

MEMORANDUM

Agenda Item No. 11(A)(6)

TO: Honorable Chairman Anthony Rodriguez
and Members, Board of County Commissioners

DATE: February 4, 2025

FROM: Geri Bonzon-Keenan
County Attorney

SUBJECT: Resolution directing the County Mayor to negotiate an agreement with McKinsey and Company, a management consulting firm, to (1) identify opportunities for growth in revenue across County departmental operations and (2) work with the County Mayor to determine one administrative department in which McKinsey and Company can identify opportunities for reduction in expenses and increased financial efficiency; directing the County Mayor to present a written recommendation on such agreement to the Board of County Commissioners

Resolution No. R-137-25

A substitute was presented and forwarded to the BCC with a favorable recommendation at the January 15, 2025 Appropriations Committee.

This substitute differs from the original in that it directs the administration to negotiate directly with McKinsey and Company rather than conduct a competitive solicitation. The substitute also makes conforming changes to the title.

The accompanying resolution was prepared and placed on the agenda at the request of Prime Sponsor Commissioner Danielle Cohen Higgins.



Geri Bonzon-Keenan
County Attorney

GBK/jp

MDC001



MEMORANDUM

(Revised)

TO: Honorable Chairman Anthony Rodriguez
and Members, Board of County Commissioners

DATE: February 4, 2025

FROM: 
Glen Bonzon-Keenan
County Attorney

SUBJECT: Agenda Item No. 11(A)(6)

Please note any items checked.

- _____ **"3-Day Rule" for committees applicable if raised**
- _____ **6 weeks required between first reading and public hearing**
- _____ **4 weeks notification to municipal officials required prior to public hearing**
- _____ **Decreases revenues or increases expenditures without balancing budget**
- _____ **Budget required**
- _____ **Statement of fiscal impact required**
- _____ **Statement of social equity required**
- _____ **Ordinance creating a new board requires detailed County Mayor's report for public hearing**
- _____ **No committee review**
- _____ **Applicable legislation requires more than a majority vote (i.e., 2/3's present ____, 2/3 membership ____, 3/5's ____, unanimous ____, majority plus one ____, CDMP 7 vote requirement per 2-116.1(3)(h) or (4)(c) ____, CDMP 2/3 vote requirement per 2-116.1(3) (h) or (4)(c) ____, CDMP 9 vote requirement per 2-116.1(4)(c) (2) ____) to approve**
- _____ **Current information regarding funding source, index code and available balance, and available capacity (if debt is contemplated) required**

Approved _____ Mayor
Veto _____
Override _____

Agenda Item No. 11(A)(6)
2-4-25

RESOLUTION NO. _____ R-137-25

RESOLUTION DIRECTING THE COUNTY MAYOR OR COUNTY MAYOR'S DESIGNEE TO NEGOTIATE AN AGREEMENT WITH MCKINSEY AND COMPANY, A MANAGEMENT CONSULTING FIRM, TO (1) IDENTIFY OPPORTUNITIES FOR GROWTH IN REVENUE ACROSS COUNTY DEPARTMENTAL OPERATIONS AND (2) WORK WITH THE COUNTY MAYOR OR COUNTY MAYOR'S DESIGNEE TO DETERMINE ONE ADMINISTRATIVE DEPARTMENT IN WHICH MCKINSEY AND COMPANY CAN IDENTIFY OPPORTUNITIES FOR REDUCTION IN EXPENSES AND INCREASED FINANCIAL EFFICIENCY; DIRECTING THE COUNTY MAYOR OR COUNTY MAYOR'S DESIGNEE TO PRESENT A WRITTEN RECOMMENDATION ON SUCH AGREEMENT TO THE BOARD OF COUNTY COMMISSIONERS

WHEREAS, with 2.8 million residents, Miami-Dade County (the "County") continues to grow as does the demand for County services; and

WHEREAS, the County is committed to delivering high-quality services while safeguarding taxpayer dollars; and

WHEREAS, on November 6, 2018, the voters of the State of Florida approved Amendment 10 to the state's constitution, which requires the County to create the constitutional offices of the Supervisor of Elections, the Tax Collector, and the Property Appraiser, and reestablish the Office of the Sheriff and transfer custodian of county funds functions to the Clerk of the Court and Comptroller by January 7, 2025; and

WHEREAS, while undergoing this transformation, the County is making various efforts to maintain and improve operational and financial efficiency; and

>>WHEREAS, McKinsey and Company has a proven track record of helping municipalities across the United States grow revenues, reduce expenses, and increase financial efficiency, including in cities like Milwaukee and Phoenix, and with Miami-Dade's Jackson Health System where McKinsey and Company helped identify \$160 million in reduction in expenses and increased financial efficiency; and<<¹

WHEREAS, procurement of ~~[[management or financial consulting services]]~~
>>McKinsey and Company<< to review County departmental operations will aid in the County's efforts to maintain and improve operational and financial efficiency >>and increase revenue generation<<,

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF MIAMI-DADE COUNTY, FLORIDA, that the County Mayor or County Mayor's designee is hereby directed ~~[[pursuant to section 2-8.3(2) of the Code of Miami-Dade County to advertise and conduct a competitive procurement for services from a management or financial consultant to review County departmental operations]]~~ >>to negotiate an agreement with McKinsey and Company, a management consulting firm,<< to identify opportunities for growth in revenue~~[[, reduction in expenses, and increased financial efficiency, to conclude that process within 60 days, and, at the conclusion of that process to place the award recommendation before this Board pursuant to section 2-8.3 of the Code of Miami Dade County. If this process cannot be concluded within 60 days, the County Mayor or County Mayor's designee shall file a notice with the Clerk of the Board indicating the causes of the delay and the estimated time until the process concludes.]]~~ >>across County departmental operations and to identify a reduction in expenses and increased financial efficiency in one administrative department under the County

¹ The differences between the substitute and the original item are indicated as follows: Words stricken through and/or [[double bracketed]] shall be deleted, words underscored and/or >>double arrowed<< are added.

Mayor’s purview, selected in consultation with the County Mayor or County mayor’s designee.
The County Mayor or County Mayor’s designee is directed to to present a written recommendation
on such agreement to the Board of County Commissioners.<< The procured services shall be at
no cost to the County until ~~[[the consultant]]~~ >>McKinsey and Company<< identifies
opportunities for growth in revenue, reduction in expenses, and increased financial efficiency, and
the procured services shall be paid for, at least in part, using realized savings, if any, identified by
the consultant, along with other legally available funds.

The Prime Sponsor of the foregoing resolution is Commissioner Danielle Cohen Higgins.
It was offered by Commissioner **Danielle Cohen Higgins** , who moved its adoption. The motion
was seconded by Commissioner **Eileen Higgins** and upon being put to a vote, the vote
was as follows:

Anthony Rodriguez, Chairman		aye	
Kionne L. McGhee, Vice Chairman		nay	
Marleine Bastien	nay	Juan Carlos Bermudez	aye
Kevin Marino Cabrera	aye	Sen. René García	aye
Oliver G. Gilbert, III	nay	Roberto J. Gonzalez	aye
Keon Hardemon	nay	Danielle Cohen Higgins	aye
Eileen Higgins	aye	Raquel A. Regalado	nay
Micky Steinberg	aye		

The Chairperson thereupon declared this resolution duly passed and adopted this 4th day of February, 2025. This resolution shall become effective upon the earlier of (1) 10 days after the date of its adoption unless vetoed by the County Mayor, and if vetoed, shall become effective only upon an override by this Board, or (2) approval by the County Mayor of this resolution and the filing of this approval with the Clerk of the Board.



MIAMI-DADE COUNTY, FLORIDA
BY ITS BOARD OF
COUNTY COMMISSIONERS

JUAN FERNANDEZ-BARQUIN, CLERK

By: Basia Pruna
Deputy Clerk

Approved by County Attorney as
to form and legal sufficiency.

Sophia Guzzo

SMG