



# **MIAMI-DADE COUNTY FINAL OFFICIAL MINUTES Committee of the Whole**

## **Board of County Commissioners**

Stephen P. Clark Government Center  
Commission Chambers  
111 NW 1<sup>st</sup> Street  
Miami, Florida 33128

Tuesday, September 8, 2009  
As Advertised

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Board of County Commissioners

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Clerk's Summary and Official Minutes  
Board of County Commissioners  
Committee of the Whole  
September 8, 2009

The Board of County Commissioners met in a Committee of the Whole meeting in the County Commission Chambers on the Second Floor of the Stephen P. Clark Government Center, 111 N.W. First Street, Miami, Florida at 2:00 p.m., September 8, 2009, there being present upon roll call the Honorable Chairman Dennis C. Moss, Vice-Chairman Jose "Pepe" Diaz; Commissioners Bruno A. Barreiro, Audrey M. Edmonson, Carlos A. Gimenez, Barbara Jordan, Joe A. Martinez, Dorrin D. Rolle, Natacha Seijas, Katy Sorenson, Rebeca Sosa and Javier D. Souto (Commissioner Sally A. Heyman was absent); County Attorney Robert Cuevas, Assistant County Attorneys Lee Kraftchick and James Black; Honorable Mayor Carlos Alvarez, County Manager George Burgess; and Deputy Clerks Diane Collins and Scott Rappleye.

Chairman Moss called the meeting to order at 1:19 p.m. The Commission convened in a moment of silence followed by the Pledge of Allegiance.

Chairman Moss noted the County Commission needed discuss how to finalize the Fiscal Year (FY) 2009-10 County budget. He explained the Commission needed to quantify recommended adjustments to the County Mayor's proposed budget and to understand the impact those adjustments would have on the County delivering services. Chairman Moss pointed out that the Commission made a decision on the millage rates for FY 2009-10, and that the Commission would discuss the budget with dignity and would meet its budget mandates.

Commissioner Sorenson, Budget, Planning and Sustainability Committee Chairwoman, noted she intended to listen to the recommendations of those commissioners who supported the millage rates that were adopted at the first budget hearing on September 3, 2009. She pointed out that Commissioners Souto and Gimenez had provided memoranda with budget recommendations that the Commission Auditor and the County Administration needed to validate.

Discussion ensued among the commissioners regarding the all commissioners working together to balance the County budget regardless of how they voted on the millage rates at the First Budget Hearing on September 3, 2009.

Commissioner Gimenez noted public safety and the elderly were his priority for the County budget. He suggested the Commission increase the County reserves by \$17 million to restore the funds that the Commission eliminated at the First Budget Hearing to balance the Mayor's proposed budget with the adopted millage rates. He noted his most controversial proposal for the budget was to eliminate one of the two air rescue helicopters. He pointed out that Los Angeles County, California, had three air rescue helicopters for 9 million people and twice as much space as Miami-Dade County, and that the air rescue helicopters responded to one call every 12 hours. Commissioner

Gimenez questioned why some County departments would eliminate a significant number of personnel, but the number of administrative personnel in the department would not reduce. He questioned why the administrative costs would increase in a department with fewer personnel. Commissioner Gimenez noted he wanted the higher paid County employees to take a larger pay cut than the proposed 5%. He questioned why the County would purchase new vehicles for the County fleet when that fleet was being reduced. He suggested the Commission limit the number of vehicles that could be purchased and the amount of funds that could be used for travel and memberships.

Commissioner Jordan suggested the Commission establish its priorities before proposing cuts to the County budget that would fund the established priorities. She noted the Commission should vote on the recommended cuts.

Commissioner Martinez noted his priorities, within Community Based Organization (CBO) funding, were food, shelter, and clothing. He clarified that the CBOs that addressed basic needs deserved funding from the County. He pointed out that the Commission would not have identified any real savings until it had restored \$17 million to the reserve accounts. Commissioner Martinez explained that the Mayor proposed to reduce CBO funding by \$31 million, however, only \$6 million of those CBO funds were for CBOs that provided food, shelter, or clothing. He noted that the Commission could recover \$29 million by reducing the administrative side of the County budget by 20 percent, except in the County Attorney's Office, the Office of the Commission Auditor, the Commission on Ethics and Public Trust, and the Office of the Inspector General. Commissioner Martinez expressed concern that the proprietary departments have proposed budgets that were greater than 95% of the expected revenues. He clarified that his concern was based on information provided by the Commission Auditor. He noted 5% of the total operating budgets for all proprietary departments, except Miami-Dade Transit and the Public Health Trust was \$30 million. He pointed out that 60-70% of the County budget was personnel expenses, and that the Commission could only balance the budget through lay offs or reduced services.

Commissioner Sosa expressed concern that the Commission would not properly handle its responsibility to adopt the County budget by limiting each commissioner to three priorities. She noted she could not select three priorities from the following budget categories: elderly services, public safety, anti-venom unit, Head Start, CBOs, and revenue generating arts programs. She explained that she was opposed to the Commission excluding departments under its purview from budget cuts. Commissioner Sosa suggested the Commission eliminate the legislative analysis component from the Office of the Commission Auditor. She noted she could support the ideas reflected in the Commission Auditor's report that have been requested by other commissioners. She requested the Commission attempt to reduce expenses in every area to enable the County work force to remain intact and avoid increasing the unemployment rate. Commissioner Sosa noted the Commission should not limit CBO funding to those entities that provided food, shelter, and clothing. She pointed out that she supported the Head Start program and the League Against Cancer. She noted the Commission needed to establish a process for CBO funding. Commissioner Sosa explained that the County could accomplish

significant savings by eliminating or reducing publications, travel, tuition reimbursement, and furniture. She suggested the Commission avoid restoring 100 percent of proposed budget cuts to line items. She noted she supported Commissioner Souto's position on duplication of services.

Commissioner Edmonson questioned the criteria that was used to determine whether a CBO provided food, shelter, or clothing.

Mr. Chalres Anderson, Commission Auditor, noted that he used a list provided by the Office of Strategic Business Management (OSBM).

In response to Commissioner Edmonson's inquiry whether the Commission Auditor used information that was provided by the County Administration or information from his own research in his reports to the Commission, Mr. Anderson explained that the County Administration was the only source for certain information, however, he made his own assessment of the information the County Administration provided.

Commissioner Edmonson pointed out that the Commission Auditor's list of CBOs that provided food, shelter, or clothing did not include some CBOs in her Commission District. She noted the Commission needed to clearly define food, shelter, and clothing. She pointed out that after school programs could be considered shelter. She asked the Commission Auditor to obtain the necessary information from the County Administration to allow the Commission to properly define food, shelter, and clothing. Commissioner Edmonson pointed out that the Park and Recreation Department programs and the Head Start program could be considered as programs that provided shelter. She concurred with Commissioner Sosa regarding the difficulty to select three budget priorities. She noted her priorities included the following: the elderly division, the Head Start program, the Parks and Recreation Department, and the Neighborhood Centers. Commissioner Edmonson noted she supported reducing administrative expenses by an additional 20 percent to the cuts that were already proposed.

Commissioner Sorenson pointed out that the figures the commissioners were using for proposed budget cuts had not been vetted or validated by the Commission Auditor and the County Administration. She questioned how the Commission would get vetted and validated numbers.

Chairman Moss noted the Commission Auditor and the County Administration needed to analyze the Commission's proposed budget cuts and see if they agreed on the funds that each cuts could provide. He clarified that the Commission needed to have exact figures for each proposal, as well as an understanding of the operational impacts of each proposed budget cut.

Commissioners Edmonson and Gimenez concurred with Chairman Moss.

Commissioner Diaz noted that uncertainties still existed regarding the Fiscal Year (FY) 2009-10 County budget. He expressed concern regarding the potential difficulties for the

FY 2010-11 County budget. He suggested the Commission focus on budgeting funds that would bring additional funding and jobs to the County. Commissioner Diaz pointed out that the State Legislature and the United States Congress had budget offices that helped them prepare a proposed budget independent from the Governor and the President. He explained that the Commission needed its own budget office because the Commission's biggest problems with the budget were the lack of information and the differences of opinions. He clarified that the Commission could create its budget office at zero cost to the County by transferring existing County employees from one department to this new department. Commissioner Diaz noted the Miami-Dade Police Department and Miami-Dade Fire Rescue were his top priorities. He further noted that the Commission could not cut the anti-venom unit; that the CBOs were the backbone of the community; that County employee salaries were fixed by negotiated contracts, however, the only alternative to cutting employee salaries was to lay off additional personnel; and that food, shelter, and clothing should be prioritized. Commissioner Diaz stressed that the Commission needed to look to the future and create its own budget office that would report monthly to the committee responsible for the budget.

Chairman Moss noted the Commission needed to decide on a process to use that would accurately identify and quantify potential savings in the budget. He noted that after the Commission established this process he wanted to take straw votes on reducing employee salary, on making across the board efficiencies versus targeted cuts, and on using reserve funds.

Commissioner Diaz questioned how the Commission could take a position on reducing employee salary while legal issues were pending.

Chairman Moss noted he would have the County Attorney explain the process and the Commission could make a decision based on his explanation.

Commissioner Jordan noted each commissioner that commented had indicated that elderly services was a priority. She explained that her priorities were elderly services, parks and recreation, CBOs, Mom and Pop grants, and the Head Start program. She noted that she thought the Head Start program could support itself by seeking reimbursement from the State of Florida for all children eligible for the Voluntary Pre-Kindergarten program (VPK). She pointed out that the Head Start program should not need to pay employees overtime. Commissioner Jordan explained that employees should work staggered shifts to allow Head Start to offer extended days. Commissioner Jordan expressed concern that 416 of the 1700 employees that would be laid off in the Mayor's proposed budget were head start employees. She requested to meet with the Mayor, the County Manager, and the Budget Director to discuss the practicality of Head Start being self sustaining. She noted she did not support that the Commission would exclude one or more departments from budget cuts; everyone should help bear the burden.

Commissioner Rolle noted the first step in the process should be to identify the \$17 million that needed to go back into County reserves. He questioned how the County

would deliver social services with this proposed budget, and how the elderly in the inner city would receive their meals if these services were delivered on a regional basis.

County Manager Burgess pointed out that the proposed budget was balanced and it presupposed significant reductions in the social services network. He cautioned that the Commission did not have a limitless series of options to make changes to the proposed budget. He noted that he was unsure whether all the proposed cuts to social services could be restored.

Commissioner Rolle expressed concern that the County would not earmark any social service funds for the inner city. He noted his budget priorities were as follows: elderly services, Head Start, Park and Recreation department programs. He stressed that he wanted to know how the County Administration planned to deliver social services with the Mayor's proposed budget.

Mayor Alvarez noted the social service programs would be either eliminated or curtailed.

Commissioner Rolle continued to question Mayor Alvarez regarding his proposed budget and how he envisioned the County delivering social services under his proposed budget.

Mayor Alvarez noted the County Administration and the Commission could work together to identify alternatives for delivering social services.

Chairman Moss noted the Commission made the final decisions. He pointed out that the County's social services network would be in shambles if the Commission did not make any changes to the Mayor's proposed budget. He urged the Commission to identify ways to restore some of the social services.

Mayor Alvarez noted he has heard many complaints that his proposed budget cuts were unacceptable, however, he had not heard any substantial proposals that would replace his unacceptable proposed cuts. He concurred with Commissioner Jordan that every single department should share in bearing this burden. He pointed out that the biggest budget cut was the 5% salary reduction. Mayor Alvarez noted he was opposed to greater salary cuts for employees with higher salaries. He pointed out that an employee's personal circumstances could make it easier for an employee earning \$45,000 to take a bigger salary cut than an employee earning \$125,000. He suggested the Commission avoid adjusting employee salaries in a way that would cause supervisors to earn less than their subordinates. Mayor Alvarez noted the County Administration and the Commission should work together.

Commissioner Souto expressed concern that County funds were being expended too quickly and frivolously. He noted the salary for certain County employees exceeded the salary of the State of Florida Governor and his aides, as well as aides for the United States President. He explained the Commission needed to know where the money was going. Commissioner Souto noted the County needed to bring more business to the County. He pointed out that the Miami-Dade Police Department and

Miami-Dade Fire Rescue were a priority, that the health of the county residents was a County duty listed in the Home Rule Charter and Amendment; that the parks were an important part of deterring crime. Commissioner Souto suggested the County make a special effort to reach out to people in Washington, D.C. He pointed out the County should cover the basic needs of the community. He explained that the great prosperity during the last 10 years would not happen again, therefore, the County needed to adjust and operate differently.

Commissioner Barreiro noted the budget presented a challenge to balance the budget and maintain a substantial amount of the existing programs. He explained that lay offs were inevitable. Commissioner Barreiro noted he preferred vertical cuts that would fund properly those line items that were the responsibility of the County. He pointed out that his budget priorities were the elderly services and the cultural programs. He noted he supported the Commission creating its own budget office. Commissioner Barreiro pointed out that most counties did not have a department similar to the Department of Environmental Resource Management, and that the United States Army Corps of Engineers performed those functions. He noted that most counties had the Americans with Disabilities Act (ADA) coordination under the Building Department and not as a separate department. Commissioner Barreiro suggested the County seek federal funds for the anti-venom unit since it was a national resource. He noted the County could promote another early drop. He noted he supported the County exploring options that would make Head Start self sustained. Commissioner Barreiro noted the Children's Trust's primary mission was a school system, which was not the government's primary mission.

Commissioner Sosa asked the County Manager to provide her with a report reflecting the fiscal impact of the Commission restoring both 70% and 75% of the proposed cuts to elderly services, CBOs, Mom and Pop grants, the anti-venom unit, parks programs, Head Start, art and cultural programs, and veteran services. She also requested this report reflect the fiscal impact of reducing all department budgets by an additional 5% to the Mayor's proposed reductions, except for departments that provide direct services to the community. She requested the County Manager prepare a report proposing alternatives for executive benefits that would realize savings.

Responding to Commissioner Jordan's request to clarify direct services, Commissioner Sosa clarified the departments that delivered direct services were Miami-Dade Police Department, Miami-Dade Fire Rescue, Public Works, Solid Waste, Miami-Dade Transit.

Mayor Alvarez requested Commissioner Sosa clarify her request regarding executive benefits.

Commissioner Sosa clarified that she sent a memorandum on August 31, 2009, with requests regarding executive benefits, and she wanted a response to that memorandum in the report she requested. She noted this memorandum requested the County Manager provide her with a report on the reductions associated with postponing the hiring of 151 corrections officers, with her proposals for the Office of Sustainability, for GSA public service outreach, for tuition reimbursement, for publications, for travel, for furniture, for

consultants, for GSA replacement of vehicle purchasing, for outside legal services, for employment advertising, for employee physicals, for take home cars options, for removing the legislative part from commission auditor, for moving employee recognition under the Employee Relations Department. Commissioner Sosa noted she supported Commissioner Heyman's proposal to reduce the Art in Public Places program. Commissioner Sosa requested the County Manager respond to her previous requests regarding salary reductions, as well as provide her with a report comparing salary reductions versus furloughs.

Mr. Burgess acknowledged Commissioner Sosa's request and noted staff would put forth its best efforts to provide that information to her no later than Thursday morning (9/10).

Commissioner Sorenson noted she would like to see if there was any way possible to do the 5 percent cuts for people over median income and to hold harmless cuts for people earning under the median, which would allow the County to reclaim \$10 million.

In response to Commissioner Sorenson's request for clarification on how Commissioner Martinez' recommendation to cut the administration by 20 percent would be achieved, Commissioner Martinez noted this figure was reflected in Budget Books 2 and 3 under Administration and Support, and only came from the Countywide and General Fund Budgets. He noted this cut would not impact the proprietary departments nor departments that had Maintenance of Effort, such as Transit or PHT.

Mr. Anderson noted the figures reflected in the budget books were functions staff identified as administration; however, he pointed out that some departments did not identify this function as administration. Mr. Anderson noted staff looked at what was considered management and support for those departments.

Ms. Jennifer Glazer-Moon further explained that there were administrative positions in every department and noted, as an example, that the position she held was identified in the Office of Strategic Business Management as administrative. She noted the administration line item was filled by very few individuals who performed solely administrative tasks that did not benefit the delivery of direct services. Ms. Glazer Moon noted it was important to remember that of more than 2,000 positions that were cut from this budget, 388 were from administration. She pointed out that other numbers on this spreadsheet made references to pages in this Budget Book that were in error. Ms. Glazer-Moon directed attention to the Corrections and Rehabilitation (C&R) line that indicated the postponement of hiring 151 new officers would save \$5.5 million and referenced page 404 in volume 2 of the Budget Book, and stated the page referenced was actually the ITC Narrative. She advised that adding 151 new (C&R) officers would reduce the overtime budget by approximately \$8 million, and would provide net savings of about \$2.8 million. Ms. Glazer-Moon suggested the Administration be allowed to provide the Commission Auditor with an accurate analysis of these budget projections.

Commissioner Sorenson concurred with Ms. Glazer-Moon's comment that the Commission needed to get the real numbers on the table to enable reinstatement of some items and cutting of others.

In response to Commissioner Diaz' question of why Ms. Glazer-Moon indicated the Commission Auditor's numbers were inaccurate, Mr. Anderson explained that the report prepared by the Commission Auditor's office were recommendations presented for the Board's consideration. He noted the issue at hand was the revenue shortfall and the idea was that some projects might need to be delayed.

Mr. Kraftchick responded to Commissioner Diaz' question of whether employees' salaries could be reduced 5 percent immediately, and stated the Board could not unilaterally decrease salaries by 5 percent without going through the negotiation and impasse process. He advised that the County Manager had recently submitted a memorandum and resolution to the Board to have a hearing to resolve three of the contracts. He continued, the other contracts would go through the statutory process.

In response to Commissioner Diaz' question of whether the budget negotiations could be resolved by September 30, 2009, Mr. Black advised that the Second Budget Hearing was scheduled for September 17<sup>th</sup>, and pointed out that the millage rates and budgets were due to the Property Appraiser no later than October 8<sup>th</sup>.

Mr. Kraftchick also responded to Commissioner Diaz' inquiry, and advised that the answer to the question of whether the budget issues could be resolved by September 30<sup>th</sup> depended on whether all the bargaining units could be convinced to reach an agreement by that date. However, he noted he did not think this was likely to happen.

Commissioner Diaz noted the reality was that the County was looking at a lot of cuts and employees going out on the streets, and emphasized that the faster this information was put on the table, the faster this budget would take shape. He asked the Administration how many County employees needed to be terminated in order to balance the budget.

Mayor Alvarez stated he felt it would be premature to attempt to provide the exact number of employees that would need to be laid off without that information being verified. He explained that the Administration started looking at the freezing of salaries and ultimately looked at the reduction of salaries in an effort to reduce the impact on services.

In response to Commissioner Diaz' inquiry on whether the budget process could be extended on an emergency basis, Mr. Kraftchick noted the Florida Statutes provided that the Final Budget Hearing could be recessed due to circumstances beyond the control of the taxing authority, such as a hurricane, power outage, or similar incident.

In response to Commissioner Sosa's question of whether Commissioner Diaz was requesting that an Executive Session be convened, Mr. Kraftchick advised that it was

possible for collective bargaining. He informed the Commission of the requirement to notice the event in advance and record it; however, it would not be open to the public.

Commissioner Martinez noted his concerns regarding Ms. Glazer-Moon's comment on the issue of hiring 151 new officers. He noted that the hiring process was lengthy and would be extended to include the 22 weeks of training, which meant the savings would not be for the entire year. Commissioner Martinez expressed further concern that the administration was proposing to hire 11 people at a cost of \$700,000 to hire and process the 151 officers, while people were being laid off.

Commissioner Diaz expressed his support for convening an Executive Session. He spoke in opposition to touching the law enforcement and fire rescue positions. He also emphasized the need for the community to understand the reality of this situation, and noted this process needed to be done quickly with a united front.

Commissioner Gimenez noted this process needed to include a list of all the ideas recommended by each commissioner. He noted his priority would be to restore the reserve fund. Commissioner Gimenez expressed concern with the administration's request for his signature on three of the labor agreements proposing to freeze longevity bonuses, freeze entrance pay rates, and/or decrease wages by 5 percent, within 30 minutes of the deadline. He asked if the Board approved these three labor union agreements at the next commission meeting, would the option of giving furloughs be closed to the Commission.

Mr. Kraftchick advised that only the issues listed in the impasse could come before this Commission to be resolved in the statutory procedure. He continued the furlough issue was not currently one of the impasse issues; therefore, it could not be resolved at this impasse hearing. Mr. Kraftchick stated the Board could reject the overall collective bargaining agreement when it was presented for full ratification, at which time the contract could be reopened.

Commissioner Gimenez concurred with Commissioner Diaz' comment that there should be an Executive Session convened before this came before the County Commission.

In response to Commissioner Gimenez' inquiry as to whether the percentage of the General Fund contribution that made up the Property Appraiser's budget came from Ad Valorem taxes, County Manager Burgess noted those were general fund dollars based on submission request. He noted it was the Board's prerogative to accept or reject that recommendation.

Commissioner Gimenez noted the Property Appraiser should explain to the Commission the reason for the proposed \$900,000 increase in the Property Appraiser's administration, and noted he would not approve this increase. Commissioner Gimenez asked the administration to provide him with an analysis before the Second Budget Hearing, of the 20 percent reduction, excluding dispatchers, mechanics and lifeguards from the Fire & Rescue Department. He said he noticed the County Fire Department employed almost

twice as many civilian staff members as other fire departments. Commissioner Gimenez agreed to provide the administration with statistics from other fire departments regarding this issue.

Ms. Glazer-Moon noted Commissioner Gimenez was correct in that the Fire Department's Venom Unit staff was reduced from five to one.

Commissioner Gimenez asked Ms. Glazer-Moon to provide him with an analysis reflecting the ranks of the individuals in the Venom Unit and indicating whether those individuals could be laid off.

In response to Commissioner Barreiro's inquiry as to what percentage of the value of the properties was being taken into account for budget purposes, Ms. Glazer-Moon stated Florida State Statutes required the County to budget 95 percent of the revenues projected from millage rates against the property tax rolls certified by the Property Appraiser. She continued a Tax Equalization Reserve in the amount of \$3.338 million, was budgeted, in case the property values went below the 95 percent.

Commissioner Barreiro expressed concern that individuals might contest their property valuations, which could create a bigger deficit in the budget. He suggested the administration be very conservative with these numbers. Commissioner Barreiro noted he would support possible cuts to the Office of Healthcare Planning and to the Juvenile Assessment Center (JAC) if not mandated by the State of Florida to fund it. He expressed concern with the Office of the Commission Auditor, and stated it was mandated by the Charter, the budget would only fund two positions. Commissioner Barreiro asked the County Attorney to research to what extent cultural programs could be funded through libraries. He noted although the County Commission needed a Sergeant of Arms, that position should also be reviewed.

Commissioner Jordan addressed Commissioner Barreiro's comment regarding the JAC, and noted that program was a national model the served as a diversion to youth who would otherwise enter into the criminal justice system.

In response to Commissioner Jordan's request for additional information regarding the JAC, Mr. Burgess spoke about the JAC's success in taking juveniles out of the criminal justice system and putting them more into the civil side of the justice system. He noted placing the youth into the diversionary programs was beneficial for the families and the children; however, the JAC saved the system significant money. Mr. Burgess advised that the state legislature recently passed legislation that required the County to provide funding to support pre-adjudication of detention of juveniles, which allowed the County to make a lower payment to the State.

Commissioner Jordan referenced earlier comments made regarding proposed cuts and increases to administration, and noted defining what administration was proved to be quite a dilemma. She pointed out there were division directors who were considered administration; however, they were actually operating programs. Commissioner Jordan

cautioned her colleagues against targeting administration, and requested clarification on whether the Commission had the authority to direct the Mayor and Manager on how to fund the remaining 80 percent, if there was a 20 percent cut made by the Commission.

Mr. Black stated the Commission set policy; however, to the extent that the Commission determined it would set a policy to use less administration, this would be walking a tight line.

Commissioner Jordan noted she was pleased that this meeting took place today to allow Commissioners to come up with meaningful dialogue. However, she noted she did not feel the Commission should wait until Friday for the next session, and recommended they meet tomorrow in an effort to reach a consensus.

In response to Chairman Moss' question on the process for convening an Executive Session, Mr. Kraftchick stated the guidelines were broad. He noted case law provided that the Executive Session must be strictly limited to collective bargaining discussion. Mr. Kraftchick noted traditionally notice would be given and minutes or a record would be done in a private setting. He advised the notice should be given in accordance to the Commission's normal requirements. Mr. Kraftchick agreed to prepare the notice for an Executive Session of the Board.

In response to Commissioner Sosa's request that the Executive Session be scheduled for tomorrow, Chairman Moss advised that there must be 24-hours notice before the meeting could take place.

Mr. Kraftchick advised that the Executive Session would be attended only by the Commission and its executives. He pointed out that the collective bargaining units would not attend.

Chairman Moss recommended the Executive Session be scheduled on Thursday (9/10) morning at 9:30 a.m., and this budget meeting be continued on Thursday afternoon at 1:00 p.m.

Commissioner Gimenez noted he would send his list to the Commissioner Auditor and suggested his colleagues follow suit, so the discussion on Thursday could include more specific information.

Chairman Moss asked the Commission Auditor and the County Administration to meet tomorrow to collaborate on the list of items and clarify what the cost factor was on each item. He asked that disagreements be brought before the Commission for negotiation to reach a consensus.

In response to Mr. Burgess' question of whether the meeting scheduled for Friday would be replaced by Thursday's meeting, Commissioner Sorenson expressed her doubts that all issues would be resolved in Thursday's meeting.

Commissioner Jordan clarified that on Thursday morning the Executive Session would be held to discuss collective bargaining issues only, and then at 1:00 p.m., this budget process would be continued with the intent to clearly define where the County stood on the issues of salary cuts and the other issues on the table. She continued, the cost of the recommendations put forth in terms of buy backs today, and other efficiencies in order to buy those items back would also be addressed at 1:00 p.m..

In response to Commissioner Sosa's request for a special meeting in lieu of the one scheduled for Thursday afternoon, Chairman Moss expressed the need for more time over the next few days to work these issues out.

There being no further business to come before the Committee of the Whole, Chairman Moss adjourned the meeting at 4:41 p.m.

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Dennis C. Moss, Chairman  
Board of County Commissioners