREEN	128	94	4	8	10	8	0	0	0	2	85	61	3	2	2	0	1	16	25	2
INDEPENDENCE OF FLA	2587	472	1	155	169	371	2	1	0	13	544	579	2	27	27	12	0	5	15	0
INDEPENDENT	7846	1357	25	496	17	29	4	2	0	20	1758	1724	38	17	17	15	1	123	80	16
INDEPENDENT DEM FLA	528	85	1	17	10	13	2	2	0	6	88	70	1	2	2	3	0	13	5	7
LIBERTARIAN OF FLA	602	98	2	10	10	13	3	2	0	6	106	93	3	2	2	3	0	16	7	7
NO AFFILIATION	211947	23911	340	164	10859	11295	194	209	9	1784	54890	67686	977	572	501	572	21	4342	4363	1462
OTHER MINOR	2378	171	4	224	243	224	7	0	0	17	617	689	13	9	9	3	0	63	68	26
PROHIBITION PTY	3	0	0	0	1	0	0	0	0	0	0	2	0	0	0	0	0	0	0	0
POSSIBILITY PARTY	3	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0
REFORM PARTY	184	22	0	5	3	5	0	1	0	0	47	43	3	0	0	0	0	4	1	0
REPUBLICAN	358686	41261	340	4749	4749	4279	184	160	5	887	109956	140318	1412	650	553	650	2	3998	4740	1139
SOCIALIST PARTY	36	4	0	1	1	1	0	0	1	0	10	3	0	0	1	0	0	2	1	0
SURFERS PARTY	3	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
SOP	20	0	0	2	2	2	0	0	0	0	7	5	1	0	0	0	0	0	1	1
UNKNOWN	1294	1290	134	1860	1860	2198	24	33	2	147	3467	4820	331	81	47	81	29	3705	3886	6225
VETERANS PTY OF AMER	7	0	0	1	1	0	0	0	0	0	8	0	0	0	0	0	0	0	0	0
(NO)	98	13	0	7	10	7	0	0	0	1	20	28	0	0	1	0	2	4	1	2
TOTAL	124613	135150	1423	87409	124051	1488	766	861	27	4403	227536	291275	3664	2333	1855	2333	84	18358	21189	10897

GRAND TOTAL
1,062,561.00

11.7% 12.7% 0.1% 8.2% 11.7% 0.1% 0.1% 0.1% 0.0% 0.4% 0.5% 0.0% 21.4% 27.4% 0.3% 0.2% 0.2% 0.0% 1.7% 2.0% 1.0%

CNTY COMM 01 08/21/2007 Registration

Party	Total		White		Black		Amer/Indian		Asiani/PI		Hisp		Other		Unk	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
AMERICA FIRST OF FLA	1	0	0	0	1	1	0	0	0	0	0	0	0	0	0	0
AMERICAN REFORM FLA	0	0	0	0	2	3	0	0	0	0	0	2	0	0	0	0
CHRISTIAN PARTY	0	0	0	0	1	2	0	0	0	0	2	2	0	0	0	0
CONSTITUTION	0	0	0	0	0	0	0	0	0	0	2	0	0	0	0	0
DEMOCRATIC	1314	1835	12	19318	30947	281	73	3	106	139	5	2673	3671	39	845	1151
FAITH & PATIENT INC	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0	0
FLA SOCIALIST WORKER	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
GREEN	3	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0
INDEPENDENCE OF FLA	16	11	0	48	51	0	0	0	1	1	0	30	25	0	0	0
INDEPENDENT	37	24	1	148	121	0	0	0	1	0	0	60	61	0	1	2
INDEPENDENT DEM FLA	1	0	0	0	11	0	0	0	0	0	2	2	0	0	0	0
LIBERTARIAN OF FLA	0	4	1	2	2	2	0	0	0	0	1	4	0	0	0	0
NO AFFILIATION	514	500	13	2860	3106	37	13	0	78	83	3	1789	2312	32	288	304
OTHER MINOR	227	5	7	67	60	0	1	0	1	1	1	30	35	0	10	6
PROHIBITION PTY	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0
REFORM PARTY	11	2	1	2	3	0	0	0	0	0	0	1	0	0	1	0
REPUBLICAN	9353	751	675	3	1072	994	10	6	31	30	0	2498	2844	41	25	24
SOCIALIST PARTY	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SURFERS PARTY	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0
UNKNOWN	3453	35	40	5	505	631	44	3	13	17	0	153	236	15	5	8
VETERANS PTY OF AMER	1	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0
(NO)	10	0	0	0	2	2	0	0	0	0	0	0	0	0	2	0
TOTAL	2680	3100	35	24042	35935	372	78	96	231	271	9	7243	9197	128	134	2072

88856	3.0%	3.5%	0.0%	27.1%	40.4%	0.4%	0.1%	0.1%	0.3%	0.3%	0.0%	8.2%	10.4%	0.1%	0.2%	2.3%	1.4%
100%																	

GRAND TOTAL

08/21/2007 Registration

CNTY COMM 02

Party	Total			White			Black			AmerIndian			Asian/Pi			Hisp			Other			Male			Female			Unk		
	Male	Female	Unk	Male	Female	Unk	Male	Female	Unk	Male	Female	Unk	Male	Female	Unk	Male	Female	Unk	Male	Female	Unk	Male	Female	Unk	Male	Female	Unk			
AMERICA FIRST OF FLA	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
AMERICAN REFORM	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
CHRISTIAN PARTY	7	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
CONSTITUTION	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
DEMOCRATIC	54896	1523	1954	16	17119	25505	287	0	52	62	4	123	139	3	2480	3162	46	63	104	4	943	1051	0	0	0	0	256			
FAITH & PATIENT	5	0	0	0	1	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
FAMILY VALUES	3	0	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
FLA SOCIALIST WORKER	2	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
GREEN	8	3	1	0	1	0	0	0	0	0	0	1	0	0	0	0	2	0	0	0	0	0	0	0	0	0	0			
INDEPENDENCE OF FLA	143	16	11	0	34	24	0	0	0	0	0	0	0	0	27	28	0	0	0	0	0	0	0	0	0	0	0			
INDEPENDENT	359	42	28	3	100	75	0	0	1	0	0	0	0	0	50	49	2	1	0	0	5	2	0	0	0	0	0			
INDEPENDENT DEM FLA	20	0	1	0	5	9	0	0	0	0	0	0	0	0	3	1	0	0	0	1	0	0	0	0	0	0	0			
LIBERTARIAN OF FLA	15	6	3	0	1	2	0	0	0	0	0	0	1	0	1	1	0	0	0	0	0	0	0	0	0	0	0			
NO AFFILIATION	10172	601	478	2	2231	2335	41	13	16	2	97	110	2	1508	1868	30	37	35	2	320	280	0	0	0	0	0	164			
OTHER MINOR	209	4	5	0	62	64	5	0	0	0	0	2	0	0	23	28	0	0	0	0	0	0	0	0	0	0	0			
REFORM PARTY	5	0	0	0	1	1	0	0	0	0	0	0	0	0	3	0	0	0	0	8	6	0	0	0	0	0	2			
REPUBLICAN	8098	773	674	4	1020	814	13	5	11	0	29	37	0	2091	2200	33	29	23	0	138	165	0	0	0	0	0	0			
SOCIALIST PARTY	2	0	0	0	0	1	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0			
UNKNOWN	2967	35	37	2	440	496	35	4	6	0	6	11	2	149	183	9	3	8	2	375	403	0	0	0	0	0	0			
VETERANS PTY OF AMER	2	1	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0			
(NO)	15	1	1	0	4	4	0	0	0	0	0	0	0	1	1	0	0	0	0	1	1	0	0	0	0	0	1			
TOTAL	76932	3006	3194	27	21022	29337	381	75	95	6	258	289	7	6342	7525	120	133	71	8	1791	1912	0	0	0	0	0	1223			

TOTAL

GRAND TOTAL

100%	3.9%	4.2%	0.0%	27.3%	38.1%	0.5%	0.1%	0.1%	0.0%	0.3%	0.4%	0.0%	0.0%	8.2%	9.8%	0.2%	0.0%	2.3%	2.5%	1.6%
------	------	------	------	-------	-------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------

Party	Total	White Male	White Female	Unk	Black Male	Black Female	Unk	Amer/Indian Male	Amer/Indian Female	Unk	Asian/PI Male	Asian/PI Female	Unk	Hisp Male	Hisp Female	Unk	Other Male	Other Female	Unk	Male	Female	Unk
AMERICAN REFORM FLA	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CHRISTIAN PARTY	7	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CONSTITUTION	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
DEMOCRATIC	49795	2837	2812	39	14144	20380	235	47	57	2	119	122	5	3237	3617	41	62	65	1	769	942	262
FAITH & PATIENT	3	0	0	0	2	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
FLA SOCIALIST WORKER	12	4	5	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
GREEN	38	11	11	0	2	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0
INDEPENDENCE OF FLA	183	42	22	0	28	25	0	1	0	0	0	1	0	29	30	0	4	1	0	3	2	0
INDEPENDENT	418	79	53	1	78	52	1	0	0	0	3	3	0	86	47	1	1	1	0	0	0	0
INDEPENDENT DEM	30	3	5	0	10	4	0	0	0	0	0	0	0	4	3	0	0	1	0	9	3	0
LIBERTARIAN OF FLA	40	16	3	0	2	1	0	0	0	0	0	0	0	8	5	0	0	0	0	0	0	0
NO AFFILIATION(N	10630	1248	954	18	1714	1690	25	9	16	0	73	76	1	1836	2173	35	27	33	5	317	237	143
OTHER MINOR	211	19	13	0	50	54	1	2	3	0	1	0	0	22	31	0	3	0	0	6	5	1
REFORM PARTY(REF	7	3	2	0	0	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0
REPUBLICAN	9603	1325	1131	13	926	788	15	16	9	1	37	34	1	2324	2555	36	18	13	0	165	155	41
SOCIALIST PARTY	4	1	1	0	1	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0
UNKNOWN	2878	71	64	5	378	427	26	3	5	0	8	5	0	162	220	17	1	5	4	432	362	683
SOP	8	1	0	0	1	2	0	0	0	0	0	0	0	2	0	0	0	0	0	0	1	1
TOTAL	73872	5660	5076	76	17342	23427	303	79	90	3	242	242	7	7719	8688	130	117	119	10	1703	1708	1131
GRAND TOTAL	73872																					

% 100% 7.7% 6.9% 0.1% 23.5% 31.7% 0.4% 0.1% 0.1% 0.0% 0.3% 0.3% 0.0% 0.2% 10.4% 11.8% 0.2% 0.0% 2.3% 1.5%

Party	Total		White		Black		AmerIndian		Asian/Pi		Hisp		Other		Male		Female		Unk		Male		Female		Unk	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
AMERICA FIRST OF FLA	5	2	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	
AMERICAN REFORM FLA	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
CHRISTIAN PARTY	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
CONSTITUTION	4	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
DEMOCRATIC	41123	10379	146	45	1986	2903	37	38	0	0	142	200	4	0	3520	4929	80	6	85	100	0	0	557	842	0	0
FAITH & PATIENT	3	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
FAMILY VALUES	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
FLA SOCIALIST WORKERS	3	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
GREEN	55	22	15	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
INDEPENDENCE OF FL	404	151	128	1	15	14	1	0	0	0	3	1	0	0	40	31	0	0	10	3	0	0	5	1	0	0
INDEPENDENT	962	385	285	2	29	29	1	0	0	0	2	8	0	0	92	99	2	2	2	3	0	0	12	2	4	0
INDEPENDENT DEM FLA	20	4	3	0	4	0	0	0	0	0	0	0	0	0	2	5	0	1	0	0	0	0	0	0	0	
LIBERTARIAN OF FLA	72	35	13	0	0	3	0	1	0	0	1	0	0	0	6	7	0	0	1	0	0	0	1	0	0	
NO AFFILIATION(N	18257	5061	4673	77	468	559	8	21	23	1	182	205	4	0	2655	3206	58	1	49	54	1	0	414	418	120	0
OTHER MINOR	166	35	38	0	12	5	1	0	1	0	6	2	0	0	31	21	1	0	1	0	0	0	5	7	0	0
POSSIBILITY PARTY	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
REFORM PARTY	23	12	5	0	0	0	0	0	0	0	0	0	0	0	3	0	0	0	0	0	0	0	0	0	0	
REPUBLICAN	18416	5462	4694	51	179	168	6	22	10	0	96	92	5	0	3103	3740	45	0	55	59	0	0	308	261	60	0
SOCIALIST PARTY	8	4	1	0	0	0	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0	1	0	0	
UNKNOWN	2463	319	305	33	61	83	7	1	2	0	6	19	1	1	187	269	14	7	6	5	7	0	345	359	434	0
(NO)	11	2	3	0	1	0	0	0	0	0	0	0	0	0	3	1	0	0	1	0	0	0	0	0	0	0
TOTAL	82002	21879	25096	310	2755	3765	68	83	75	1	438	528	14	0	9651	12319	201	14	211	225	14	0	1653	1901	815	0

GRAND TOTAL

% 100% 26.7% 30.6% 0.4% 3.4% 4.6% 0.1% 0.1% 0.0% 0.5% 0.6% 0.0% 11.8% 15.0% 0.2% 0.3% 0.0% 2.0% 2.3% 1.0%

2002 CNTY COMM 05
08/21/2007 Registration

Party	Total	White			Black			Amer/Indian			Asian/PI			Hisp			Other			Unk		
		Male	Female	Unk	Male	Female	Unk	Male	Female	Unk	Male	Female	Unk	Male	Female	Unk	Male	Female	Unk	Male	Female	Unk
AMERICA FIRST OF FL	1	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0
AMERICAN POOR PEOPLE	1	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0
AMERICAN REFORM FLA	4	0	0	0	0	0	0	0	0	0	0	0	0	2	2	0	0	0	0	0	0	0
CHRISTIAN PARTY	10	1	0	0	0	0	0	0	0	0	0	0	0	7	2	0	0	0	0	0	0	0
CONSTITUTION	2	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
DEMOCRATIC	21649	4149	4294	49	567	566	6	21	17	0	61	97	3	4830	5972	65	56	51	1	374	396	74
FAITH & PATIENT INC	4	1	2	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0
FLA SOCIALIST WORKER	3	2	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
GREEN	52	23	8	0	0	0	0	0	0	0	0	0	0	8	3	0	2	0	1	4	3	0
INDEPENDENCE OF FLA	278	101	62	0	6	6	0	0	0	0	2	2	0	54	43	0	1	1	0	0	0	0
INDEPENDENT	752	211	129	6	13	7	0	1	0	0	4	2	0	181	172	5	3	1	0	11	4	2
INDEPENDENT DEM	28	9	4	0	3	0	0	0	0	0	0	0	0	3	7	0	1	1	0	0	0	0
LIBERTARIAN OF FLA	74	35	14	0	2	0	1	0	0	0	0	1	0	14	5	0	0	0	0	2	0	0
MODERATE PARTY	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
NO AFFILIATION	14866	2461	1866	29	187	123	1	13	18	2	93	94	2	4154	4925	65	44	41	1	353	314	80
OTHER MINOR	179	26	17	0	6	2	0	2	0	0	0	1	0	57	55	0	0	0	0	5	4	4
PROGRESSIVE LIBERTARIAN	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PROHIBITION PTY	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0
REFORM PARTY(REF	11	7	0	0	0	0	0	0	0	0	0	0	0	3	0	1	0	0	0	0	0	0
REPUBLICAN	27820	2882	2234	37	111	89	2	9	12	0	47	51	0	9070	12230	117	48	46	0	327	422	86
SOCIALIST PARTY	5	3	0	0	0	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0
UNKNOWN	1691	159	127	11	30	14	1	1	2	0	7	4	0	236	347	14	2	4	1	232	215	284
VETERANS PTY OF AMER	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
(NO)	9	2	2	0	1	0	0	0	0	0	1	0	0	1	2	0	0	0	0	0	0	0
TOTAL	67444	10077	8761	132	926	807	11	47	49	2	215	253	5	18622	23768	267	157	145	4	1308	1358	530

GRAND TOTAL 67444 14.9% 13.0% 0.2% 1.4% 1.2% 0.0% 0.1% 0.1% 0.1% 0.0% 0.3% 0.4% 0.0% 27.6% 35.2% 0.4% 0.2% 0.2% 0.0% 1.9% 2.0% 0.8%

08/21/2007 Registration

CNTY COMM 06

Party	Total	White			Black			Amer/Indian			Asian/PI			Hisp			Other			Unk		
		Male	Female	Unk	Male	Female	Unk	Male	Female	Unk	Male	Female	Unk	Male	Female	Unk	Male	Female	Unk	Male	Female	Unk
AMERICAN POOR PEOPLE	2	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
AMERICAN REFORM	2	0	0	0	0	0	0	0	0	0	0	0	0	2	0	0	0	0	0	0	0	0
CHRISTIAN PARTY	13	0	0	0	0	0	0	0	0	0	0	0	0	8	5	0	0	0	0	0	0	0
DEMOCRATIC	18364	2515	3354	19	136	162	3	12	8	0	45	46	2	4848	6624	63	24	26	1	178	247	51
FAITH & PATIENT INC	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
FAMILY VALUES	3	0	0	0	0	0	0	0	0	0	0	0	0	2	1	0	0	0	0	0	0	0
FLA SOCIALIST WORKER	1	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0
GREEN	33	9	4	1	0	0	0	0	0	0	0	0	0	13	4	0	0	0	0	1	1	0
INDEPENDENCE OF FLA	162	25	31	0	1	0	0	0	0	0	0	0	0	53	51	0	1	0	0	0	0	0
INDEPENDENT	554	83	77	2	3	1	0	0	0	0	1	2	0	168	195	3	0	0	0	10	7	2
INDEPENDENT DEM	21	1	4	0	0	0	0	0	1	0	0	0	0	8	6	0	1	0	0	0	0	0
LIBERTARIAN OF FLA	47	16	6	0	0	0	0	0	0	0	0	0	0	11	0	0	0	0	0	3	1	1
MODERATE PARTY	1	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0
NO AFFILIATION(N	14685	1259	1195	18	54	52	1	10	7	0	54	65	1	4993	6322	82	25	21	0	235	238	53
OTHER MINOR	166	5	13	0	1	4	0	0	0	0	1	0	0	73	62	0	0	0	0	2	3	2
POSSIBILITY PARTY	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0
PROHIBITION PTY	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0
REFORM PARTY	17	1	1	0	0	0	0	0	0	0	0	0	0	5	10	0	0	0	0	0	0	0
REPUBLICAN	38661	2728	2803	17	40	45	1	10	13	0	35	28	1	13498	18252	141	30	50	0	373	497	99
SOCIALIST PARTY	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
UNKNOWN(UNK)	1480	57	59	6	7	7	0	1	0	0	7	10	0	301	383	30	0	1	0	159	192	260
VETERANS PTY OFAMER	2	1	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0
(NO)	8	0	2	0	0	0	0	0	0	0	0	0	0	1	5	0	0	0	0	0	0	0
TOTAL	74226	6702	7550	63	242	271	5	33	29	0	143	152	4	23984	31934	319	81	98	1	961	1186	468

% 100% 9.0% 10.2% 0.1% 0.3% 0.4% 0.0% 0.0% 0.0% 0.0% 0.2% 0.2% 0.0% 0.0% 32.3% 43.0% 0.4% 0.1% 0.1% 0.0% 1.3% 1.6% 0.6%

08/21/2007 Registration

CNTY COMM 07

Party	Total	White			Black			Amer/Indian			Asian/Pi			Hisp			Other			Unk		
		Male	Female	Unk	Male	Female	Unk	Male	Female	Unk	Male	Female	Unk	Male	Female	Unk	Male	Female	Unk	Male	Female	Unk
AMERICAN POOR PEOPLE	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
AMERICAN REFORM FLA	4	1	0	1	0	1	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0
CHRISTIAN PARTY	17	0	0	0	0	0	0	0	0	0	0	0	0	6	9	0	0	0	0	1	1	0
CONSTITUTION	2	1	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0
DEMOCRATIC	33830	8027	10534	99	1667	2496	20	27	28	0	136	221	1	3854	5625	54	51	81	0	344	441	124
FAITH & PATIENT INC	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0
FAMILY VALUES	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
FLA SOCIALIST WORKER	9	4	5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
GREEN	63	17	18	1	0	0	0	0	0	0	0	0	0	12	8	2	0	0	0	3	1	1
INDEPENDENCE OF FLA	251	74	66	0	6	3	0	0	0	0	1	1	0	39	52	1	5	0	0	1	2	0
INDEPENDENT	840	228	205	4	12	11	0	0	1	0	2	8	0	141	171	7	5	4	0	21	18	2
INDEPENDENT DEM FLA	32	6	8	0	1	5	0	0	0	0	0	0	0	3	7	0	0	2	0	0	0	0
LIBERTARIAN OF FLA	87	40	20	0	1	0	0	0	1	0	0	0	0	12	5	0	0	2	0	4	1	1
MODERATE PARTY	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0
NO AFFILIATION(N	19679	4236	3658	51	289	276	5	19	16	1	186	187	2	4382	5283	80	55	54	1	410	391	97
OTHER MINOR	151	33	16	1	5	4	0	0	0	0	2	0	0	40	37	2	1	1	0	2	5	2
REFORM PARTY(REF	17	3	1	0	0	0	0	0	0	0	0	0	0	3	9	0	0	0	0	1	0	0
REPUBLICAN	40259	7042	6939	53	132	131	0	27	12	1	95	110	3	10582	13908	141	64	77	0	402	453	87
SOCIALIST PARTY FLA	5	1	0	0	0	0	0	0	0	0	0	0	0	1	0	0	1	0	0	1	1	0
SURFERS PARTY	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
UNKNOWN	2258	197	206	21	32	46	4	1	3	0	21	18	4	256	337	28	6	7	2	310	297	462
VETERANS PTY OF AMER	1	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0
(NO)	13	1	2	0	1	0	0	0	0	0	0	0	0	2	7	0	0	0	0	0	0	0
TOTAL	97523	19913	21678	231	2146	2973	29	74	61	2	443	545	10	19336	25460	315	188	228	3	1500	1611	777

% 100% 20.4% 22.2% 0.2% 2.2% 3.0% 0.0% 0.1% 0.1% 0.1% 0.0% 0.5% 0.6% 0.0% 19.8% 26.1% 0.3% 0.2% 0.2% 0.0% 1.5% 1.7% 0.8%

Party	Total	White			Black			Amer/Indian			Asian/Pi			Hisp			Other			Unk	
		Male	Female	Unk	Male	Female	Unk	Male	Female	Unk	Male	Female	Unk	Male	Female	Unk	Male	Female	Unk		
AMERICA FIRST OF FLA	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
AMERICAN REFORMFLA	2	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
CHRISTIAN PARTY	18	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	
CONSTITUTION	2	1	0	0	0	0	0	0	0	0	0	0	0	0	11	0	0	0	0	0	
DEMOCRATIC	39440	9044	11894	86	2494	3616	40	30	55	1	247	305	5	4068	5879	57	85	132	3	455	688
FAMILY VALUES	4	1	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
FLA SOCIALIST WORKERS	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
GREEN	53	12	13	2	1	4	0	0	0	0	1	1	0	8	7	0	0	0	2	2	0
INDEPENDENCE OF FLA	183	42	44	0	8	10	0	0	0	0	1	1	0	31	42	1	0	3	0	0	0
INDEPENDENT	812	281	208	3	21	19	0	0	0	0	1	5	0	133	113	3	2	0	0	14	6
INDEPENDENT DEM FLA	14	5	4	0	1	1	0	0	0	0	1	0	0	2	0	0	1	0	0	0	0
LIBERTARIAN OF FLA	55	27	12	0	0	1	0	0	0	0	2	0	0	4	6	1	0	0	0	1	1
MODERATE PARTY	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
NO AFFILIATION	20571	4381	4138	55	637	633	9	33	32	1	291	330	5	4076	4805	67	68	76	1	423	403
OTHER MINOR	156	31	19	1	7	6	0	1	2	0	1	3	0	38	35	1	0	0	0	4	5
POSSIBILITY PARTY	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
REFORM PARTY	31	11	5	0	0	0	0	0	0	1	0	0	0	7	7	0	0	0	0	0	0
REPUBLICAN	34252	8524	8127	58	281	235	3	25	19	1	158	179	1	7139	8387	87	64	90	0	360	361
SOCIALIST PARTY	4	2	1	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0
SURFERS PARTY	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
UNKNOWN	2217	157	177	20	51	75	5	4	2	0	25	25	3	266	319	27	5	9	1	281	309
VETERANS PTY OF AMER	1	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0
(NO)	14	1	2	0	0	1	0	0	0	0	0	0	0	4	5	0	0	0	0	1	0
TOTAL	97835	22522	24649	226	3501	4600	57	93	111	3	728	849	14	15784	19619	244	226	310	5	1542	1775

% 100% 23.0% 25.2% 0.2% 3.6% 4.7% 0.1% 0.1% 0.1% 0.0% 0.7% 0.9% 0.0% 16.1% 20.1% 0.2% 0.2% 0.3% 0.0% 1.6% 1.8% 1.0%

CNTY COMM 09

Party	Total			White			Black			Amer/Indian			Asian/PI			Hisp			Other			Unk			
	Male	Female	Unk	Male	Female	Unk	Male	Female	Unk	Male	Female	Unk	Male	Female	Unk	Male	Female	Unk	Male	Female	Unk	Male	Female	Unk	
CHRISTIAN PARTY	6	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	4	1	0	0	0	0	0	0	
CONSTITUTION	5	2	1	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
DEMOCRATIC	44523	2882	3862	21	139	15219	34	49	0	178	257	7	4595	6118	66	72	95	3	593	860	253	0	0	0	
FAITH & PATIENT INC	1	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
FLA SOCIALIST WORKERS	3	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	
GREEN	30	7	9	0	1	2	0	0	0	0	0	0	5	6	0	0	0	0	0	0	0	0	0	0	
INDEPENDENCE OF FLA	121	22	16	0	8	0	0	0	0	2	1	0	31	31	0	1	0	0	0	0	0	0	0	0	
INDEPENDENT	607	145	104	0	32	1	0	1	0	1	6	0	134	104	2	0	1	0	0	1	1	1	0	0	
INDEPENDENT DEM FLA	16	0	6	0	4	3	0	0	0	0	0	0	2	1	0	0	0	0	0	0	0	0	0	0	
LIBERTARIAN OF FLA	30	9	5	1	3	0	0	0	0	2	0	0	7	2	0	0	0	0	0	0	0	1	0	0	
NO AFFILIATION	17781	1763	1769	22	1667	1746	23	14	18	195	208	3	4204	5126	75	39	61	2	322	364	160	0	0	0	
OTHER MINOR	193	20	15	0	28	21	0	0	0	2	1	0	41	49	2	0	0	0	4	8	2	0	0	0	
REFORM PARTY(REF	14	5	2	0	0	1	0	0	0	0	0	0	4	2	0	0	0	0	0	0	0	0	0	0	
REPUBLICAN	21151	3125	2948	24	652	678	3	29	26	97	111	1	5906	6746	75	42	45	0	256	302	85	0	0	0	
UNKNOWN	2548	76	92	6	303	327	20	1	8	8	24	2	281	367	22	6	16	1	264	319	403	0	0	0	
VETERANS PTY OF AMER	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
SOP	5	0	0	0	1	0	0	0	0	0	0	0	2	1	1	0	0	0	0	0	0	0	0	0	
TOTAL	87035	8058	8829	74	11942	18042	186	78	102	2	485	608	13	15213	18558	244	160	218	6	1452	1862	903	0	0	0

% 100% 9.3% 10.1% 0.1% 13.7% 20.7% 0.2% 0.1% 0.1% 0.0% 0.6% 0.7% 0.0% 17.5% 21.3% 0.3% 0.2% 0.3% 0.0% 1.7% 2.1% 1.0%

08/21/2007 Registration
 CNTY COMM 10 - (CO10)

Party	Total	White			Black			Amer/Indian			Asian/PI			Hisp			Other			Unk		
		Male	Female	Unk	Male	Female	Unk	Male	Female	Unk	Male	Female	Unk	Male	Female	Unk	Male	Female	Unk	Male	Female	Unk
AMERICAN REFORM FLA	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0
CHRISTIAN PARTY	8	0	0	0	0	0	0	0	0	0	0	0	0	0	4	4	0	0	0	0	0	0
CONSTITUTION	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
DEMOCRATIC	21286	2880	4075	25	204	357	6	10	15	1	87	101	3	5374	7304	81	36	53	1	239	335	99
FAITH & PATIENT INC	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0
FAMILY VALUES	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
FLA SOCIALIST WORKERS	2	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
GREEN	22	5	3	0	0	0	0	0	0	0	0	0	0	2	5	1	0	0	0	0	1	0
INDEPENDENCE OF FLA	152	21	19	0	1	2	0	0	0	0	0	1	0	47	59	0	1	1	0	0	0	0
INDEPENDENT	512	71	49	1	7	2	1	1	0	0	1	3	0	171	182	6	2	2	0	8	4	0
INDEPENDENT DEM FLA	19	2	0	0	0	0	0	0	0	0	1	1	0	7	8	0	0	0	0	0	0	0
LIBERTARIAN OF FLA	40	13	7	0	1	1	0	0	0	0	0	0	0	10	6	0	0	0	0	1	0	1
NO AFFILIATION	19007	1524	1410	11	115	112	3	12	10	1	110	135	2	6424	8164	105	33	44	1	343	346	102
OTHER MINOR	178	11	9	1	1	0	0	0	0	0	0	0	0	65	68	3	2	0	0	6	7	5
REFORM PARTY	18	6	3	0	0	0	0	0	0	0	0	0	0	5	4	0	0	0	0	0	0	0
REPUBLICAN	43286	3292	3431	28	65	71	2	11	13	0	62	36	1	14808	20069	175	36	70	0	437	533	146
SOCIALIST PARTY	1	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0
UNKNOWN	1845	61	55	8	5	6	1	1	1	0	9	9	0	303	511	38	4	4	0	200	222	407
(NO)	9	0	1	0	0	0	0	0	0	0	0	0	0	4	4	0	0	0	0	0	0	0
TOTAL	86390	7887	9063	74	399	551	13	35	39	2	270	286	6	27225	36392	409	114	174	2	1238	1450	761

% 100% 9.1% 10.5% 0.1% 0.5% 0.6% 0.0% 0.0% 0.0% 0.3% 0.3% 0.0% 0.0% 31.5% 42.1% 0.5% 0.1% 0.2% 0.0% 1.4% 1.7% 0.9%

Party	Total	White			Black			Amer/Indian			Asian/PI			Hisp			Other			Male			Female			Unk		
		Male	Female	Unk	Male	Female	Unk	Male	Female	Unk	Male	Female	Unk	Male	Female	Unk	Male	Female	Unk	Male	Female	Unk	Male	Female	Unk			
AMERICAN REFORM FLA	3	0	0	0	0	0	1	0	0	0	0	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0		
CHRISTIAN PARTY	22	0	1	0	0	1	0	0	0	0	0	0	0	10	9	1	0	0	0	0	0	0	0	0	0	0		
CONSTITUTION	1	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0		
DEMOCRATIC	24128	2271	3001	32	832	1239	12	10	19	0	169	200	8	6454	8718	113	39	82	5	340	485	99	0	0	0	0		
FAITH & PATIENT INC	3	0	0	0	0	0	2	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0		
FAMILY VALUES	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
FLA SOCIALIST WORKERS	5	0	4	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0		
GREEN	34	9	5	0	0	0	0	0	0	0	1	1	0	9	6	0	0	0	0	1	2	0	0	0	0	0		
INDEPENDENCE OF FLA	144	25	23	0	4	4	0	0	0	0	0	1	0	41	44	0	1	0	0	0	1	0	0	0	0	0		
INDEPENDENT	566	68	74	0	9	12	0	1	0	0	2	1	0	198	185	2	0	3	0	6	5	0	0	0	0	0		
INDEPENDENT DEM FLA	11	1	1	0	0	0	0	0	0	0	0	0	0	5	4	0	0	0	0	0	0	0	0	0	0	0		
LIBERTARIAN OF FLA	46	13	3	0	0	0	0	1	0	0	0	0	0	10	16	2	0	0	0	0	0	0	0	0	0	0		
MODERATE PARTY	1	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	1	0	0	0	0	0		
NO AFFILIATION	22453	1558	1501	17	342	364	7	15	19	0	238	246	4	7616	9276	148	54	56	2	411	481	98	0	0	0	0		
OTHER MINOR	184	12	9	1	1	2	0	1	0	0	0	1	0	57	82	1	1	1	0	6	8	1	0	0	0	0		
REFORM PARTY	13	3	0	0	0	0	0	0	0	0	0	0	0	6	4	0	0	0	0	0	0	0	0	0	0	0		
REPUBLICAN	40380	3061	3267	21	129	133	2	11	13	0	99	96	3	14188	18039	180	75	62	0	387	507	107	0	0	0	0		
SOCIALIST PARTY FLA	3	1	0	0	0	0	0	0	0	0	0	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0		
UNKNOWN	2530	62	63	8	24	46	3	3	1	0	21	18	1	478	652	47	4	9	0	283	326	481	0	0	0	0		
VETERANS PTY OF AMER	3	1	0	0	0	0	0	0	0	0	0	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0		
(NO)	9	1	0	0	0	0	0	0	0	0	0	1	0	4	3	0	0	0	0	0	0	0	0	0	0	0		
TOTAL	90540	7086	7952	79	1342	1802	25	42	52	0	530	565	16	29085	37040	494	174	213	7	1434	1816	786	0	0	0	0		

% 100% 7.8% 8.8% 0.1% 1.5% 2.0% 0.0% 0.0% 0.1% 0.0% 0.6% 0.6% 0.0% 32.1% 40.9% 0.5% 0.2% 0.2% 0.0% 1.6% 2.0% 0.9%

08/21/2007 Registration

CNTY COMM 12

Party	Total	White			Black			Amer/Indian			Asian/PI			Hispanic			Other			Unk		
		Male	Female	Unk	Male	Female	Unk	Male	Female	Unk	Male	Female	Unk	Male	Female	Unk	Male	Female	Unk	Male	Female	Unk
AMERICA FIRST OF FLA	2	0	0	0	0	0	0	0	0	0	0	0	0	0	2	0	0	0	0	0	0	0
AMERICAN REFORM FLA	7	0	1	0	0	0	0	0	1	0	0	0	0	0	3	0	0	0	0	0	0	0
BRITISH REFORM	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CHRISTIAN PARTY	12	0	0	0	0	0	0	0	0	0	0	0	0	3	9	0	0	0	0	0	0	0
CONSTITUTION	3	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0
DEMOCRATIC	16160	1062	1322	8	299	428	7	7	12	0	57	72	1	5247	6955	100	22	31	0	211	268	51
FAITH & PATIENT INC	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
FLA SOCIALIST WORKERS	3	0	1	0	0	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0
GREEN	18	3	3	0	0	1	0	0	0	0	0	0	0	6	3	0	0	0	1	1	1	0
INDEPENDENCE OF FLA	164	16	15	0	4	3	0	0	0	0	1	0	0	52	69	0	1	1	0	2	2	0
INDEPENDENT	480	56	58	0	7	3	0	0	0	0	0	2	0	170	168	2	0	0	0	8	6	0
INDEPENDENT DEM FLA	17	2	1	0	0	0	0	0	0	0	0	0	0	4	10	0	0	0	0	0	0	0
LIBERTARIAN OF FLA	31	4	3	0	0	0	0	0	0	0	0	0	0	14	7	0	0	0	0	1	1	0
NO AFFILIATION	16948	820	829	8	112	88	1	10	10	1	112	124	2	6180	7818	114	22	25	0	267	321	84
OTHER MINOR	186	4	4	0	1	1	0	0	0	0	1	0	0	81	83	2	0	0	0	5	2	2
REFORM PARTY	7	0	1	0	0	0	0	0	0	0	0	0	0	3	2	0	0	0	0	1	1	0
REPUBLICAN	30847	1723	1735	9	56	47	3	4	8	1	45	39	0	11509	14532	161	27	43	1	361	458	85
UNKNOWN	1750	30	28	8	5	15	3	0	1	0	6	7	3	351	551	38	4	2	1	181	189	327
VETERANS PTY OF AMER	3	2	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0
SOP	7	0	0	0	0	0	0	0	0	0	0	0	0	3	4	0	0	0	0	0	0	0
TOTAL	66647	3723	4001	33	484	587	14	21	32	2	223	245	6	23628	30218	417	76	102	2	1035	1249	549
GRAND TOTAL	66647																					

% 100% 5.6% 6.0% 0.0% 0.7% 0.9% 0.0% 0.0% 0.0% 0.0% 0.0% 0.3% 0.4% 0.0% 35.5% 45.3% 0.6% 0.1% 0.2% 0.0% 1.6% 1.9% 0.8%

CNTY COMM 13 08/21/2007 Registration

Party	Total	White			Black			Amer/Indian			Asian/PI			Hisp			Other			Unk		
		Male	Female	Unk	Male	Female	Unk	Male	Female	Unk	Male	Female	Unk	Male	Female	Unk	Male	Female	Unk	Male	Female	Unk
AMERICAN REFORM FLA	6	1	0	0	0	0	0	0	0	0	0	0	0	0	4	0	1	0	0	0	0	0
CHRISTIAN PARTY	11	0	0	0	0	0	0	0	0	0	0	0	0	0	6	0	0	0	0	0	0	0
CONSTITUTION	4	2	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0
DEMOCRATIC	19099	1900	2519	19	956	1618	18	8	11	0	53	78	0	4703	6505	74	20	29	0	216	300	72
FAITH & PATIENT INC	1	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
FAMILY VALUES	2	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0
FLA SOCIALIST WORKERS	1	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0
GREEN	24	4	1	0	0	0	0	0	0	0	0	0	0	11	6	0	0	0	0	1	1	0
INDEPENDENCE OF FLA	214	29	24	0	7	5	0	0	1	0	2	0	0	70	74	0	2	0	0	0	0	0
INDEPENDENT	520	66	63	2	12	7	1	0	0	0	1	2	0	174	178	3	0	0	0	5	3	3
INDEPENDENT DEM FLA	13	0	2	0	0	0	0	0	0	0	0	0	0	5	6	0	0	0	0	0	0	0
LIBERTARIAN OF FLA	50	12	5	0	1	0	0	0	0	0	0	0	0	11	18	0	0	0	0	2	0	1
NO AFFILIATION	14731	962	940	19	183	211	3	9	11	0	75	85	1	5073	6408	86	20	32	2	239	266	106
OTHER MINOR	172	13	6	0	2	1	0	1	0	0	0	1	0	59	83	1	0	0	0	0	2	3
REFORM PARTY	10	2	1	0	0	0	0	0	0	0	0	0	0	4	3	0	0	0	0	0	0	0
REPUBLICAN	36560	2394	2603	22	86	86	0	9	7	1	56	51	1	13240	16816	180	40	48	1	345	460	114
SOCIALIST PARTY FLA	2	0	0	0	0	0	0	0	0	0	0	0	0	2	0	0	0	0	0	0	0	0
UNKNOWN(UNK)	1832	35	37	1	19	25	1	1	0	0	10	6	0	344	445	32	1	3	4	195	257	416
NPL	7	0	0	0	0	0	1	0	0	0	0	0	0	1	3	0	0	1	0	1	0	0
TOTAL	73259	5420	6201	63	1266	1954	24	28	30	1	197	223	2	23704	30557	376	84	113	7	1005	1289	715

GRAND TOTAL 73259

% 100% 7.4% 8.5% 0.1% 1.7% 2.7% 0.0% 0.0% 0.0% 0.3% 0.3% 0.0% 0.0% 32.4% 41.7% 0.5% 0.1% 0.2% 0.0% 1.4% 1.8% 1.0%

6

NEWS RELEASE**miamidade.gov****For Immediate Release:**
August 17, 2007**Media Contact:**
Marie Bertot
mbertot@miamidade.gov
305-375-2274**Statement Regarding New Public Hearing Process For The Miami-Dade County
Charter Review Task Force****Message from Chairman Victor M. Diaz, Jr. Charter Review Task Force**

(Miami-Dade County, FL) -- "In light of the overwhelmingly positive, public feedback and high degree of participation at the August 14, 2007 Charter Review Task Force interactive and televised public hearing, the Task Force approved a change in format for future regional public hearings at the Joseph Caleb Center on August 28, 2007 and City of Miami Beach Commission Chambers on August 30, 2007.

The intended objective of this change in format is to take advantage of technological advances, while still providing regional access to the Task Force public hearings. As demonstrated at the first public hearing, the technological capabilities of the County Commission Chambers allow for County-wide television access, as well as inter-active telephone and email comment. As a result of the use of these technological capabilities, the degree of public participation on August 14 was much higher than expected. Residents from all over Dade County were able to comment on ways to improve County government and to have their comments heard County-wide, not just in their neighborhood.

At the same time, the Task Force is extremely sensitive to the need for regional access to the public hearing phase of our deliberations. Accordingly, we have decided to utilize a newly-devised combined system, which we expect will combine the benefits of regional meetings and centralized technology.

In order to expand the opportunity for public comment and participation, the public hearings will be held at the Commission Chambers, while allowing participation from the previously announced regional locations. This combined approach will allow residents to participate in person, view live on Cable TV or on the internet from their homes or place of work, and provide comment via e-mail or phone.

For those unable to attend in person or do not have access to Cable TV or internet, they will be able view the public hearing live from these regional locations, which will also be linked to the Task Force via email and telephone. Free shuttle transportation will be available from the regional locations for those interested in attending in person the public hearing at the County Commission Chambers. In addition, County personnel will staff the regional locations to assist individuals who do not wish to travel in communicating their comments via telephone or email.

The format for the regional meeting at the South Dade Government Center on August 22, 2007 will remain as originally planned due to the unavailability of the Commission Chambers on that date.

The Task Force will re-evaluate the success of this new combined public hearing format on an ongoing basis in order to ensure the greatest degree of public participation and input. In addition, our interactive website (www.miamidade.gov/charterreview) continues to allow the public 24/7 access to relevant Task Force materials. Public comment can also be sent to the Task Force by email at charter@miamidade.gov.

These new technologies, combined with televised and inter-active public hearings, never before utilized for Charter Review purposes, have already provided a higher degree of public participation in the on-going Charter Review process than in any other review process in recent history. The Task Force members and County staff is committed to identifying other new and creative means of providing meaningful public information and education, as well as access to the Charter Review process."

It is the policy of Miami-Dade County to comply with all of the requirements of the Americans with Disabilities Act. The facility is accessible. For sign language interpreters, assistive listening devices or materials in accessible format, please call 305-644-5127 at least five days in advance.

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COMMUNICATIONS

Stephen P. Clark Center
111 NW 1st Street Suite 2510 Miami, Florida 33128-1986
(305) 375-2836 Fax (305) 375-3968



For Immediate Release:
August 21, 2007

Media Contact:
Marie Bertot
mbertot@miamidade.gov
305-375-2274

New Public Hearing Process For The Miami-Dade County Charter Review Task Force

Four Regional Locations Made Available for Public's Participation During Hearings on August 28 and 30, 2007

(Miami-Dade County, FL) -- As a result of overwhelming public interest and to encourage maximum community participation, the Charter Review Task Force changed the format for regional public hearings scheduled on Tuesday, August 28 and Thursday, August 30, 2007. The public hearings will be held at the County Commission Chambers and public participation will also be made available at the Joseph Caleb Center and West Dade Regional Library on August 28, and Miami Beach City Hall and Hialeah City Hall on August 30. The format for the regional meeting at the South Dade Government Center on Wednesday, August 22, 2007 will remain as originally planned due to the unavailability of the Commission Chambers.

This format will allow residents to participate in person, by watching on the internet (www.miamidade.gov/webcast) or Miami-Dade TV, and provide comments by e-mail at charter@miamidade.gov or phone at 305-375-2055 or 305-375-2059 (only available during public hearings).

Participants at the four regional locations will be able to view the public hearing, and will be linked to the Task Force downtown via e-mail and phone. County personnel will be available at regional locations to assist individuals in communicating their comments.

Free shuttle transportation will also be available from the four regional locations from 5:00 pm to 10:00 pm for those interested in attending the public hearing at the County Commission Chambers.

For more information on the Charter Review Task Force and to provide public comments, please visit www.miamidade.gov/charterreview or call 3-1-1.

When & Where

- **Wednesday, August 22, 2007, 6:00 pm**
Charter Review Workshop & Public Hearing
South Dade Government Center
10710 SW 211th St. Conference Room 203
Cutler Bay, FL 33189
- **Tuesday, August 28, 2007, 6:00 pm**
Charter Review Workshop & Public Hearing
Stephen P. Clark Government Center
111 NW 1st St., Commission Chambers, 2nd Floor
Miami, FL 33128
- **Regional Location - Via Remote Technology**
Joseph Caleb Center
5400 NW 22nd Ave., Auditorium
Miami, FL 33142

- **Regional Location - Via Remote Technology**
West Dade Regional Library
9445 Coral Way, 2nd Floor Auditorium
Miami, FL 33165
- **Thursday, August 30, 2007, 6:00 pm**
Charter Review Workshop & Public Hearing
Stephen P. Clark Government Center
111 NW 1st St., Commission Chambers, 2nd Floor
Miami, FL 33128
- **Regional Location - Via Remote Technology**
City of Miami Beach, City Hall
1700 Convention Center Dr., Commission Chambers, 3rd Floor
Miami Beach, FL 33139
- **Regional Location - Via Remote Technology**
City of Hialeah, City Hall
501 Palm Ave. Council Chambers
Hialeah, Florida 33010

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COMMUNICATIONS

Stephen P. Clark Center
111 NW 1st Street Suite 2510 Miami, Florida 33128-1986
(305) 375-2836 Fax (305) 375-3968

It is the policy of Miami Dade County to comply with all of the requirements of the Americans with Disabilities Act. The facility is accessible. For sign language interpreters, assistive listening devices or materials in accessible format, please call 305-644-5127 at least five days in advance.

Fernandez, Margarita (CMO)

From: Torriente, Susanne M. (CMO)
Sent: Tuesday, August 21, 2007 9:31 AM
To: Capp, Larry Dr. (OCR)
Cc: Fernandez, Margarita (CMO); 'VICTOR M. DIAZ'
Subject: RE: Charter Task Force

Dr. Capp – thank you for your kind words and for your observations. I will share your comments with Chairman Diaz.

Thanks, Sue

From: Capp, Larry Dr. (OCR)
Sent: Monday, August 20, 2007 2:53 PM
To: Torriente, Susanne M. (CMO)
Cc: Fernandez, Margarita (CMO)
Subject: Charter Task Force
Importance: High

Greetings Ladies,

Congrats on how well the meetings are going. I was out of town last week but I saw the Tuesday Public hearing on county cable. I have two quick suggestions-

- (1) the Chair should perhaps point out that although there are no Haitians on the Task Force, their concerns had been conveyed to the group by the CRB even before formal meetings started; (2) In order to possibly blunt the criticism regarding the lack of Haitians and limited number of women on the Task Force, perhaps the possibility of appointing a few Ad-Hoc (non-voting) members to the Task Force could be explored by the County Attorney. For example, the Chairperson of our Commission for Women could be added along with one or two Haitian Americans, and perhaps a couple of other under-represented or unrepresented groups. Perhaps it is not too late in the process to do this and the Mayor could make the appointments. Since the BCC is meeting on Thursday, maybe they could consider this as a special item. As always, we are here to help you in anyway that we can.

Larry Capp

08/22/2007

Fernandez, Margarita (CMO)

From: Carswell, Amy (OCR)

Sent: Wednesday, August 22, 2007 12:06 PM

Subject: CANCEL: CRB Charter Review Dialogue

Importance: High

DUE TO THE HIGH LEVEL OF COMMUNITY RESPONSE TO
THE PUBLIC HEARINGS OF THE
MIAMI-DADE COUNTY CHARTER REVIEW TASK FORCE

THE MIAMI-DADE COUNTY COMMUNITY RELATIONS
BOARD

***COMMUNITY DIALOGUE
ON CHARTER REVIEW***

HAS BEEN CANCELED!

The CRB Event previously scheduled for Thursday, August 23, 2007, 6:00– 8:00 pm
at the BORINQUEN HEALTH CARE CENTER **Will Not Convene.**

**MEMBERS OF OUR COMMUNITY ARE STRONGLY ENCOURAGED TO
PARTICIPATE IN THESE IMPORTANT OPPORTUNITIES TO IMPROVE THE
OPERATIONS OF COUNTY GOVERNMENT:**

Wednesday, August 22, 2007, 6:00 pm

Charter Review Workshop & Public Hearing

South Dade Government Center

10710 SW 211th St. Conference Room 203

Cutler Bay, FL 33189

Tuesday, August 28, 2007, 6:00 pm

Charter Review Workshop & Public Hearing

Stephen P. Clark Government Center

111 NW 1st St., Commission Chambers, 2nd Floor

Miami, FL 33128

Regional Location - Via Remote Technology

Joseph Caleb Center

5400 NW 22nd Ave., Auditorium

Miami, FL 33142

Regional Location - Via Remote Technology

West Dade Regional Library

9445 Coral Way, 2nd Floor Auditorium

Miami, FL 33165

Thursday, August 30, 2007, 6:00 pm

Charter Review Workshop & Public Hearing

Stephen P. Clark Government Center

111 NW 1st St., Commission Chambers, 2nd Floor

Miami, FL 33128

Regional Location - Via Remote Technology

City of Miami Beach, City Hall

1700 Convention Center Dr., Commission Chambers, 3rd Floor

Miami Beach, FL 33139

Regional Location - Via Remote Technology

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**For More Information on the Miami-Dade County Charter Review Task Force
Go To www.miamidade.gov/charterreview or call 311.**

Fernandez, Margarita (CMO)

From: VICTOR M. DIAZ [VDIAZ@PODHURST.com]
Sent: Monday, August 20, 2007 11:40 AM
To: Torriente, Susanne M. (CMO); Fernandez, Margarita (CMO)
Subject: FW: From today's Watchdog Report/You are definitely "not [a] political neophyte"

FYI

From: John Shubin [mailto:jshubin@shubinbass.com]
Sent: Monday, August 20, 2007 11:02 AM
To: VICTOR M. DIAZ
Cc: Jeff Bass; Juan J. Farach
Subject: From today's Watchdog Report/You are definitely "not [a] political neophyte"

>>> Charter Chair Diaz not political neophyte, cut his teeth as chair of Miami Beach Planning Board

The Miami-Dade Charter Review Task Force had its first televised public hearings in the commission chambers Tuesday and it brought light and transparency to the charter review process like never before in the history of the county since being established in 1957. Task Force chair Victor M. Diaz, Jr. chaired the public hearing that was spirited and sometimes almost inspirational in content and tone. However, the Haitian community is unhappy since there is no one on the body from that ethnic group even though they represent about 10 percent of the county's population. Further, the number of women on the board is only four of 21 and some members of the community believe that number is too low.

Diaz has come out of nowhere for some county residents and people are wondering who he is. Diaz lives on Miami Beach and for a number of years has been Chair of the city's Planning Board. He attended Yale University and got his law degree from Duke University. In the summer of 2000 after Elian Gonzalez was taken from the Little Havana home and returned to his father. I was on WTVJ-NBC 6 with Diaz and Bishop Victor Curry as panelists to discuss the ethnic meltdown of the community after the boy was returned and Diaz and Curry have matured in their vocal exchanges since then.

However, there are other strong voices on the task force and among them include former Hialeah Mayor Raul Martinez and former county attorney Robert Ginsberg and Diaz is finding that bringing Democracy to the people and hearing their voice is no easy task but he has done a good job so far, given the diverse circumstances regarding any proposed Charter changes.

John K. Shubin, Esq.
 Shubin & Bass, P.A.
 46 S.W. 1st Street
 Third Floor
 Miami, Florida 33130
 Tel. (305) 381-6060
 Fax. (305) 381-9457
jshubin@shubinbass.com

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08/20/2007

MiamiHerald.com 

Posted on Mon, Aug. 20, 2007

Dade charter review task force holds an interactive hearing

Whether it was successful is in the eye of the beholder. Either way, it was very cool.

Last week, for the first time anyone could recall during a major public hearing in Miami-Dade County, listeners and viewers at home were able to interact with the people sitting behind the dais at the county commission chamber.

Members of the Charter Review Task Force read 11 e-mails and took seven phone calls during a three-hour meeting on Tuesday.

-- CHARLES RABIN

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Fernandez, Margarita (CMO)

From: TOM CALDERON [tcalderon2001@yahoo.com]

Sent: Thursday, August 16, 2007 8:52 AM

To: Charter (CMO)

Mr. Chair,

The current system of electing commissioners by district is not working. We need to have more commissioners elected at large. The residents of the county have must have a voice on what happens in the County at large.

Tom Calderon
1062 SW 138 PI
Miami, FI 33184

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08/17/2007

Fernandez, Margarita (CMO)

From: Cahakanson@aol.com
Sent: Thursday, August 16, 2007 1:21 PM
To: Charter (CMO); Mayor (Carlos Alvarez); County Manager (CMO); District8
Subject: Charter Review Public Meetings

I am addressing my opinion regarding the Charter Review Public Meetings, and all other Public Meetings/Hearings, to all of you:

Mayor Carlos Alvarez
County Manager George Burgess
Commissioner Katy Sorenson
Charter Review Committee

A friend informed me that the Charter Review Committee voted yesterday to suspend the public meetings to be held in the communities and have all public hearings held downtown. THIS IS AN OUTRAGE!!! Why should we be forced to go downtown for a public meeting?????? Is OUR GOVERNMENT trying to make it more difficult for us to be heard? I have been to too many public meetings where the public has very little or no chance to be heard! Now it appears that OUR REPRESENTATIVES are adding one more roadblock to the process of being heard..... Please correct this situation immediately!!! Public meetings need to be held at a convenient local venue where the public has a chance to attend, not downtown!

A very concerned citizen,

Carol Hakanson

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08/17/2007

Fernandez, Margarita (CMO)

From: JJUDE33333@aol.com
Sent: Thursday, August 16, 2007 1:47 PM
To: Charter (CMO)
Cc: County Manager (CMO); Mayor (Carlos Alvarez); CarlosGimenez@commissioners.gov
Subject: aRe: expansion of Charter Review Meetings

Members of the Charter Review Board:

It is important that the review process be expanded and available near them to all citizens of this county. Please make an effort to do so, if you wish to have public agreement.

James R. Jude
200 Edgewater Drive
Coral Gables FL 33133-6622

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08/17/2007

Fernandez, Margarita (CMO)

From: Fran Bohnsack [manatee@gate.net]
Sent: Thursday, August 16, 2007 2:33 PM
To: Charter (CMO)
Subject: Charter Review Task Force

Dear Chairman Diaz and Task Force Members,

The Urban Environment League supports among its core values a dedication to better public processes and better communication between government and its citizens. In light of that fact, I am writing to ask that the Task Force reconsider its decision to eliminate the neighborhood meetings from its workshop agendas. The matters you are considering will impact all of Miami-Dade's citizens, and all of them deserve access to your deliberations, not just those with cable and Internet access. We further believe that the significance of Charter Review should encourage you to expand the public's opportunities to participate by adding additional workshops.

Thank you for your consideration.

Fran Bohnsack, Ph.D.
President
Urban Environment League

08/17/2007

Fernandez, Margarita (CMO)

From: Bob Barrow [barrob@ix.netcom.com]
Sent: Thursday, August 16, 2007 4:06 PM
To: Charter (CMO); County Manager (CMO); Mayor (Carlos Alvarez)
Subject: Has to be a joke!

I understand that the charter review committee voted yesterday to suspend public meetings that were to be held in the communities and have of them held downtown. Many of us do NOT have cable access or the ability to use the internet for a hearing. This leaves but a single option, a trip downtown. I can only think of one reason the committee voted for this. This is the same reason the county commission does many things, take the citizen OUT of the process! This is outrageous and blatantly un-American! Thank you for your time.

Bob Barrow
18811 SW 218 Street
Goulds, FL 33170

Fernandez, Margarita (CMO)

From: Marilyn Rolfs [rolfs@bellsouth.net]
Sent: Saturday, August 18, 2007 11:56 AM
To: Charter (CMO)
Subject: Question reference salaries and compensation of the Cty commissioners
Importance: High

To Whom It May Concern:

In reviewing the items to be discussed at the meeting on the Miami Dade County Charter Review, I would like to know what benefits, in addition to salary of \$6,000 (P/T), that the county commissioners receive, weekly, monthly, yearly. For instance, do they receive a county car or car allowance, cell phones, health benefits, retirement paid by the county, discretionary money, etc. If so, a cost brake down per year to the county budget and the citizens of Miami Dade County. Since this item on the list of things to be review I believe that we need to know the whole budget not just that the county commissioners receive a part-time salary of \$6000 yearly.

As far as salary increases, I do not believe that these people are entitled to a large salary plus benefits. If we make these people full time employees of the county at a management level, they will than be entitled to the same compensation that all the other full time managers receive, which would than be way more than the \$90K I heard discussed. If a salary increase is in the plans than the extra benefits should be included to make that salary, say salary plus benefits = \$90K yearly. You must also remember that not everyone in this county makes the kind of money that the county commissioners want and since their track records aren't that good why should the citizens of the county want to give the commissioners a raise.

Also on the agenda will be term limits for the BCC, I believe that the BCC needs to have term limits and terms should be **only one 6 year term**. This way, if you have a bad apple you will be able to eliminate that bad apple after the six year term. This would also give new blood and ideas to the board on a regular bases, instead of some of the dead wood that we now have on the board and have had for years. These position, should not be thought of as a permanent position till I die.

Looking forward to hearing from you very shortly, as the second meeting for the Charter Review is scheduled for Wednesday, August 22, 2007 at the South Dade Government Center.

Sincerely,

Marilyn Rolfs
rolfs@bellsouth.net

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08/20/2007

Fernandez, Margarita (CMO)

From: JJUDE33333@aol.com
Sent: Saturday, August 18, 2007 4:55 PM
To: Charter (CMO)
Cc: sleon@accbrokers.com; manatee@gate.net
Subject: Re: Charter changes re: BCC compensation

Members of Charter Review,

The board of county commissioners should receive appropriate pay for their position, i.e. in the range of \$150,000/year for those working with an annual budget of 7 plus billion dollars. It should be also a full time position and an increase in wages should apply ONLY to those elected knowing that is what the pay will be, in other words not to apply to those currently in office except at the time of a newly elected position. We should have more members, like the mayor, to run at large and thus represent the whole county rather than just their district. Consideration should be given as to whether they should have a slush fund of \$200,000 to give, as they desire, to their district (essentially buying of votes). Voters have turned down an increase in compensation several times, because it was to apply to those currently in office, and that is a major stumbling block, since many of them were considered of questionable ethics.

Consideration should also be given to a new method of election, known as proportional voting. The minorities get a better shake with such a method, as has been shown in other areas where it is being used

Jim Jude.

Get a sneak peek of the all-new AOL.com.

08/20/2007

Fernandez, Margarita (CMO)

From: Citizen_Email
Sent: Monday, August 13, 2007 9:52 PM
To: Charter (CMO)
Subject: Charter Review Task Force

Comments: I cannot think of a more qualified group to tackle the intricacies of the Charter review process. As a citizen, I am most grateful for your dedication.

The recent impetus of the incorporation movement evidences two important pillars of democracy: the will of the people, and their innate understanding of the need for change. As a young country, our collective consciousness was raised, and our early battles fought, by a persistent minority. Those of us that travail on behalf of others honor that spirit every day.

Why limit public access to knowledge by requiring a certain percentage of voters to mount a petition drive? It is clear that the layout of our modern cities and their innate safety issues make it financially and strategically impossible to reach constituents to fulfill a petition drive requirement that is met more efficiently by state approval prior to public vote.

As members of the Charter Review Task Force, you recognize the concentrated effort required to notify the public of something as simple as a meeting notice. Imagine the daunting task of a small group of citizens attempting to reach their overworked, tired neighbors at the end of the day or on their guarded weekends.

UMSA is a municipality operated by the County, and I suppose secession to become your own entity could be interpreted to mean discontent with the status quo. Or, it could simply mean that some of the public servants were too tired to open the door when the citizens came knocking. We are a democracy. We can fix that.

I urge you to consider allowing our neighbors already seeking incorporation to proceed without further delay; to give fair and equitable consideration to the intricacies of annexation; and to use your considerable collective effort to put forth Charter language that will guarantee future petitioners the right to incorporate. We are a democracy and you can help us fix that.

Rosa(Rosi)S. Alvarez

Guardian Ad Litem, 11th District
Founding Member City of Cutler Bay
Cutler Ridge MAC
Chair Cutler Bay Clerk Committee
Drug Free Youth in Town
Miami Coalition

305 934-8487
7740 SW 184 Terrace
Miami, Florida 33157

Fernandez, Margarita (CMO)

From: Citizen_Email
Sent: Monday, August 13, 2007 6:42 PM
To: Charter (CMO)
Subject: Charter Review Task Force

Comments: Yes, kindly "study" why it is that the alleged strong mayor must retain a County Manager and staff. My personal take is that it is not in Mr. Alvarez's best interest, because he'd be totally lost without such a second-tier body.

Unfortunately, the mayor is totally unqualified to hold the position that he does. Nonetheless, his ineptitude should not be the cause for taxpayers to hold greater burden than they already do.

Of course, as citizens of this great Banana Republic we hold most dear we are confident that you'll take your time identifying all the pros and cons related to the issue of double jeopardy in county governance and return with "no verdict."

From the County Commission to the 29th floor of the Stephen P. Clark Center, you're one lousy excuse for a governing body.

Fernandez, Margarita (CMO)

From: Citizen_Email
Sent: Tuesday, August 14, 2007 9:39 AM
To: Charter (CMO)
Subject: Charter Review Task Force

Comments: Adding an additional five county-wide commission seats, will adversely affect the African-Americans ability to have any type of positive participation in making decisions that affect our community.

As the percentage of African-Americans has decreased in Miami-Dade County, a realignment of this sort would only exacerbate ethnic conflicts, feelings of disenfranchisement, and the ability to participate in policies that will govern this community.

I urge all efforts to change the charter to add these additional commission seats be defeated, as it would only cause further negative consequences to the community at large and serve to diminish the role of African Americans.

Also, consideration should be discussed with regards to re-establishing the civil service examination for Miami-Dade County employees. In the years since the elimination of this examination that determines the ability of job applicants to comprehend basic elementary business skills and procedures and rudimentary math, reading comprehension and customer service skills, all have been one a downward trajectory for county employees. When the county has to offer remedial courses in business english, grammar and spelling, we have a problem.

Fernandez, Margarita (CMO)

From: Citizen_Email
Sent: Tuesday, August 14, 2007 8:21 PM
To: Charter (CMO)
Subject: Charter Review Task Force

Comments: As a resident of Hialeah there are two issues I would like to submit. One I think that there should be an elected sheriff, who will truly meet the needs of a community, and not have to answer to a board who has their own agenda and knows nothing about law enforcement. An example is our Chief, in Hialeah who does not believe in citizen involvement, he is a detriment to the public. Second, I agree that there should be an at large Commissioner, because then those of us that have an ineffective commissioner, who only caters to the municipal government, would then have someone else to go to. In final, Commissioners should not work for agencies that are funded by our county dollars. Too many of them have a secure job, since they fund themselves.

Ileana Rodriguez
1745 West 46 Street
Hialeah, Florida

Fernandez, Margarita (CMO)

From: Citizen_Email
Sent: Tuesday, August 14, 2007 9:12 PM
To: Charter (CMO)
Subject: Charter Review Task Force

Comments: We need to fully incorporate the county. Enough of Big brother not caring about our local needs.

Fernandez, Margarita (CMO)

From: Citizen_Email
Sent: Tuesday, August 21, 2007 8:54 PM
To: Charter (CMO)
Subject: Charter Review Task Force

Charter Review Comment Form

Name: **Billy Isley**

Street Address: **1740 nw 193 st**

City: **miami gardens**

State: **FL**

Zip: **33056**

Comment: **1. yes to \$89,000 salary Benefits limited to 25% of salary. 2. No, to term limits. 3. No outside employment. 4. yes**

08/22/2007

Fernandez, Margarita (CMO)

From: Citizen_Email
Sent: Wednesday, August 22, 2007 3:57 PM
To: Charter (CMO)
Subject: Charter Review Task Force

Charter Review Comment Form

Name: **Steven L Redlich**

Street Address: **8500 SW 119th Street**

City: **Miami**

State: **FI**

Zip: **33156**

Comment: **I am in favor of all 4 of the above proposals.**

08/24/2007

Fernandez, Margarita (CMO)

From: LDDTranscribing@aol.com
Sent: Wednesday, August 22, 2007 7:31 PM
To: Charter (CMO)
Subject: Falls

I am very much in favor of incorporation of the Falls. Please advise me of any upcoming meetings or issues I should be kept aware of.

Thank you very much your any assistance in this endeavor.

Linda Disbrow
8731 S.W. 125th Street
Miami, Florida 33176

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08/24/2007

Fernandez, Margarita (CMO)

From: Citizen_Email
Sent: Wednesday, August 22, 2007 6:43 PM
To: Charter (CMO)
Subject: Charter Review Task Force

Charter Review Comment Form

Name: **Maria Concepcion**

Street Address: **11712 SW. 106 ave.**

City: **Miami**

State: **Fl**

Zip: **33176**

Comment: **I am not able to attend meeting for incorporating the Falls. We are against incorporating. (I am in school and needed to attend classes). Maria Concepcion Kendall resident/Homeowner**

08/24/2007

Fernandez, Margarita (CMO)

From: Citizen_Email
Sent: Wednesday, August 22, 2007 4:15 PM
To: Charter (CMO)
Subject: Charter Review Task Force

Charter Review Comment Form

Name: **FRANK WEISS**

Street Address: **10925 SW 119 Street**

City: **miami**

State: **Fl**

Zip: **33176**

Comment: **The Commissioners deserve a raise, but in light of the fact that such raises have been rejected by the voters, it is inappropriate to put this item as a charter provision.**

08/24/2007

Fernandez, Margarita (CMO)

From: Citizen_Email
Sent: Friday, August 24, 2007 8:32 AM
To: Charter (CMO)
Subject: Charter Review Task Force

Charter Review Comment Form

Name: Lana Floyd

Street Address: 21785 SW 111 Avenue

City: Miami

State: FI

Zip: 33170

Comment: Thank you for providing this venue to address citizen issues regarding changes to the Dade County Charter. I attended the August 22 task force meeting at the South Dade Government Center and want to express my awe of the attentiveness of the task force members to our concerns during the entire meeting until its late conclusion. At that meeting I also made my concerns known regarding my suggestions for changes to the charter which coincided with many of the recommendations that were voiced by residents from our area of the county. As you may have become aware during that meeting, that many of the people because of their activism in the community are acquainted with each other, and sometimes are on opposite sides of the issues, yet we were able to express them in this sitting without interruption and respect for our opinions. That was greatly appreciated. Therefore, without going over my suggestions which I related during the meeting, I failed to mention parts of the Comprehensive Master Plan process that should be given consideration which often has been used to unfair advantage for residents affected by these changes, namely, that, at present, lobbyist can speak with commissioners or their representatives regarding changes to the CDMP, unlike zoning issues where this is prohibited. This should be changed. LOBBYISTS OR ANYONE SHOULD NOT BE ABLE TO MEET WITH COMMISSIONERS OR PLANNING ADVISORY BOARD MEMBERS FOR CDMP APPLICATIONS. The same rules should apply as with zoning applications. This will prevent an unfair advantage to lobbyist who have the financial and time available to meet with these representatives when everyday working residents cannot and do not have the same access. Also, it must be reiterated that community council and board of county commission members should have to recuse themselves from voting on issues from lobbyist who have made campaign contributions. BCC members should be allowed to appoint only one (1) member to any community council. Community council decisions, if appealed, should go directly to the Third District Court of Appeals. Thank you.

08/24/2007

Fernandez, Margarita (CMO)

From: Citizen_Email
Sent: Wednesday, August 22, 2007 8:20 PM
To: Charter (CMO)
Subject: Charter Review Task Force

Charter Review Comment Form

Name: **Elizabeth A Crane**

Street Address: **13604 SW 109 Court**

City: **Miami**

State: **FI**

Zip: **33176**

Comment: **Please do not hange anything regarding incorporation.Living in the Falls area, neither my husband or I want to be incorporated. We are very happy living in an incorporated area. Robert and Elizabeth Crane**

Fernandez, Margarita (CMO)

From: Citizen_Email
Sent: Wednesday, August 22, 2007 8:46 PM
To: Charter (CMO)
Subject: Charter Review Task Force

Charter Review Comment Form

Name: **carl stark**

Street Address: **13721 SW**

City: **Miami, FL 33176**

State: **FI**

Zip: **33176**

Comment: **Most items are fine. I must disagree with the proposal to create more municipalities in our county. This is a duplication of effort, and duplicatation of money, such as police, municipal government, maintenance, etc. It would make a lot more sense to combine ALL these separate entities into ONE city, with only one fire chief, one police chief, one mayor, etc. etc. We could have a few buroughs such as New York city, and we could save a lot of money and become more efficient. In any event, I and my family are definitely opposed to incorporating the Falls area, especially under the unfavorable terms rightly turned down last time (such as the County keeping the Falls shopping center tax receipts). Keep up the good work, Carl Stark**

08/24/2007

Fernandez, Margarita (CMO)

From: Citizen_Email
Sent: Wednesday, August 22, 2007 10:39 PM
To: Charter (CMO)
Subject: Charter Review Task Force

Charter Review Comment Form

Name: **Luis r Florez MD**

Street Address: **9233 sw 136 ter**

City: **Miami**

State: **Fl**

Zip: **33176**

Comment: **I am against INCORPORATION There should be a "Sunshine" process to notify the public at large that an effort exist to force the incorporation down our throats LUIS FLOREZ MD**

08/24/2007

Fernandez, Margarita (CMO)

From: Citizen_Email
Sent: Thursday, August 23, 2007 9:27 AM
To: Charter (CMO)
Subject: Charter Review Task Force

Charter Review Comment Form

Name: **T Bird**

Street Address: **23580 SW 153 Ave**

City: **Miami**

State: **FI**

Zip: **33032**

Comment: **I would like to comment on the absence of most task force members at the Wed. Aug.22nd meeting in south dade. Every member should be present. Also, why are commissioners appointing them selves? Seems wrong in my opinion. Agree #1 thru 11 need study. #12 "HOLD THE LINE" and place for study in 10 or 20 years. No more developments. #1 not in favor of these positions being elected. #2 Agree, but in increments, start at a base of \$60,000 and increase yearly.(max. \$80,000) including perks, health insurance and no pensions or retirement benefits. #3 8 IS ENOUGH - with the right to run again 4 years after 2nd term.Meaning 2 4 year terms if elected to both then a 4 year time laps before eligible to run again. #10 Support the right to vote on Annexation/Incorporation. Cannot eliminate UMSA. Thank you,**

08/24/2007

Fernandez, Margarita (CMO)

From: Citizen_Email
Sent: Wednesday, August 22, 2007 10:51 PM
To: Charter (CMO)
Subject: Charter Review Task Force

Charter Review Comment Form

Name: **Jaime Reyes**

Street Address: **9750 SW 215 Lane**

City: **Miami**

State: **FL**

Zip: **33189**

Comment: **As requested, here is the language I would like for you to consider on Issues 6 and 8. Issue 8 (Study of Lobbying Reform) Section ____ No person or firm who directly or through a member of the person's immediate family or through a political action committee or through any other person makes a contribution to a candidate who is elected Mayor or Commissioner, shall be permitted to lobby on behalf of another, any elected official, employee or appointed board or committee member for a period of (2 or 4) years following the swearing in of the subject elected official. Issue 6 (Study of Balance of Power) Section ____ There is hereby created and established the Office of Miami-Dade County Inspector General. The Inspector General shall head the Office. The organization and administration of the Office of the Inspector General shall be sufficiently independent to assure that no interference or influence external to the Office adversely affects the independence and objectivity of the Inspector General. The Inspector General will be appointed by 2/3 of the Commission and serve for 15 years. The Inspector General will work for the Commission and the citizens of the County. The Commission can request that the Commission study the programs and expenditures of the County. The Inspector General will be the investigative arm of the Commission or the Commission watchdog, is independent and nonpartisan. It will be allowed to do studies on how the County spends taxpayer dollars. The Inspector General will advise the Commission and the heads of Departments about ways to make government more effective and responsive. (The above recommendation is based on the elimination of the Commission Auditor and by the placement of the Inspector General Office language in the Charter will ensure true independence and potential elimination of this Office, since it was created by Ordinance.)**

08/24/2007

Fernandez, Margarita (CMO)

From: Citizen_Email
Sent: Thursday, August 23, 2007 5:50 AM
To: Charter (CMO)
Subject: Charter Review Task Force

Charter Review Comment Form

Name: **Jaime Reyes**

Street Address: **9750 SW 215 Lane**

City: **Miami**

State: **FI**

Zip: **33189**

Comment: **Supersedes earlier Issue 6 sent (correction made) Issue 6 (Study of Balance of Power) Section ____ There is hereby created and established the Office of Miami-Dade County Inspector General. The Inspector General shall head the Office. The organization and administration of the Office of the Inspector General shall be sufficiently independent to assure that no interference or influence external to the Office adversely affects the independence and objectivity of the Inspector General. The Inspector General will be appointed by 2/3 of the Commission and serve for 15 years. The Inspector General will work for the Commission and the citizens of the County. The Commission can request that the Inspector General study the programs and expenditures of the County. The Inspector General will be the investigative arm of the Commission or the Commission watchdog, is independent and nonpartisan. It will be allowed to do studies on how the County spends taxpayer dollars. The Inspector General will advise the Commission and the heads of Departments about ways to make government more effective and responsive. (The above recommendation is based on the elimination of the Commission Auditor and by the placement of the Inspector General Office language in the Charter will ensure true independence and potential elimination of this Office, since it was**

08/24/2007

Fernandez, Margarita (CMO)

From: Elisa Toruno [torunome@bellsouth.net]
Sent: Thursday, August 23, 2007 11:43 AM
To: Charter (CMO)
Subject: For the Charter review

ANNEXATION/INCORPORATION OF UMSA

Establish standard requirements for the incorporation of a city in the Unincorporated Area. At present there are two sets of rules: 1) Citizens that wish to incorporate are required to collect signatures on a petition (25% of the registered voters) an excessive amount considering our low voter turnout. 2) Commissioners sponsoring incorporation of a city within his/her District, immediately can proceed to create a MAC without the burden of a petition drive. ALL CITIZENS ARE EQUAL UNDER THE LAW and to me these different sets of rules appear to be UNCONSTITUTIONAL.

Cases in point are the GOULDS and PLANT incorporation studies. In 2004, we learned, in a newspaper article, that our area was targeted for incorporation with Goulds. Commissioners of District 8 and District 9 had decided our fate after negotiations to favor the incorporation of Cutler Ridge (n/k/a Cutler Bay). Hadn't we read the newspaper article, we would have never found out because neither Commissioner ever bothered to inform our community of their plans perhaps assuming that we are not intelligent enough to decide our own destiny. A Petition to opt out of the study and the CRA, filed on March 23, 2005, has yet to obtain a response from Commissioner Sorenson. Consequently we have to remain at the defensive to stop any further abuse from the BCC.

Contrary to our situation, Redland has not been allowed to incorporate. They had to submit to the BCC a feasibility study that took two years to prepare; then a MAC had to be created; next the boundaries were never resolved as Goulds continuously refused to come to the table to negotiate. This case as well as ours is an example of the length that some Commissioners will go to please their constituents and guarantee his/her future reelection.

COUNTYWIDE ELECTION

For all the above, I strongly support that single district elections be abolished in favor of a countywide vote, whereby Commissioners will be accountable for their actions to the entire electorate. Single Districts have allowed Commissioners to vote on matters affecting other areas, matters that perhaps they ignore as they concentrate exclusively on serving their Districts, while others dedicate their efforts to serve only those sections of his/her District that can bring him/her the most votes.

ABSENTEE BALLOTS

A strict control of the absentee ballots must be exerted by the Elections Dept. Absentee ballots should not be mailed out in quantities to individuals or organizations without even requesting them. We received three voter's registration within a period of three months, each envelope contained an absentee ballot. Why? We never requested one. A friend received two in each envelope. The requirement of a witness was eliminated making it easier to entice a voter to sign whatever other person wrote on their ballot. The witness requirement must be reinstated and each ballot mailed to Elections by the voter and not delivered in boxes by any organization supporting a candidate or question on the ballot.

I hope my comments and suggestions will meet with your consideration and positive changes will take place.

Elisa Toruno
 11347 SW 246 Terrace
 Miami, FL 33032
 (305) 258-2723

08/24/2007

Fernandez, Margarita (CMO)

From: sjjury@bellsouth.net
Sent: Wednesday, August 22, 2007 8:03 PM
To: Charter (CMO)
Subject: Incorporation of Falls area

NO NO NO NO We DON'T want it. Period.

NONONONONONONO.

Get it?

Steve Jurysta

11442 SW 100 Ave

Miami FI 33176

786-797-7837

Fernandez, Margarita (CMO)

From: Kathryn B. [the_k_03@bellsouth.net]
Sent: Thursday, August 23, 2007 12:05 PM
To: Charter (CMO)
Subject: incorporate the falls

Respected Committee Members:

I want to go on record with my right as a registered voter and tax paying citizen, that we as voters have to right to full disclosure. We also have the right to have the highest majority vote this incorporation proposal in or out! And I am dead set against reducing the percentage of voters required!

Thank you for your time, Kathryn Belkin

Fernandez, Margarita (CMO)

From: Citizen_Email
Sent: Wednesday, August 22, 2007 10:15 AM
To: Charter (CMO)
Subject: Charter Review Task Force

Charter Review Comment Form

Name: **Phillips**

Street Address: **11911 SW 107th Court**

City: **Miami**

State: **FI**

Zip: **33176**

Comment: **I have been a resident of Miami-Dade County since 1955 and of the Falls area since 1995. Twice a group of people have tried to get The Falls incorporated and twice it has been turned down. Now this same group is coming tonight to get you to change policy that suits them. We, the residents of the Falls, have repeated asserted that we are happy with our neighborhood and the services provided by Miami-Dade County and do NOT want to incorporate. We will only reap negative effects from incorporation, i.e. more government and politicians, more taxes, more headaches. Please, say no to these small groups who have personal financial motives involved regardless of the majority view. Stand on the side of the private citizen in this case please. Respectfully, Gail M. Phillips**

08/22/2007

Fernandez, Margarita (CMO)

From: Gail Phillips [gmptotal@gmail.com]
Sent: Wednesday, August 22, 2007 10:02 AM
To: Charter (CMO)
Subject: charter communities

As a resident of Miami-Dade County since 1955, it saddens me to watch the carving up of neighborhoods for the benefit of a select few. This drive to incorporate The Falls is a lucrative endeavor by the steering committee who serve to gain financially from this move. We, the residents of The Falls, will not gain positively but will gain negatively in more government, more taxes, and higher costs for services already supplied by Miami-Dade county and our current property tax. Please do not allow a handful of money driven individuals to change the way we live. We are happy with our services from Miami-Dade county and the way our neighborhood is now. We have squashed this incorporation movement twice already, why is it raising its ugly head again? This is a waste of your time, our time and money. Please say NO to incorporations in Miami-Dade County.

Respectfully,
Gail M. Phillips
11911 SW 107th Court
Miami, Fl. 33176

08/22/2007

Fernandez, Margarita (CMO)

From: VICTOR M. DIAZ [VDIAZ@PODHURST.com]
Sent: Friday, August 24, 2007 12:42 PM
To: Torriente, Susanne M. (CMO); Fernandez, Margarita (CMO)
Subject: FW: Public Management Cover Story ... August 2007
Attachments: August 2007 PM Magazine Local Gov Excellence.pdf

For Charter Review email file

From: MerrettorJudy Stierheim [mailto:mrstierheim@msn.com]
Sent: Friday, August 24, 2007 10:43 AM
To: VICTOR M. DIAZ
Subject: Fw: Public Management Cover Story ... August 2007

Dear Mr. Diaz: I thought you might find the attached article of interest. Perhaps some research could be done by staff to find out what form of local government Coral Springs and Dakota County have. If it works so well, might we not learn from the best?.....Judy Cannon Stierheim

Subject: Fw: Public Management Cover Story ... August 2007

In the International City/County Management Association's magazine, Public Management August 2007 Cover Story, the Academy for Strategic Management's model for effective local government management is featured in an extremely interesting article about the **Malcolm Baldrige National Quality Program. Congratulations to: Coral Springs, Broward County, Florida and to Dakota County, Minnesota.**

I have attached the article for you to read.

As you know, Senator John McCain sponsored the legislation in congress that enabled the Malcolm Baldrige Award to be open for local governments to apply. Starting this year, nonprofit organizations, which include charities and government agencies can apply.

We recommend that you look at the Malcolm Baldrige as a **framework for using the methodology and techniques you have learned in the Academy for Strategic Management.** The Baldrige assessments center on how effectively you are using and deploying what you have learned in the Academy for Strategic Management. How you integrate what you have learned in the Academy in your workplace is critical for success and the Baldrige criteria focuses on the strengths and opportunities for improvement in your organization. Some of the key ingredients for Baldrige, like the Academy for Strategic Management are: **The Management Team should serve as role models through ethical behavior and personal involvement in coaching and development of future leaders. Both strategy and customer/citizen goals need to be aligned. Commitment and**

08/24/2007

initiative are built throughout the organization. Citizen-focused outcomes are critical and they need to be measured and managed effectively. And, besides compliance with regulations, government needs to involve citizens in taking their responsibility seriously to join in opportunities to improve their communities.

.....Judy Cannon, Project Manager, Academy for Strategic Management 305.255.8100

Academy for Strategic Management

- Creating and sustaining a supportive and creative environment with emphasis on ethical leadership and personal involvement from the top to develop a healthy organizational culture.
- Developing a strategic plan in which desired outcomes/results are identified, developed, and prioritized. Effective priorities add value to the organizational mission.
- Developing benchmarks and effective work method practices through process analyses of work flow and work methods.
- Developing performance measures for critical performance indicators.
- Using performance results to monitor outcomes and to make informed and effective management and policy decisions.
- Budgeting based on desired performance outcomes that are related to a strategic plan. Resources are allocated to achieve specific public goals in the business plan that are measurable through performance data and validate the associated expenditures in the budget.
- Contracting for performance to provide public services and strictly managing and monitoring contracts. Public services can be out-sourced, partnered or competed for by government employees through managed competition or bid-to-goal. Assessing contract proposals to determine whether they enable or disable management is critical to the effective and efficient delivery of public services, including contracts for information systems development and maintenance.

by James Lynn and Craig Rapp

Local Government Excellence Deserves a Prestigious Award

Local governments often struggle to define a single best approach for managing diverse operations, and even when they do pick one, they frequently have trouble sticking with it. As a result, managers often hear “Not another initiative!” or “Our employees don’t understand our strategic plan,” or “What’s most important around here?” or “How do these measures link with our results?”

The Malcolm Baldrige National Quality Program is a model for organizational effectiveness that has answered these and many other organizational questions for some 20 years. Private companies, health care, and educational systems have all benefited from the adoption of this dynamic model of organizational effectiveness. Beginning in 2007, nonprofits, including local governments, are eligible to participate in this program of quality and excellence.

WHAT IS THE BALDRIGE PROGRAM?

The national quality award was created by Public Law 100–107 in August 1987. Established at a time when great concerns existed about U.S. competitiveness abroad, the program sought to raise awareness about the importance of quality and organizational performance. At the time, many American businesses either

did not believe quality mattered or did not know where to begin. The Baldrige award was envisioned as a standard of excellence that would help U.S. companies achieve world-class quality.

The award is named for Malcolm Baldrige, who served as the U.S. secretary of commerce from 1981 until his tragic death in a rodeo accident in 1987. His commitment to managerial excellence contributed to long-term improvement in the efficiency and effectiveness of government.

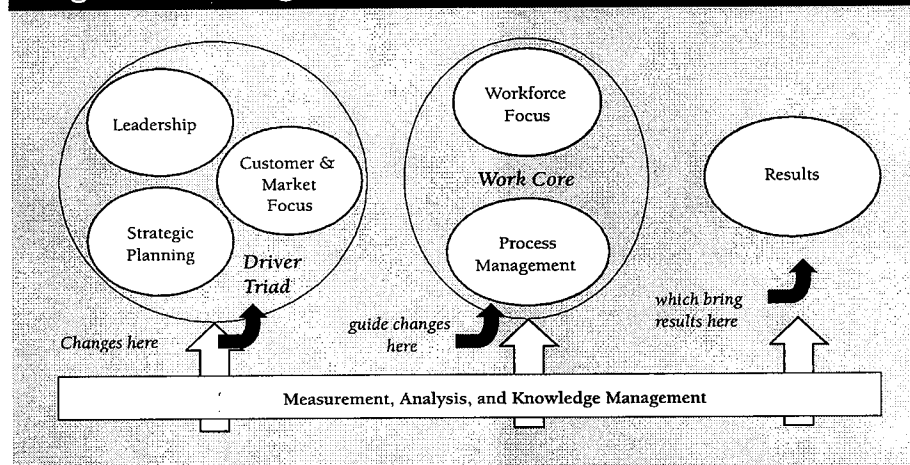
This award is not given for specific products or services but for demonstrated performance. Awards can be given in five categories: manufacturing, service, small business, education, and health care. Starting in 2007, nonprofit organizations, including charities and government agencies, can also apply for the award.

The application process is rigorous and thorough. Applicants submit up to 50 pages of details showing processes, improvements, and results in the seven areas of leadership, customers and markets, workforce focus, measurement, process management, strategic planning, and results. Each applicant receives more than 400 hours of review by an independent board of business, education, and health care experts, as well as a detailed report citing strengths and opportunities for improvement. Since 1988, 71 awards have been made.

The purposes of the award are to promote quality awareness, to recognize quality achievements of U.S. companies, and to publicize and share successful quality strategies. The criteria are designed to help organizations use an aligned approach to organizational performance management that delivers ever-improving value to customers, contributes to market success, improves overall organizational effectiveness and capabilities, and provides organizational and personal learning.

A significant number of organiza-

Figure 1. Baldrige Criteria for Performance Excellence



"It amazes me that U.S. businesses spend so much money on "how-to" books and coursework to teach leaders how to build successful organizations. My recommendation: implement the Baldrige-based criteria into your business. No other single document can help build a long-term successful organization."

—Jerry R. Rose, former president,

Sunny Fresh Foods (Cargill), Baldrige

National Quality Award winner

1999, 2005

tions use the seven Baldrige criteria to perform self-assessments and drive continuous improvement efforts al-

though they never apply for the award. This occurs because the Baldrige criteria are not just another performance improvement initiative; instead, they are a comprehensive road map for managing an enterprise. Figure 1 shows the seven criteria and how they interrelate.

The first three criteria—leadership, strategic planning, and customer and market focus—drive the model. Measures provide the scorecard. Workforce focus and process management make up the two work core criteria, all yielding results, which is the seventh criterion.

Organizations that commit to a Baldrige process thrive and prosper. Numerous studies of past award winners over extended periods of time have verified that Baldrige companies consistently yield improved business results. They become quality organizations that customers return to and where employees stay. By adherence to the model, Baldrige organizations deliver high quality and get real results.

You don't have to be large or wealthy to get these results. Delivering quality with limited resources is possible by systematically following the Baldrige approach. A program can be started with a minimal but consistent commitment. In a small organization, the management team typically chooses seven people to champion the seven criteria, and they meet monthly to learn how the criteria interrelate to achieve results.

Larger organizations, while difficult to generalize, often form teams around each of the criteria so that perhaps 40 to 60 staff members get involved and are trained on the criteria and pursue the Baldrige model. For the most part, size and budget are less important than commitment and follow-through.

BALDRIGE AND LOCAL GOVERNMENT - ISN'T THIS A PRIVATE SECTOR PROGRAM?

Although the Baldrige program began as a way for American business to compete more effectively around the world, the framework was developed to promote quality and excellence, not simply to drive profits. The seven criteria form a set of values and core concepts that any organization—public or private—can use to its advantage.

Public school systems, colleges, health care organizations, and numerous service businesses have won Baldrige awards. There is no reason to

believe that cities and counties would not benefit from the framework and the rigor associated with the process. In fact, it is probably more accurate to say that local government has a lot of catching up to do if it wishes to be compared with the best Baldrige organizations, regardless of sector.

Baldrige for government can work because the seven criteria are built on a set of interrelated core concepts and values that promote organizational excellence. Here are brief descriptions of the core values and concepts that underpin the Baldrige model.

Visionary leadership. The management team should serve as role models through ethical behavior and personal involvement in coaching and developing future leaders. Both strategy and customer/citizen goals need to be aligned. Commitment and initiative are built throughout the organization.

Customer-driven excellence. Customer- or citizen-driven excellence

is a strategic concept. It is devoted to obtaining and retaining citizen support as well as maximizing competitive position. It is critical to understand and develop citizen-focused outcomes.

Organizational and personal learning. Learning results in a more satisfied and versatile employees who stay with the organization. Bright, innovative employees provide a distinct advantage in meeting the needs of the community.

Valuing employees and partners. An organization's success depends increasingly on the diverse backgrounds, knowledge, skills, creativity, and motivation of all its employees and partners, including both paid staff and volunteers.

Agility. A capacity for rapid change and flexibility is a key to success. Organizations face ever-shorter cycles for introducing new or improved programs and services as well for meeting expectations to deliver them more rapidly.

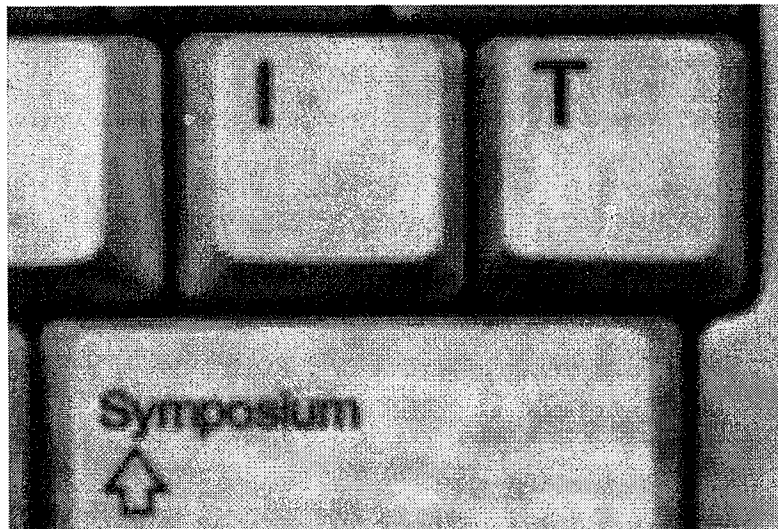
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Figure 2. Links Between the Baldrige Criteria and ICMA Core Practice Areas

Managers use 18 core content or practice areas to guide their personal development plans, and these are the basis of ICMA's credentialed managers program. Here are the relationships between the seven Baldrige criteria and the 18 ICMA practice areas (practice areas are shown in green, used here only for effect). The core areas can be found at icma.org (search under "ICMA University" and click on "management practices").

1. Leadership

- 1. Staff effectiveness
- 2. Policy facilitation
- 6. Initiating, risk taking, vision, creativity, and innovation
- 8. Democratic advocacy and citizen participation
- 9. Diversity

2. Strategic planning

- 13. Strategic planning

3. Customer and market focus

- 4. Citizen service
- 8. Democratic advocacy and citizen participation
- 9. Diversity

4. Measurement, analysis, and knowledge management

- 5. Performance measurement/management and quality assurance
- 7. Technology literacy

5. Workforce focus

- 9. Diversity
- 12. Human resources management

6. Process management

- 3. Functional and operational expertise and planning
- 5. Performance measurement/management and quality assurance

7. Results

- 10. Budgeting
- 11. Financial analysis

standing the short- and long-term factors that affect the organization and its environment. Developing employees and partners along with creating opportunities for innovation are key concerns.

Managing for innovation. Making meaningful change improves your services, programs, processes, and operations to create new value for the organization's stakeholders. Innovation builds on the accumulated knowledge of your organization and staff.

Management by fact. An effective administrative management system depends on the measurement and analysis of performance. If you can't measure it, you can't manage it. Selecting key performance measures and indicators is critical.

Social responsibility. An organization's leaders should stress responsibilities to the public, ethical behavior, and the need to foster improved communities. Organizations should not only meet regulatory requirements, but treat those requirements as opportunities for improvement beyond mere compliance.

Focus on results and creating value. An organization's performance measures need to focus on key results. Results should be used to create and balance value for your key stakeholders—customers, staff, the community, vendors, partners, and the general public.

Systems perspective. The Baldrige criteria provide a systems perspective for managing your organization and its key processes to achieve results in the form of performance excellence. The seven Baldrige categories and the core values form the building blocks and the integrating mechanism for the system. Successful management of overall performance requires organization-specific synthesis, alignment, and integration.

BALDRIGE AND ICMA

As the premier leadership organization for local government worldwide, ICMA has a unique responsibility to identify, evaluate, and promote good management concepts on behalf of its members and their organizations. The Malcolm Baldrige National Qual-

At the ICMA Conference

Are Local Governments Up to the Challenge?

Established as a result of Public Law 100-107 in 1987, the Malcolm Baldrige Quality Program—best known through the Baldrige Awards—was established to enhance the competitiveness, productivity, and quality of U.S. organizations for the benefit of all residents. Until recently, only categories for business, education, and hospitals have been established. A nonprofit category now has been added, and it is in this category that local governments will be included.

At the 2007 ICMA Annual Conference, on Tuesday, October 9, listen to what city and county managers have to say about this important development and how they think local government managers should respond at the session "Baldrige National Quality Program: Are Local Governments Up to the Challenge?"

ity Program provides compelling evidence that it is a solid framework for organizational excellence.

Many leading-edge local governments across the United States are beginning to work with the Baldrige program. Two of the early success stories are highlighted in this article. ICMA has worked diligently over the years to identify best practices in local government management. An example of this is the 18 core content areas for effective management. These practice areas are used by managers to guide their personal development plans and organizational strategies and are the basis of ICMA's credentialed managers program.

Because ICMA members have both a personal and organizational stake in carrying out the 18 core content areas, Figure 2 links the seven Baldrige criteria with the 18 practice areas identified by ICMA and shows the relationships between the seven Baldrige criteria and the 18 ICMA practice areas that relate to these criteria. Note that some practice areas deal with more than one criterion. The 18 core areas can be found at icma.org (search under "ICMA University" and click on "management practices").

FIVE REASONS TO CHOOSE BALDRIGE AS A PERFORMANCE MANAGEMENT FRAMEWORK

Why should a city or county consider the Baldrige model when evaluating systems for managing its enterprise? Consider these reasons:

1. It's nonprescriptive. The criteria for performance excellence provides a framework for performance without specifying the methodology. If you are using the Balanced Scorecard, or doing Six Sigma or Lean Thinking, great! Baldrige assessments are concerned only with how effectively you are using and deploying them. The Baldrige model does not prescribe a preferred method for achieving performance on any criterion.

2. It's a comprehensive system. The seven criteria cover every aspect of an

Coral Springs, Florida, in National Baldrige Spotlight

At the forefront of local governments who are using the Baldrige model to pursue organizational excellence is the city of Coral Springs, Florida. For more than 14 years, Coral Springs has been focused on quality improvements, as well as learning about and using the Baldrige model as a way to improve its effectiveness.

Already a two-time winner of Florida's Sterling Award (the state's equivalent of the Baldrige award), Coral Springs has now achieved national notoriety as one of only two applicants in the Malcolm Baldrige National Quality Award nonprofit pilot program to receive a site visit. In October 2006, a team of examiners from the Baldrige program analyzed the city's processes and how they compare with the criteria for the Malcolm Baldrige National Quality Award.

In 2006, the first year that nonprofit organizations and governments were allowed to submit applications, Coral Springs was one of 10 eligible applicants. Because this is a pilot project for Baldrige, no awards were made for the 2006 applicants.

Coral Springs, however, is no stranger to the intense scrutiny of the Baldrige examination process. As part of the Sterling Award process in Florida, the city had to submit a 50-page application that was scored against the seven Baldrige categories. This was followed by two rounds of site visits from a team of six to eight examiners. The examiners evaluated, probed, interviewed, and thoroughly examined the city's processes. Upon completion, they submitted a detailed written feedback report highlighting key strengths and opportunities for improvement for future organizational planning.

City staff believe that they benefited significantly from their experiences with the Sterling process and that many of their processes—from performance measurement to strategic planning—have improved. As part of its commitment to high-quality measurement, Coral Springs participates in ICMA's Center for Performance Measurement.

One of the most important lessons for Coral Springs has been that simpler has been better. Staff members have dramatically streamlined the performance measurement process, tracking fewer but higher-quality indicators. The strategic plan and business plan are short, easy-to-read documents. Even the budget has become lighter and more user friendly.

Feedback, continuous improvement, and Baldrige site visits have given the city objective insights into how well it is performing, and they have enabled the staff to further improve the city's processes. "We use these programs to constantly sharpen our skills in customer service, process management, and data analysis," said City Manager Michael Levinson. In May, the city applied for the 2007 National Baldrige Award. Nonprofits are no longer a pilot program and are now eligible for the award.

"We're proving that local government can compete with the private sector in achieving high customer satisfaction by delivering quality services at low cost," said Mayor Scott Brook.

Source: "Our Quality Initiative," from the Coral Springs, Florida, Web site at www.coral Springs.org.

effective management system: leadership, strategy, customers/citizens, measures, employees, processes, and results. Built around cycles of learning, the criteria are an integrated set of basic values, requirements, and processes that form a de facto defini-

tion of performance excellence.

3. It's about performance, not techniques. The criteria focus on common requirements rather than procedures, tools, or techniques. An organization must show through facts and data that it has a world-class management sys-

Using the Baldrige Process to Enhance County Management

Dakota County, Minnesota, has long had a reputation for local government innovation and effectiveness, and it has the awards to prove it. But at the time of the county's 2006 leadership retreat, little did County Administrator Brandt Richardson realize what effect a presentation would have on the county's reputation for excellence.

At the retreat, James Lynn, the retreat facilitator and coauthor of this article, led the county's executive team through an orientation on the Baldrige model for quality. The purpose of the overview was to determine whether this model might be a way for Dakota County to take its organization "to the next level." This presentation made an impression on Richardson, and within months the county began its Baldrige journey.

In Minnesota, as in many states, a state award program recognizes organizations at several achievement levels, based on how they rate against Baldrige management criteria. The program is run by the Minnesota Council for Quality, one of the leading state quality programs in the country.

To prepare for the Baldrige journey, Dakota County opted for a process known as the Baldrige Express. Under this approach, the organization submits to a rigorous review that covers all seven areas of Baldrige: leadership; strategic planning; customer focus; measurement, analysis, and knowledge management; workforce focus; process management, and results.

Baldrige Express in the county had several components, including detailed feedback from a survey of 225 managers and employees; 165 people completed the survey in December 2006. That survey resulted in 450 pages of feedback, including 300 pages of open-ended comments.

A three-day visit in April 2007 by six Baldrige examiners from the Minnesota Council for Quality was the next step in the evaluation process. The purpose was to verify the results of the survey and evaluate the county's management systems. During the visit, examiners met with more than 140 employees at 10 county facilities, and they reviewed more than 150 pieces of documentation. They attended scheduled meetings and, in addition, held a few impromptu meetings and informal walk-arounds.

tem in place and that it is continually looking for ways to improve.

4. You'll uncover opportunities and build consensus. A Baldrige process is not a test against a standard; it reveals strengths and opportunities, yielding a program for improvement. By establishing a shared view of the current reality, the assessment process also creates a consensus regarding what needs to be done to improve. Once identified, the organization can focus on what is most important to success.

5. It's the best practice. The seven criteria are the leading edge of validated management practices. This model is not an academic theory about what might work in an organization. The Malcolm Baldrige award criteria have been tested for 20 years, and thousands of organizations have benefited from applying the criteria to their enterprise. **PM**

James Lynn, Ed.D., LP, is a consulting psychologist, Lynn & Associates, Shorewood,

Upon completion, the examiners presented their findings to the county's senior management team and other key leaders. The report noted strengths like leadership, strategic development and deployment, customer focus, organizational focus, and process improvement.

Early suggestions for improvement to keep the county on a path of excellence included the need for more systematic, fact-based evaluation and improvements; more consistent and systematic methods for determining customer satisfaction; and the need to more broadly apply and deploy some key processes, like the balanced scorecard, so that information collected could be used more effectively to support decision making.

For its efforts, Dakota County was honored as one of eight recipients of the 2006 Minnesota Quality Award; it was the first county ever to receive the award in Minnesota. To celebrate the recognition, Richardson met with small groups of employees and handed out balloons on Friday, May 18. He visited the county's three service centers, Galaxie Library, the sheriff's office, the Empire transportation shop, and one of the county's road crews. The county staff chose balloons because the helium put them on a parallel path with the county—which is up!

At the award ceremony, Dakota County Board Chair Mike Turner summarized their achievement: "... Dakota County (or any governmental agency) does not have a choice of who our customers are, what services they need, and when they need them. But we do have a choice of how we provide those services. Dakota County, which has used a balanced scorecard for years and has designed other management systems that would be the envy of many businesses, is convinced that it can operate an efficient, effective, responsive government that achieves its vision of being a premier place in which to live and work."

County Administrator Richardson will now move forward, talking to employees to collect ideas, share information, and encourage them to take pride in their accomplishments. He will be working with others to review the nearly 400-page report, clarify comments, and determine the county's next steps toward Baldrige excellence.

Minnesota (lynnconsult@aol.com). Dr. Lynn has been a Baldrige examiner for more than 12 years. Craig Rapp is director of local government solutions, ICMA, Minneapolis, Minnesota (craig.rapp@icma.org), and he is a former city manager. He directs ICMA's consulting services, and, collaborating with Dr. Lynn, developed ICMA's "Lean Thinking for Government" training course.

For more information on the Baldrige Award, visit the Web site at <http://baldrigenist.gov>.