



July 18, 2010

Mr. Mitchell Thrower, Chairman
Hillsborough County Charter Review Board
c/o Public Affairs Administration
601 E. Kennedy Blvd., 26th Floor
Tampa, FL 33602

RE: Hillsborough County Efficiency Board (Committee) Recommendation

Dear Chairman Thrower:

Thank you so much for the opportunity to speak on June 29, 2010 regarding Hillsborough Efficiency Board (or Committee)

As you well aware, the state of Florida is experiencing an unprecedented fiscal and economic crisis that requires creative solutions and bold leadership from elected officials and community leaders. All levels of Florida's government and businesses must do more with less to combat the effects of the recession. This is especially true for our Hillsborough County government, where taxpayers most directly feel the impact of good fiscal stewardship and opportunity--or the threat of unsustainable spending and unresponsive government. Good fiscal stewardship is the joint responsibility of the citizens and our local officials.

Government must be held accountable by the people who have entrusted them with their hard-earned tax dollars. To ensure the implementation of significant initiatives, Charter Review Board must engage with this process, ultimately requiring responsiveness through proper planning, accountability, and continual momentum, guided by BOCC willing to champion the effort. The issues we must confront are not simply fiscal shortfalls; they include a state and nation in economic crisis causing a greater need for aid and services combined with a declining tax base. Luxury and add-ons are replaced by necessity and must haves. What we once defined as "necessity and must haves" may no longer fit as comfortably or as rationally under this definition.

In difficult economic times, business generally suffers more than government. In tough economic times, the "business" of government still remains relatively secure. We have seen revenues at the local, state, and national levels decrease. But while governments may struggle to "tighten the belt"; government doors stay open and do not shut down. Even in deep recessions, government services continue, in fact, often growing to meet the needs of the unemployed. On the other hand, the private sector is featured daily in the national news reminding us of the vulnerability of conducting business in our country during less than ideal economic times. The reality is that as the economy declines, businesses close and is forced out of the market.

I am so grateful of having the opportunity to involve with several local and state boards for the past 15 years including six years serving as the Vice Chair of Audit Committee of Bay Gulf Credit Union. I have witnessed lots of wastes taxpayers' dollars which could be saved. I have developed a passion looking out-side-the-box to improve government effectiveness and efficiency to serve our citizens. Therefore, I strongly recommend this board to consider revising the charter by creating the Hillsborough County Efficiency Board and respectfully request your consideration to keep the internal performance auditor with revision his (or her) responsibility and to report to the newly created Hillsborough County Efficiency Board.

I understand that Mr. Richard Tarr has made his recommendation a Proposed Internal Auditing Activity Infrastructure to the Hillsborough County BOCC. Mr. Tarr proposal requires creating:

1. Audit Committee Charter
2. Board Internal Audit Department Charter
3. Board Internal Auditor Job Description

While Mr. Tarr's proposal make lots of sense; however, this proposal creates Board Internal Audit Department that adds more bureaucrat and expansion of government structure which against the concept of "tighten the belt" and "must do more with less" as I stated above. In addition, Mr. Tarr's Audit Committee proposed composition of three (3) members and not more than five (5) members, in my opinion; this is not enough to cover the complexity of our County government structure with six (6) existing services, as follows:

HUMAN SERVICES:

- Aging Services
- Animal Services
- Children's Services
- Extension
- Health and Social Services
- HIPAA Compliance Office
- Library Services
- Parks, Recreation & Conservation

MANAGEMENT SERVICES:

- Administrative Services
- Consumer Protection and Professional Responsibility
- Fleet Management
- Human Resources
- Information and Technology Services
- Management and Budget
- Procurement Services

PUBLIC AFFAIRS SERVICES:

- Office of Public Affairs
- Citizen Action Center
- Communications
- ADA Liaison
- African-American Liaison
- Asian-American Liaison
- Hispanic Liaison
- Intergovernmental Relations
- Neighborhood Relations
- Administrative Directives

PUBLIC SAFETY SERVICES:

- 9-1-1 Administration
- Code Enforcement
- Criminal Justice Liaison
- Emergency Dispatch Center
- Emergency Management
- Equal Opportunity Administrator
- Fire Rescue
- Medical Examiner
- Security Services

PLANNING & INFRASTRUCTURE SERVICES:

- Planning and Growth Management
- Public Works
- Real Estate
- Strategic Initiatives

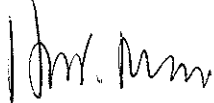
UTILITIES & COMMERCE SERVICES:

- Affordable Housing
- Debt Management
- Economic Development
- Solid Waste Management
- Water Resources Services

I strongly recommend this board to consider revising the charter by creating the Hillsborough County Efficiency (or Audit) Board (or Committee) and respectfully request your consideration to keep the internal performance auditor with revision his (or her) responsibility and to report to the newly created Hillsborough County Efficiency Board. The new Board members are volunteers thus taxpayers will not incur any expenses

Again, thank you for your consideration and services provided to our Hillsborough County citizens

With best regards, I remain



Hung T Mai, P.E.

Enclosures: Suggested language for Efficiency Board

Cc: Gina Grimes, Esq
 Jan Platt
 Ariel Quintela
 Frank Reddick
 Joseph Robinson, P.E.
 Greg Preseau
 David Sullivan
 Joe Amon
 Ralph Fisher, Esq.
 James Tokley, Sr.
 Rochelle Reback, Esq
 Beth Leytham
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Section 4.11. Hillsborough County Efficiency Board

Not later than January 31 of 2012 and of every four years thereafter, there shall be appointed a Hillsborough County Efficiency Board.

1. **Purpose.** The Hillsborough County Efficiency (or Audit) Board (or Committee) is appointed every four years, per a mandate by the Hillsborough County Charter. The Efficiency Board shall conduct a comprehensive study of government in Hillsborough County, including but not limited to the organization, structure, effectiveness and efficiency of any board, officer, authority, agency, division, department or other unit of government included within the budget approved by the Board of County Commissioners. The study shall include an examination and analysis of the most effective and cost-efficient means of delivery of services to all of the citizens of the County in a responsible and effective manner, and may include consideration of private delivery of services and ways in which to coordinate effective and efficient delivery of services by, between and among governmental units. The Board shall also study the mission, goals and objectives of the selected governmental units. This study shall examine whether the mission, goals and objectives of the governmental units are adequately measured for performance and outcomes using unbiased techniques; are communicated to the citizens of Hillsborough County; and are consistent with public expectations. All offices and departments of the Board of County Commissioners, and all other public officers and governmental units within the County, are directed to provide information and cooperation to the Efficiency Board as may be necessary to the successful discharge of its duties. Requests for information made by the Efficiency Board shall be submitted to the chief administrative officer of the governmental unit.
2. **Maximum membership.** The Hillsborough County Efficiency Board will consist of minimum seven (7) and maximum fourteen (14) members. Each County Commissioner will appoint one (1) (if 7 board members) or two (2) members (if 14 board members).
3. **Qualifications of members.** Each member of the Efficiency Board shall be a resident of and shall be registered as a voter in Hillsborough County, and shall not be an elected official or employee of any governmental unit within Hillsborough County.
4. **Board composition.** Board member shall consist of one small business owner, one large corporation business executive, one certified public accountant, one attorney, one professional engineer, one professional architect, one licensed contractor, one environmental scientist, one developer, one home builder, one member of general public, one retired law enforcement, one certified financial planner, and one faculty member with public administration background.
5. **Length of terms.** Terms are four years.
6. **Duties of members and other officers.** The Hillsborough County Efficiency Board shall elect a chair and, by majority of its whole number, adopt and amend its rules of procedure. The internal performance auditor will serve as the Executive Director of this Board. The Board of County Commissioners, in accordance with Section 4.10 of this Charter, shall provide necessary funds for the work of the Board, including but not limited to provision for the employment of an executive director and support services.
7. **Reports of Commission and required responses.** The Efficiency Board, after one or more public hearings, shall complete and deliver to the Board of County Commissioners, each governmental unit within Hillsborough County, and to any other public officer or governmental body substantially addressed or affected thereby:
 - a. A report containing its interim recommendations, on or before January 31 of the year following appointment of the Efficiency Board. This requirement shall not prevent other or more frequent interim recommendations.
 - b. A report containing its final recommendations, on or before January 31 of the second year following appointment of the Efficiency Board.

Such recommendations may be immediately considered by the Board of County Commissioners.

After the delivery of the final report, the Hillsborough County Efficiency Board shall be dissolved. Not later than twelve months after the delivery of each report of the Efficiency Board, the County Administrator shall deliver to each designated recipient of that report a compliance report showing actions taken or refused by any affected officer, board, department or governmental unit with respect to each of the Efficiency Board's recommendations.

Section 4.1 County Internal Performance Auditor.

1. To advise the board of county commissioners, assist the board of county commissioners in conducting continuing studies of the operation of county programs and services, ~~and serve as a budget analyst for the board of county commissioners,~~ there shall be a county internal performance auditor. The internal performance auditor shall report to Hillsborough County Efficiency Board and serve as the board executive director in accordance with Section 4.11.