



# Memorandum

To: Honorable Chairperson and Members, Board of County Commissioners  
From: Mayor Alex Penelas, Metropolitan Dade County  
Date: December 3, 1997  
Subject: Efficiency and Competition Initiative

As you recall, my budget message submitted on September 9 outlined a new approach to improving efficiency and cost effectiveness in the county government. I believe it is important to continue the critical review of County management initiated with the Organizational Review Team in 1995 and followed up with my budget recommendations for FY 1997-98. This review needs to be directed in as many areas and from as many different approaches as possible. We must make sure our house is in order, become more accountable to the people we serve and demonstrate very clearly to the taxpayers that we are properly managing the resources they contribute. The centerpiece of my concept commencing in FY 1997-98 is the establishment of an Efficiency and Competition Commission to help us guide these efforts. This memorandum serves to provide a detailed plan of action.

## Summary Recommendations

In developing this efficiency review approach I have consulted with the County Manager, the Budget Director, Commissioner Jimmy Morales and other Members of the Board. Commissioner Morales and the Manager have been researching other jurisdictions to learn from the most successful, nationally recognized experiences.

The following summary recommendations incorporate my observations and summarizes our collective thoughts.

1. Organizational Commitment - We all must commit to a process of change and expected reforms. It is clear to me that we are expected to do more with less and that we need to re-engineer the way we do business. Our budgets are going to get tighter and tougher which means we simply have to work smarter. Performing an efficiency review itself will be meaningless without a true commitment to making changes identified by the efficiency analysis and determined to be necessary and appropriate. Frankly, I am aware of numerous potential changes that will be politically contentious and difficult to implement but we must be prepared to make these decisions if we are to truly affect organizational change.
2. Private Sector Examination - I have recruited several well qualified and experienced private sector executives to examine, along with organized labor and employee representatives, all County operations and recommend best business/management practices. This private business check and critical examination is not only healthy organizationally but imperative to improve public confidence in this government. I have also maintained that the process must be inclusive of our employee representatives in order to be efficient and constructive. The intent is that these volunteer executives will also marshal additional executives with particular expertise from their organizations to complement our work as needed. Our union presidents were asked to nominate representatives for two appointments to the Commission. The Commission's composition, duties and work plan are described more fully later in this memorandum.

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3. Implement Competitive Pricing Program - Much discussion has occurred about the benefits of privatizing certain public services. I am convinced, particularly after analyzing the Indianapolis experience, that instilling a competitive pricing process with public employee participation in determining which of our services we outsource or not will be more productive. Under this concept we would assist our employee groups in bidding for service provision with private companies to establish the least price, highest value service provider. Once the best value provider is selected, a performance based contract would be executed to enforce the terms. I am recommending that this be a major component of the Commission's work plan. Part of this process will be a concerted effort to ensure that our management layers are also streamlined.
4. Strengthen Performance Measurement - A problem I have observed in working on the budget is the lack of reliable service performance statistics with which to gauge how well we are utilizing resources. Quality and productivity measures have been used on a limited basis in several departments, but these need to be expanded, strengthened and reported comprehensively on a regular basis to the Board and myself. The Manager has committed to implementing such a reporting system, coupled with regular budget status reports, in the first quarter of the fiscal year. Included in this work will be the establishment of work standards that we can measure against. This will be an integral part of the competition contracting.

#### Efficiency and Competition Commission Composition:

I believe we need to bring the experiences of highly respected private sector executives available to bear on this review. As stated earlier, I have asked these executives to bring additional staff resources to assist with the efficiency review as necessary. We need to efficiently review our organization, identify areas in need of improvement and highlight competition projects that can be undertaken.

I am proud to appoint the following individuals to represent the private sector:

Joseph Lacher, President-Florida, Bell South Telecommunications  
Rosa Sugranes, President, Iberia Tiles  
Eduardo Masferrer, Chairman & CEO, Hamilton Bank  
Tanya Dawkins, Senior Vice-President, United Way

I am also proud to appoint the following representatives from our collective bargaining units:

Leon Fuller, President, AFSCME Local 1363  
Mickey Donn, President, IAFF Local 1403

I am also pleased to appoint the following county executives to the commission:

Dean Taylor, Director, Human Services Department  
Sandra Mesa, Senior Systems Analyst/Programmer, Information Technology

Finally, I am proud to appoint Commissioner Jimmy Morales as a Member and Chairperson.

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### Specific Charge

The following are the primary responsibilities of the Commission:

1. Assist the Mayor and County Commission in conducting a countywide assessment of the cost effectiveness of county government services.
2. Establish priority areas in particular need of analysis and efficiency improvement.
3. Provide guidance (and donated resources) to county staff in the conduct of efficiency analyses.
4. Formulate specific recommendations on changes which should be made to county operations to increase efficiency and improve cost effectiveness, long and short term, including reorganizations and appropriate incentives such as performance pay and other gain sharing approaches.
5. Assist in determining which county functions should be selected for public/private price and performance competition projects which can be undertaken with county workers to ensure the highest potential value of services provided.
6. Monitor the execution of changes implemented to ensure that intended objectives are achieved.

### Staffing

There will be many new managerial and technical demands associated with this effort. We do not currently produce certain financial and workload information necessary for this type of efficiency analysis and reform. This information is principally in the areas of activity based costing, unit cost data, performance measures and comparative service provider research. The managerial requirements of the Commission will be to organize meetings, assemble work plans, maintain appropriate briefings and coordination with the County Commission, Manager and the Mayor and executing studies throughout the departments with departmental management personnel. A great deal of time will need to be dedicated to coordinating work with our employee unions and other workers to ensure their full participation.

To ensure that we waste no time and that we optimize the use of our volunteer executives and all other resources, I believe it is essential that a high level executive be dedicated to this effort. This individual must be extremely familiar with all county operations and their management personnel, previous management and efficiency studies which have been done, legal and policy constraints influencing our services and who has experience in complex financial and operations analysis. The staff should also be able to work effectively with our labor groups. Since extensive analysis will likely be required we will need to draw heavily upon the capabilities of the Office of Management and Budget, Audit and Management Services and appropriate staff in many of our operating departments. This will be particularly applicable to competition projects where we will need to assist employees in assembling "bid" proposals.

This is a major undertaking and in two jurisdictions we visited - Philadelphia and Indianapolis, their dedicated staffs are four and three respectively. These cities also engaged outside consultants and used a considerable amount of donated resources. We will be seeking significant contributions of many of our corporate participants for assistance. In discussing these requirements with the

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Manager, I have proposed that the limited initial dedicated staff consist of a Senior Special Assistant to the County Manager with appropriate clerical support. The County Manager has appointed Steve Spratt to serve in this capacity. The County Manager has also suggested, and I concur, with the reallocation of \$310,000 from our general fund management consulting line item for the dedicated staff. This comprehensive effort should clearly reduce the need for external contracted consultants and frankly, I have placed a goal for this project to identify savings which will assist in substantially reducing our expected budget shortfall for FY 1998-99. We will need to receive tangible quantified recommendations which will assist us in avoiding tax and fee increases in the coming year.

#### Implementation Schedule

In the interest of time, I am creating this Commission not as a Board pursuant to Section 2-11.37 of the County Code but under my authority as Mayor.

The earlier we commence this work, the sooner opportunities will be identified to address our budget difficulties. The product of this effort will be a critical element of the budget preparation for FY 1998-99. The initial schedule we have developed for this work is intentionally aggressive. While changes cannot happen overnight and we want to be thoughtful and deliberate in developing recommendations, it is critical that the work be expeditious. The process will take more than one year. Philadelphia and Indianapolis are in their third and fourth years of their efficiency improvement programs. The immediate stresses on our budget necessitate an aggressive schedule. The Manager has assigned managerial and clerical staff to meet this initial schedule. I have requested that staff work closely with Commissioner Morales to ensure that these activities can be monitored by the Board. Other jurisdictional committees will be briefed as appropriate. I hope the Board of County Commissioners will join me in making the best use of the volunteer talent and time. I ask for your support of their work on this important effort.

I expect that there will be a tendency to engage in debate and "second-guessing" while analysis is underway and recommendations are under development. I would respectfully urge the Board to allow for a comprehensive review of county operations which is unfettered by political influence. Clearly, the Board has the authority to approve or disapprove of contracts, RFPs and other matters associated with this effort. Accordingly, I will engage the Board with appropriate policy issues and seek your approval of certain steps as appropriate. I have asked that Commissioner Morales keep the Board briefed at timely intervals. We are definitely going to upset the status quo and the historical ways of doing business but I will pledge to keep the effort intelligently focused and with due consultation with all affected parties. Remember, however, that in order to become more cost effective radical change may be necessary and, of course, there will be considerable resistance to change.

I want to thank Commissioner Morales for his insightful suggestions on this effort. I look forward to working closely with the Board on this important initiative and welcome any particular comments or suggestions you may have.

cc: Armando Vidal, P.E., County Manager  
Honorable Harvey Ruvin, Clerk of Courts  
Honorable Joseph P. Farina, Chief Judge, Eleventh Judicial Circuit  
Robert A. Ginsburg, County Attorney  
Members, Efficiency and Competition Commission



MEMORANDUM  
OFFICE OF THE MAYOR

CLERK OF THE BOARD  
JUNE 18 2001  
COUNTY CLERK'S OFFICE

TO: Honorable Chairperson & Members  
Board of County Commissioners

DATE: June 18, 2001

FROM: Alex Penelas,  
Mayor

SUBJECT: Committee Structure

I am pleased to present to you the finalized committee structure plan that establishes six standing committees. Attached as well please find standing committee appointments. I look forward to working with each of you throughout this process. Thank you.

Cc:

Steve Shiver, County Manager  
Robert Ginsberg, County Attorney  
Harvey Ruvin, Clerk of the Board

# White Paper: Committee Structure

Mayor Alex Penelas

June 18, 2001

## BACKGROUND

On November 18, 1996, pursuant to Section 1.10(c) of the Miami Dade Charter, I presented my plan for the establishment of a committee system. This plan established nine policy oriented committees comprised of five to six members. The goals of this restructured system were to (1) refocus committee work on public policy discussion (2) reduce the number of committees and (3) develop committees along functional lines. The responsibilities of those nine committees were extensively outlined and each was tasked with several responsibilities to accomplish, which were based on significant issues facing Miami-Dade County.

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On December 5, 1997, after review of the overall effectiveness and responsiveness of the committee process I concluded that the established committees had failed to serve as a significant forum for policy discussion, debate and analysis. This system was plagued with items forwarded to the full Board of County Commissioners (BCC) without committee recommendation; allegations that some committee chairpersons abused their authority; attendance was poor and there was a general lack of responsiveness to the original charge.

An issue workshop system has evolved out of committee abolition. While the workshop process has provided a forum for policy discussion for commission members, it has frustrated commissioners and constituents alike because of the inability to take meaningful legislative action at the workshop level. Inadvertently, this new system has contributed to a reactive rather than a proactive legislative body.

Over the last year, I have closely listened to comments from commissioners and carefully monitored the deliberations of the Charter Review Committee. It is very clear that because of the lack of a committee system, the BCC has become exceedingly aggravated with its inability to discuss non-procurement related legislation in an efficient, deliberative, thoughtful manner in order to make reasonable and thorough policy decisions.

## EFFECTIVE, EFFICIENT GOVERNMENT

As this government is faced with more complex issues, its structure must evolve in order to continue to provide effective, efficient government to the residents of Miami-Dade County.

Miami-Dade County government is evolving. Eventually, I envision a system where the Commission becomes a true independent legislative body comprised of full-time legislators that are suitably compensated. The BCC would establish its own rules of procedure, have the ability to organize itself and is supported by its own independent

legislative staff. A government where the duties and responsibilities of each branch are clearly outlined and where each branch has greater autonomy, with appropriate checks and balances.

Considering the comments and frustrations expressed by members of the BCC, and in light of our government's evolution, I am willing to reestablish a legislative committee system, within defined parameters. However, I want to be clear that I will not be supportive of a committee system that simply serves the BCC to review RFPs, bids and contract awards, nor will I support a committee system that serves to further delay legislative or procurement process. The role of the legislative branch should be to provide legislative oversight and policy development rather than to oversee the day-to-day operations of county government.

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Furthermore, in order to be truly effective, committees require professional independent staff support to be an asset to members and not serve as a burden to professional staff. Independent staff will provide checks and balances on the Manager's recommendations as well as executive action. Independent legislative staff will provide independent analysis of all county issues and serve as the eyes and ears of the legislative branch. The decision to staff the committees, and to what extent is, of course, your.

#### **A New System**

In an effort to assist the BCC to appropriately address and consider policy issues, I hereby establish six standing legislative committees, in addition to the Office of the Chair. The presented system is a step in the direction of securing the autonomy of each branch of government. It is a committee system proposed to be supported by independent staff but without procurement review.

The standing committees are as follows: 1) Ways and Means, 2) Economic Development & Housing, 3) Health, Public Safety & Human Services 4) Transportation, Infrastructure & Environment, 5) Recreation & Cultural Affairs and 6) UMSA.

Furthermore, I wish to maintain three advisory boards that I originally convened or co-convened: The Youth Crime Task Force, The Mayor's International Trade Commission, and The Efficiency and Competition Commission (ECC). The mission of the ECC will be expanded to include technology, ethics and innovation initiatives. These boards have been an excellent resource to the county and hence I want them to continue in their advisory capacities to the BCC.

#### **Committee Membership**

As set forth in the Charter, I will appoint the chair and vice-chair of each standing committee, as well as its members. Initial terms shall be for one year although I reserve the right to rotate committee chairs and members at any time. At the end of the yearlong term, I will evaluate the progress of the committee system and determine whether the current formation should stand or when and if a rotation should be made. I further reserve the right to expand and contract the number of committees and/or members at any time. The Chairperson of the BCC will serve as an ex-officio non-voting member of each

commission committee, unless specifically appointed by me to serve as a voting member of a committee. If serving in an ex-officio non-voting capacity on a committee, the chairperson will not be counted as a member of the committee for purposes of determining whether or not a quorum exists.

In making committee assignments, I have considered members' expertise and interests in particular issue areas. Regardless of the assigned membership, all commissioners are invited to participate and provide input on matters before any committee. The Commission committee assignments are outlined in Attachment A.

Each commission member will be invited to serve on a minimum of three committees, and in some cases, one or two, subcommittees. Each committee will have a minimum of five members, including a chair and a vice-chair; subcommittees may have less than five members. A quorum will consist of a simple majority of committee or subcommittee membership. Should a vacancy occur in any committee for any reason, I will make a replacement appointment at that time. In evaluating committee performance, I will closely monitor committee members' attendance, since absences created significant problems under the previous system.

#### **The Office of the Chair**

The Chairperson shall continue to serve as the presiding officer of the commission and shall preside at all meetings of the BCC at which he or she is present. The presiding officer shall designate one of the commission members to serve as temporary presiding officer if aware that he or she will be absent at a commission meeting.

Additionally, the Office of the Chair shall be responsible for ensuring that the proposed committee system operates in an efficient and effective manner.

The Chairperson, in consultation with the County Manager and the County Attorney or their designee(s) shall be responsible for referring legislative items to committee(s) as well as to BCC agendas. They shall assign all items in a timely manner. Committee assignments will be made in order to prevent conflicts and delays. They will also be responsible for determining when issues overlap and recommending joint committee meetings to address issues.

Following committee consideration of items, the Chairperson, in consultation with the County Manager and the County Attorney, or their designee(s) shall determine when items are placed before the full BCC for consideration. Should an item spend more than two consecutive regularly scheduled BCC meetings, after committee review and recommendation, without being placed on a BCC agenda, any commissioner or the County Manager may advance an item to the full BCC.

#### **Committee Staff**

It is proposed that a professional independent staff provide the BCC with additional independent analysis and recommendations, separate and apart from that provided by the

Manager. I am recommending that additional analysts and clerical staff be hired to monitor committee debate and action, conduct research projects and assist in producing legislative analysis for the committees and the full BCC. Additional staffing will allow each committee to operate in an efficient matter and will ensure that legislation is properly researched and progresses through the legislative system.

Over the last several months I have sought input from the BCC regarding additional legislative staffing. Therefore, I would ask that the Commission select one scenario from the following: 1) no additional legislative staffing to support the proposed standing committee system 2) the addition of six legislative analysts (one additional analyst per committee) and one clerical staff person or 3) the addition of twelve legislative analysts (two additional analyst per committee) and two clerical staff persons (See Attachment B).

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However, the final decision regarding staffing, and the level thereof, should be made by the BCC.

Said staff shall be called the Board of County Commissioner's Office of Legislative Analysis (OLA). This division shall be responsible for setting committee agendas and calendars, preparing written and oral legislative reports, writing and researching various projects and offering administrative support to committees. Additionally, this independent analytical staff will examine, analyze and review administrative and executive recommendations and decisions.

For supervisory purposes, OLA will be a division of the Office of the Chairperson of the BCC. The independent committee staff of OLA shall be appointed, assigned and supervised by the Chairperson of the BCC. The Chair shall select a Chief Legislative aide to whom all legislative staff will report and from whom such staff will receive assignments.

Existing legislative analysts will serve as committee Staff Directors, within the OLA, and will work closely with committee Chairpersons, Vice-Chairs and members to ensure completion of committee objectives. At least one standing committee will be assigned to each staff director.

The County Manager's office shall provide administrative staff support and dedicated liaisons from each department to each committee in order to provide committee members and staff with ample and accurate information for policy development as well as assist in committee agenda preparation. The Manager shall direct the Clerk's office to record all minutes and maintain records for all committees and sub-committees.

### **Rules of Procedure**

The rules of procedure governing standing committees shall be those specifically listed herein. I reserve the right to change any committee rules as well as impose additional rules of procedure, as may be necessary.

Commissioners may originate legislation in their committee's subject matter jurisdiction or any other subject. Each committee considering an item must make either a favorable, favorable with amendment or unfavorable recommendation. It shall be the duty of each committee chair to bring all items voted upon by their respective committees to a final vote by the full BCC. A committee may hear remarks from the public at its regularly scheduled meetings. However, this public commentary shall not serve as an official public hearing.

#### **Ad Hoc Committees.**

From time to time as specific need arises, the Chairperson or I will establish ad hoc committees and appoint their membership. The mayor or chairperson may abolish these committees. These committees will perform specific tasks or work on special issues under the committee's purview. Ad hoc committees may not take official action and must report back to the full committee with any conclusions or recommendations.

#### **Committee Agenda – "3-Day Rule"**

All matters to be considered by a committee of the BCC shall be placed on the official agenda for that committee. A copy of each committee agenda item shall be furnished to the members of the committee no later than three (3) working days before a vote may be called on the item. The provisions of this rule shall be deemed waived, unless asserted by a commissioner before the committee takes action on the resolution, ordinance, motion or other item in question.

Proposed committee agenda items not delivered in accordance with the preceding paragraph (except for alternates, and substitutes), which are sponsored by a commissioner shall not be placed on the committee agenda unless placed on the agenda at the request of the committee chair and accompanied by the signatures of at least a majority of the members of the committee.

#### **Committee Meetings**

Committees should strive to expedite review of items by meeting as frequently as necessary, particularly whenever time sensitive items need to be reviewed. Each committee Chair shall establish the committee's schedule for deliberations, understanding that lack of scheduled meeting or quorum may not result in the delay of an item for full BCC review.

At a minimum, committee meetings shall take place during the alternate week of commission meetings, or on such other days as designated by the chairperson of the committee, as appropriate, in order to ensure items are reviewed by the appropriate committee(s) prior to consideration by the County Commission.

#### **Approval by County Attorney**

The county attorney shall have approved all ordinances, resolutions and contract documents, before presentation, as to legal sufficiency. Prior to presentation, all such documents may be referred to the head of the department under whose jurisdiction the administration of the subject matter of the ordinance, resolution or contract document

would devolve. Such documents shall be referred to the Chairperson for placement on the appropriate commission and committee(s) agendas, after his or her consultation with the County Manager and the County Attorney or their designee(s).

#### **Committee Consideration and Procedure**

Committee agendas should include all items that will later be considered by the full BCC, with the exception of non-policy oriented procurement items. No resolution, ordinance for second reading, or other item shall be considered by the full commission until after the appropriate committee(s) have reviewed it, as determined by the Chairperson, County Attorney or County Manager, unless it is referred directly to the BCC agenda by these parties. Ordinances for first reading, consent agenda items or administrative issues (e.g., individual or group board appointments, district office fund allocations, special presentations), emergency items, time sensitive items with little or no financial impact, and resolutions expressing intent, do not have to be heard by committees and may go directly to the BCC if so determined by the Chair, in consultation with the County Manager and the County Attorney.

No commission committee created shall have jurisdiction to review contract or procurement related agenda items. However, nothing herein would prohibit the Chairperson, after consultation with the County Manager and the County Attorney or their designee(s), from assigning a contract or procurement related agenda item to an appropriate committee, if such item is not a contract award or approval of a selection process or criteria and such item substantially affects the citizens of the County as a whole and sets County policy. The committee's role in procurement shall be limited to receiving reports or clarification on contracts. The committees shall not hear protests, delay in any manner, nor make recommendations regarding contract or procurement matters.

#### **Item Delays and Deferrals**

Committees may defer an item's consideration before the full BCC, if a majority of committee members present so choose for a maximum of two consecutive commission meetings. This deferral should be based upon a reasonable proposition.

If items are delayed more than 2 regular BCC meetings due to lack of quorum, inaction, delay, deferral, or failure to meet the Chairperson of the BCC may advance the item to the full BCC without committee recommendation.

Should an item spend more than two consecutive regularly scheduled BCC meetings, after committee review and recommendation, without being placed on a BCC agenda, any commissioner or the County Manager may advance an item to the full BCC.

Nothing herein shall prohibit the Chairperson or the Mayor from directing a committee to consider any policy matter within its subject matter jurisdiction which is not reduced to writing in an ordinance or resolution.

## Standing Committees

### Ways & Means

**Responsibilities:** Oversee matters regarding internal County support including finance and budget, audit, appropriations, taxes, fees and other related subjects; and all matters pertaining to general government initiatives.

Matters pertaining to:

- General Obligation Bonds Initiative;
- Intergovernmental /legislative oversight;
- Charter Review;
- Budget and transfers of appropriations;
- Administration of public revenue;
- Reapportionment;
- Information Technology;
- Labor Issues;
- International Trade and Commerce.

Task(s):

- Work with the Manager to implement the strategic planning process and funding strategy for the General Obligation Bonds Initiative.
- Monitor progress of the strategic management area planning groups, assigned by the County Manager.
- Receive recommendations from other standing committees with departments under the purview of the GOB Technical Support Committee
- Receive GOB Technical Committee bi-monthly report
- Follow the (GOB and Strategic Management) action plans presented by the county manager and ratified by the BCC.
- Focus on regional sustainability and survivability.
- Establish an agenda for inter-county cooperation.
- Develop a growth management reform position.
- Compose a Strategic Plan and Mission Statement in conjunction with the County Manager.
- Develop a plan leveraging State and Federal resources with local funding to replace all Miami-Dade voting equipment by June 2002.
- Monitor the overall economy, management of operations and activities of government.
- Review and prioritize County legislative issues.
- Develop an enhanced relationship with the Miami-Dade County legislative delegation.
- Continuing procurement policy reform.

**Ad hoc committee(s):**

- **Charter Review**
  - Receive final recommendations from the Charter Review Task Force and make charter amendment recommendations to the full BCC.
- **Reapportionment**
  - Receive report from staff and consultants regarding district conformity.
  - Provide direction as to how, within legal considerations and constraints, districts can be redrawn.
  - Recommend new BCC districts to the full BCC.

It is recommended that these subcommittees convene as soon as practicable in light of the importance and timing of the identified issues.

**Jurisdiction:**

- Planning & Zoning (incorporation & annexation issues)
- Department of Procurement Management
- General Services Administration
- Consumer Services
- Personnel/Employee Relations
- Office of Fair Employment Practices
- Elections
- Department of Finance
- Office of Management and Budget
- Audit & Management
- Information Technology Department
- Communications/Channel 34
- Chief Information Officer
- Office of Performance Improvement
- Ethics Commission/Inspector General
- Independent Review Panel

**Coordinate with:**

- The Efficiency Competition Commission

The Ways and Means Committee is asked to collaborate with the Efficiency and Competition Commission, in order to facilitate identified tasks and objectives regarding technology and ethics.

- Mayor's International Trade Council//Trade Mission Center of the Americas

The Ways and Means Committee is asked to coordinate and collaborate with the Mayor's International Trade Council in order to advance Miami-Dade County's International Trade and Commerce agenda.

- Legislative Analysis Workgroup (LAWG)  
The Ways and Means Committee is asked to coordinate with the LAWG, joint meetings with other legislative bodies (i.e. Miami-Dade Delegation, DCPS, SFWMD, SFRPC, PHT) to ensure greater regional coordination.

## **Economic Development & Housing**

**Responsibilities:** Oversee all policy matters relating to housing; community and economic development; the Empowerment Zone, Enterprise Communities, and Targeted Urban Areas (TUA). Ensure the coordination of all County departments under a single coordinated economic development policy focusing on high growth industries.

**Task(s):**

- Develop a comprehensive economic development strategy that identifies a dedicated funding source.
- Review the efforts of economic development organizations such as, The Empowerment Zone Trust, MMAP, UERTF and the Beacon Council.
- Conduct a comprehensive review, analyze and reconfigure the County's CDBG process taking into consideration best practices, in consultation with the local USHUD office;
- Convene all public, publicly funded and private organizations engaged in economic development for quarterly forums to foster coordination and cooperation.
- Develop strategy to implement the recommendations of the Infill Housing Advisory Committee report;
- Develop a strategic plan to ensure that the Performing Arts Center is used as a catalyst for economic development in the Edgewater/Overtown area and recognizes existing plans for the area.
- Establish GOB priorities.

**Jurisdiction:**

- Office of Community and Economic Development
- Miami Dade Housing Agency
- Urban Economic Revitalization Task Force
- Empowerment Zone Trust
- MMAP
- Miami-Dade Homeless Trust
- Dept. of Business Development (DBD)
- The Beacon Council

**Ad hoc committee:**

- Infill Housing Oversight Committee

## **Health, Public Safety & Human Services**

**Responsibilities:** Develop policy measures and oversee administration of all matters pertaining to the delivery of health care and human services issues and the protection of people and property.

**Task(s):**

- Monitor the Public Health Trust's development of a comprehensive plan to provide health care services to uninsured residents in Miami-Dade County.
- Formally establish a victim's welfare fund as set forth in the Mayor's FY00-01 budget to ensure that the needs of victims of crime are addressed.
- Review the sufficiency of corrections' gain time policy with the objective of ensuring that county sentenced inmates serve 85% of their sentence.
- Monitor continuing efforts to reduce youth gun violence and injuries.
- Monitor implementation of the county's zero tolerance racial profiling legislation, policy and practices.
- Monitor jail overcrowding
- Coordinate policies to supplement those of the Miami-Dade School Readiness Coalition and the Early Childhood Foundation.
- Monitor Head Start Facility repair and improvements.
- Establish GOB priorities.

**Jurisdiction:**

- Department of Human Services
- Alliance for Human Services
- Miami-Dade Police Department
- Corrections and Rehabilitation
- Medical Examiner
- Miami-Dade Fire Rescue
- Public Health Trust\*
- Inspector General
- Independent Review Panel
- Community Action Agency
- Community Relations Board
- Emergency Management
- South Florida Education & Training Consortium

**Coordinate with:**

- Youth Crime Task Force

\* denotes GOB department

## **Transportation, Infrastructure & Environment**

**Responsibilities:** Oversee all policy matters regarding transportation, ecology, water resources and the improvement and development of the County's airports and seaport system.

**Task(s):**

- Develop a regional strategy to make a definable impact on transportation, ecology and water resources.
- Develop a dedicated transportation funding source plan by November 2002.
- Provide input for the FY 2001-2002 Unified Planning Work Program for Transportation.
- Explore strengthening the powers of the RTO to facilitate provision of funding on regional transportation solutions.
- Oversee timely execution of the Governor's Flooding Task force recommendations; the alternatives approved by the BCC from the County's flood management task force as well as all FEMA-funded infrastructure improvements.
- Interface with the Miami River Commission and its 8 subcommittees (dredging, public safety, quality of life, greenway, storm water, economic development, economic impact, grant investment & review)
- Develop solutions to the issues associated with deep well injection and the ramifications on future growth in Miami-Dade County.
- Explore Miami river issues
- Develop proposed policy to implement the permit self-certification and private sector inspection program.
- Establish GOB priorities
- Monitor MIA expansion to insure that it is completed on time and within budget.
- Establish an oversight process for review and coordination between the airport and the seaport on the Miami Intermodal Center (MIC) development.
- Initiate a smooth transition from the BCC to an Aviation Authority, if approved.
- Explore opportunities for collaborative efforts with the Miami-Dade Expressway Authority on ground transportation improvements to ease traffic congestion at the airport and seaport. (e.g. airport-seaport connector).
- Pursue critical Federal and State funding, as well as, a potential tolling mechanism for the seaport tunnel.
- Identify a plan regarding Miami-Dade's future aviation needs.

**Jurisdiction:**

- Miami-Dade Transit Agency\*
- Planning & Zoning
- Building
- DERM
- Public Works\*
- Miami Dade Water and Sewer\*
- Solid Waste\*
- Office of Capital Improvements Construction Coordination (OCIC)
- Miami Dade Aviation Department
- Seaport
- MPO
- Homestead Air Reserve Base

**Coordinate with:**

- MPO (within statutory limitation)\*
- Miami River Commission
- MDX

\*denotes GOB department

## **Recreation & Cultural Affairs**

**Responsibilities:** Oversee all matters relating to recreation, parks and the cultural community.

**Task(s):**

- Monitor Performing Arts Center construction to assure that it is completed on time and on budget.
- Develop a plan to establish a professional baseball stadium in the City of Miami.
- Advance timely completion of the SNP
- New museum venues
- Establish GOB priorities by June-July 2001

**Jurisdiction:**

- Parks & Recreation\*
- Cultural Affairs
- Miami-Dade Public Library
- Performing Arts Center
- Museum of Science
- Miami Art Museum
- Art in Public Places
- Safe Neighborhood Parks Bond Program
- Vizcaya

**Coordinate with:**

- The Mayor's Office of Film and Entertainment
- Greater Miami Convention & Visitors Bureau
- Performing Arts Center Trust (PACT)
- Historical Association of Southern Florida
- Vizcaya Trust
- Metro Zoo Oversight Board

## **UMSA (Unincorporated Municipal Services Area)**

**Responsibilities:** Oversee all policy matters pertaining to the UMSA area; serve as the legislative voice for the UMSA area.

**Task(s):**

- Develop a proposed countywide incorporation/annexation policy that focuses on revenue neutrality and more equitable distribution of social service facilities.
- Review the Miami Lakes model to determine its applicability to other geographic areas.
- Establish an adhoc committee of the task force to monitor the update and rewrite of the zoning code.
- Determine a proposed improved formula for cost sharing predicated on the need for countywide equalization of funding for regional services.
- Create a structure whereby the UMSA committee would become the advisory legislative voice for UMSA on matters such as reapportionment.
- Recommend Improved service delivery policy for the UMSA area.
- Analyze and set level of municipal service delivery within UMSA.
- Evaluate budgetary allocations and expenditures within UMSA.
- Evaluate land use in contrast to the CDMP as it relates to UMSA.
- Analyze infrastructure needs in UMSA that would support sustainability.
- Oversee policy relating to distribution of CDBG to UMSA targeted areas.
- Review and recommend CDBG allocations.
- Establish GOB priorities.

**Jurisdiction (UMSA funded agencies):**

- MDPD (local patrol /specialized functions)
- Planning & Zoning (incorporation & annexation issues)
- Parks & Recreation (local park programming and maintenance)
- Public Works (Road maintenance, aesthetics and construction of municipal roads)
- Solid Waste (improve service delivery)
- WASA (sewer lines)
- OCED (CDBG)
- Office of Capital Improvements Construction Coordination

- Team Metro

**Subcommittee:**

- Incorporation/Annexation

### **Mayor's Task Forces/Advisory Boards**

The membership and leadership of these boards will remain in their current configuration. These boards will not be subject to the BCC standing rules of procedure and may continue to operate in their current procedural manner. However, Standing committee and advisory board leadership should make every effort to coordinate and collaborate on issues of similar subject matter and purview.

### **Efficiency and Competition Commission (Innovations)**

**Responsibilities:** Develop policy that will increase ethical management, efficiency, competitiveness and accountability in local government.

Aside from continuing its mission to identify opportunities for improved County services through efficiencies, consolidations and competition; the ECC is asked to develop specific recommendations on changes needed regarding ethics management and county operations that specifically concern the use of technology and other innovations.

**Task(s):**

- Improve the County's Customer Service (constituent) approach
- Increase the efficiency, competitiveness and accountability of County operations
- Make County information more accessible internally and externally
- Use information technology to improve county processes
- Innovations in the building and permitting process.
- Increase efficiencies in proprietary departments.
- Support CIO/IT strategy for Miami-Dade County "Focus on the Citizen"
- Encourage managed competition and gain sharing

### **Youth Crime Task Force**

**Responsibilities:** Develop comprehensive strategies to combat youth crime and violence and recommend specific action or initiatives.

**Task(s):**

- Research youth violence and crime.
- Emphasize early identification, crime prevention, crime prevention and program accountability towards a reduction in youth crime in our communities.
- Develop an overall countywide plan for the prevention of youth crime and violence in Miami-Dade County, with emphasis on the reduction of gun violence.

### **Mayor's International Trade Council/Trade Mission Center of the Americas**

**Responsibilities:** Develop a comprehensive international trade and commerce agenda for Miami-Dade County.

**Task(s):**

- Promote two-way trade through the County's airport and seaport.
- Act as a support center for Miami-Dade's trade efforts in the Americas
- Support incoming and outgoing trade missions.
- Fund trade missions by not-for-profit entities
- Assemble potential trading partners in the United States and Latin America, by utilizing Miami-Dade County as a platform for trade.

**Miami-Dade County Commission Committee Appointments  
By Committee**

**Transportation, Infrastructure & Environment**

**Chair:** Commissioner Barreiro  
**ViceChair:** Commissioner Morales

**Members:**  
Commissioner Rolle  
Commissioner Ferguson  
Commissioner Alonso  
Commissioner Sosa  
Commissioner Moss

**Ways and Means**

**Chair:** Commissioner Alonso  
**Vice Chair:** Commissioner Rolle

**Members:**  
Commissioner Barreiro  
Commissioner Souto  
Commissioner Ferguson  
Commissioner Sorenson  
Commissioner Carey-Shuler  
Chairperson Margolis

**Ad hoc committee(s):**

The Chair of the Ways and Means Committee shall serve as an ex-officio, voting member of each of the following ad hoc committees:

- **Charter Review**  
**Chair:** Commissioner Carey Shuler  
**Members:**  
Commissioner Alonso  
Chairperson Margolis
- **Efficiency and Competition Commission**  
**Chair:** Commissioner Morales
- **Redistricting**  
**Chair:** Chairperson Margolis  
**Members:**  
Commissioner Barreiro  
Commissioner Souto  
Commissioner Ferguson  
Commissioner Sorenson  
Attachment A

## **Economic Development & Housing**

**Chair:** Commissioner Rolle  
**Vice Chair:** Commissioner Carey-Shuler

**Members:** Commissioner Barreiro  
Commissioner Seijas  
Commissioner Morales  
Commissioner Sosa

## **Health, Public Safety & Human Services**

**Chair:** Commissioner Martinez  
**Vice Chair:** Commissioner Seijas

**Members:** Commissioner Sorenson  
Commissioner Morales  
Commissioner Moss  
Commissioner Souto  
Commissioner Carey-Shuler  
Commissioner Sosa

## **Recreation & Cultural Affairs**

**Chair:** Commissioner Souto  
**Vice Chair:** Commissioner Moss

**Members:** Commissioner Martinez  
Commissioner Seijas  
Commissioner Sosa

## **UMSA (Unincorporated Municipal Services Area)**

Membership is comprised of districts with unincorporated land area of more than 60 %

**Chair:** Commissioner Ferguson  
**Vice Chair:** Commissioner Sorenson

**Members:** Commissioner Rolle  
Commissioner Martinez  
Commissioner Moss  
Commissioner Souto  
Commissioner Alonso

**Ad Hoc Committee:**  
Incorporation/Annexation

## **Previous Appointments/Reappointments/New Appointments to Advisory Boards**

### **Public Health Trust**

Commissioner Alonso, Ex-Officio

Commissioner Moss, Ex-Officio

Commissioner Souto, Ex-Officio

### **Miami Metro Zoo Oversight Board**

Commissioner Moss

### **HIV/AIDS Partnership**

Commissioner Carey-Shuler

### **Mayor's International Trade Council**

Commissioner Alonso

### **S. Florida Regional Planning Council**

Commissioner Seijas

Commissioner Ferguson

Commissioner Sorenson

### **Regional Transportation Organization**

Commissioner Morales

Commissioner Barreiro

**Miami-Dade County  
Percent Unincorporated Land Area  
by Commission District, 1998**

<b>Commission District</b>	<b>Percent Unincorporated</b>
1	85.0%
2	62.2%
3	14.1%
4	28.0%
5	2.4%
6	34.4%
7	16.1%
8	94.0%
9	93.6%
10	97.7%
11	99.8%
12	97.4%
13	13.9%

Note: Updated to reflect the incorporation of Miami Lakes in December 2000.

Source: Miami-Dade County Department of Planning and Zoning, Research Section, 1998 Land Use File, 2001.

# Alternative Staffing Scenarios for Proposed Legislative Committees

## Scenario A - Assume current staffing levels\*

Current Staffing Level - Five Analysts

Salary & Fringe	289,000
Operating	8,700
Capital	1,300
Reimbursements*	<u>-299,000</u>
	0

\*Currently four Legislative Analysts reimbursed by proprietary departments and one Chief Legislative Analyst reimbursed by the Police Department

## Scenario B - Assume six additional analysts, a clerical person, additional start-up costs, space, and operating needs associated with increased staffing

Annualized cost with 4 percent attrition (\$24,000) built in to budget

Salary & Fringe	583,000
Operating & Capital	72,000
Reimbursements	<u>-299,000</u>
	356,000

## Scenario C - Assume twelve additional analysts, two clerical staff, additional start-up costs, space, and operating needs associated with increased staffing

Annualized cost with 7 percent attrition (\$63,000) built in to budget

Salary & Fringe	843,000
Operating & Capital	131,000
Reimbursements	<u>-299,000</u>
	675,000



# MEMORANDUM

CLERK OF THE BOARD

**TO:** Honorable Chairperson and Members  
Board of County Commissioners

**DATE:**

January 8, 2002

2002 JAN 10 AM 9:25

CLERK OF COUNTY COURTS  
DUVAL COUNTY, FLA.  
#1

**FROM:** Alex Penelas  
Mayor

**SUBJECT:** Efficiency and Competition  
Commission Appointments

In my July 17, 2001 memo, I announced the restructuring of the Efficiency and Competition Commission (ECC), expanding its mission and objectives. I believe that reinvigorating the ECC will enable us to improve our ability to identify innovative efficiencies in departmental operations. The ECC role is broadened to include exploring and promoting technology improvements as a means of achieving optimal operational effectiveness, as well as focusing on ethics and accountability in our government. Additionally, the ECC has incorporated several objectives of the prior Performance Commission including management development and training. I am also adding customer service and quality improvement to the list of ECC responsibility areas.

Organizationally, the ECC has also been modified to improve the productivity of Commission meetings and to diversify the group's membership. Board meetings will now have an emphasis on four focus areas including management systems development, project reviews and studies, participative management and employee recognition programs, and public relations, training and development.

In order to achieve the momentum and capability necessary to effectuate change, I have expanded the ECC from eleven to sixteen members including four County Commission members, two collective bargaining representatives, two academic members, six private sector representatives and two not-for-profit sector members. This expanded group provides balance and representation, bringing a broad perspective to issues effecting County government.

Five ECC members will continue to serve including Commissioner Morales as Chairman and Commissioner Moss as Vice-Chair, Dr. Howard Frank as an academic representative, and Richard Ellis and Leon Fuller as collective bargaining representatives.

At this time, I am appointing eleven new members possessing solid accomplishments in their respective professional fields. Representing the Board of County Commissioners will also be Commissioner Katy Sorenson and Commissioner Javier Souto. Private sector representative appointments include Gayle Askins, President of CMA Enterprises; Marvin Chaney, an Associate Partner in the East Client Group of the United States Government Practice of Accenture; Anthony A. de Lima, a Senior Director for Answerthink's Transformation Solutions, and Jose R. Rodriguez, Partner for KPMG's South Florida business unit. Additionally, I am appointing Judith Cannon, who served as Performance Commission Chairperson and is Project Manager for the Academy for Strategic Management, Florida Institute of Government at Florida International University, and

Yvonne G. Grassie, P.A., a prior Performance Commission member and attorney specializing in healthcare and corporate law, to the expanded board. I am also appointing Roosevelt Thomas, Jr., Vice President of Human Resources and Affirmative Action for the University of Miami as an academic representative ; and Dennis Pastrana, President and Chief Executive Officer of Goodwill Industries, and Jacqueline M. Zelman, Vice President for Communications, Computing and Information Resources & Chief Information Officer, Miami-Dade Community College as not-for-profit representatives. In addition to existing ECC members, these new appointments bring a vast wealth of experience and expertise, enhancing the ECC's support to the County and our community. An orientation for new members is scheduled for January 15, 2002 at 2:30 pm in the second floor conference room of the Stephen P. Clark Government Center.

I would like to thank all prior ECC members for their outstanding contribution to our efficiency efforts and look forward to great things from our new ECC membership.

c: Steve Shiver, County Manager

Honorable Joseph P. Farina , Chief Judge, Eleventh Judicial Court

Honorable Harvey Ruvin, Clerk of the Courts

Honorable Bennett Brummer, Public Defender

Honorable Katherine Fernandez-Rundle, State Attorney

Ira Clark, President, Public Health Trust

Robert Ginsburg, County Attorney

County Manager's Assistants

Department Directors

Robert Meyers, Executive Director, Commission on Ethic and Public Trust

Chris Mazella, Inspector General

Eric McAndrew, Legislative Analyst