

**Miami-Dade County Commission on Ethics and Public Trust
2002 Annual Report**

Commission Members

Kerry E. Rosenthal, Chair

Judge Robert H. Newman, Vice-Chair

Dawn E. Addy

Gail A. Dotson

Elizabeth M. Iglesias

Staff Members

Robert Meyers, Executive Director

Michael Murawski, Advocate

Ardyth Walker, Staff General Counsel

Christina Prkic, Staff Attorney

Manuel Diaz, Lead Investigator

Sylvia Batista, Investigator

Don Finefrock, Investigator

Arthur Skinner, Investigator

Beverly Morrison, Investigator

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June 2003

Honorable Mayor Alex Penelas
Honorable Board Members of the County Commission
Mr. Steve Shiver, County Manager
Miami-Dade County Citizens

The Miami-Dade County Commission on Ethics & Public Trust is pleased to present its 2002 Annual Report.

The Commission on Ethics and Public Trust was more productive and achieved greater efficiencies in 2002 than in previous years. With the purchase of an automated case tracking system, Commission staff was able to operate more efficiently by computerizing certain tasks that had been labor-intensive. Moreover, with the hiring of two additional employees, the Commission had more resources to address the needs of the community.

Gains were realized in the three main areas that fall within the Ethics Commission's purview: advice-giving, enforcement and community outreach. With respect to advice-giving (which combines the formal requests for opinions and the informal inquires), the Commission and its staff issued 231 opinions and responses; an increase of 18% over 2001.

In the enforcement area, which includes self-initiated complaints and public complaints, there were a total of 46 complaints filed during the year. This figure is 48% higher than the number of complaints filed in 2001.

Public education and community outreach encompassed much of the Commission's work. These activities included training sessions, workshops, speeches and special events to benefit the public-at-large, public officials and employees.

The number of community outreach activities for the year totaled nearly 200. The figure accounts for an increase of 41% over the prior year. Highlights included a one-day conference on environmental ethics, another one-day workshop on ethics in public procurement and a seminar for candidates running for office.

The Commission staff was active on the legislative front as well. The Commission participated in the discussions of the Palmetto Bay Charter and offered guidance to the cities of Coral Gables and Miami Beach, which considered ethics legislation during the year. Finally, the Commission continued to push for revisions to the County's Lobbying Rules and Regulations.

As always, our main goal is to increase the public's awareness about our mission by promoting integrity and accountability in local government. With 2003 underway, we are steps closer to that goal, as we build meaningful relationships with business, civic and government entities throughout the community to restore the public's confidence in its governmental institutions.

We appreciate your continued support of our efforts.

Sincerely,

//original signed//

Robert Meyers
Executive Director

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MISSION STATEMENT

The Ethics Commission was founded upon the principle that the integrity of both the governmental decision-making process and the process whereby candidates are elected is essential to the continued functioning of an open government. In the spirit of this principle, the Ethics Commission is dedicated to restoring public trust in the administration of government through informing the public and private sector about the laws and seeking strict compliance with them. Government employees and officials have a special duty to serve the public in a fair and just manner. Maintaining and enforcing high ethical standards can foster confidence in our public servants and government entities.

Yet our goal is not simply to be a reactive force, only responding to allegations of ordinance violations. We want to be a proactive force, reaching and empowering all members of the community with knowledge about the laws and rules concerning ethical conduct. Each of us has an important role to play in ensuring public trust and accountability in our governments.

FUNCTIONS & AUTHORITY

The Ethics Commission has jurisdiction in both Miami-Dade County and the 34 municipalities, provided the subject is covered by one of the following ordinances under the Commission's authority:

- ❑ Conflict of Interest and Code of Ethics Ordinance
- ❑ Citizens' Bill of Rights
- ❑ Ethical Campaign Practices Ordinance

Our specific statutory authority is derived from Miami-Dade County Code, Sec. 2-1072. This ordinance grants the Ethics Commission the power to review, interpret, enforce and render opinions and letters of instruction regarding the above-mentioned County and municipal ordinances. The Ethics Commission is also empowered to appoint and remove the Inspector General.

HISTORY

In 1996, the citizens of Miami-Dade County voted to amend the Home Rule Charter in support of the creation of an ethics commission. Subsequently, the Board of County Commissioners, through Ordinance 97-105 established the Commission on Ethics & Public Trust, an independent agency with advice-giving and quasi-judicial powers.

The Ethics Commission is composed of five volunteer members and each member serves staggered terms of four years. They are appointed by the following individuals/institutions:

- ❑ **The Chief Judge of the Eleventh Judicial Circuit (two):**
 - (1) former federal judge, or former US magistrate or former state court judge; and
 - (2) former U.S. attorney, or assistant U.S. attorney, former State or assistant State attorney, former County or Assistant county attorney or former City or Assistant City Attorney

- ❑ **Dean of the University of Miami School of Law; Dean of the St. Thomas University of School of Law (shared appointment):**

Faculty member from the law school who has taught a course in professional legal ethics or has published or performed services in the field of professional legal ethics. UM has the first appointment.

- ❑ **Miami-Dade League of Cities (one):**

Member who has held local elective office prior to appointment.

- ❑ **The Director of Florida International University's Center for Labor Research and Studies (one)**

Each member must be a resident of Miami-Dade County. Additionally, while serving on the Commission, each member cannot hold or campaign for an elective office or hold office in any political party or political committee.

The Ethics Commission is empowered to appoint the Executive Director, who must be a member of the Florida Bar. Robert Meyers was named Executive Director in 1998.

COMMISSION MEMBERS

Kerry E. Rosenthal, Chair

The Miami-Dade League of Cities appointed Kerry Rosenthal in 1998. Mr. Rosenthal is a Miami attorney and partner with the law firm of Rosenthal Rosenthal Rasco. His primary areas of practice include real estate and development, business transactions and corporations.

In addition to his role as Chairperson of the Ethics Commission, he also serves as Chairman of the Board of Directors for the YMCA of North Dade. He was the former President of the North Dade Bar Association and former Vice Mayor and Councilman of the Town of Golden Beach. He is active in several bar associations and volunteers with HRS-Project Fresh Start and provides pro bono legal counsel for Florida Food Recovery and for the North Miami Beach Police Officers Association, Inc.

Mr. Rosenthal received his B.A. from the University of Florida and his Juris Doctor from the University of Miami.

Robert H. Newman, Vice-Chair

The Chief Judge of the Eleventh Circuit appointed Judge Robert Newman in 1999. Judge Newman, a retired judge, is a certified Circuit Court Mediator in Florida and is a mediator with Mediation, Inc., a group of former judges and trial attorneys providing neutral third party intervention to settle major pending litigation in the U.S.

Following more than 20 years of law practice, that included the offices of the State and U.S. Attorney and private practice, in 1978, Judge Newman was appointed to the Miami-Dade County Court; then in 1982, he was appointed to the Circuit Court. He served as Administrative Judge, Probate and Guardianship Division from 1992-97.

In addition to his service on the Ethics Commission, Judge Newman is presently Chief Special Hearing Officer with the City of Miami Beach, as well as an Instructor at the Miami-Dade Community College Paralegal Program. He has been admitted to the U.S. Supreme Court and is active with the Leukemia Society of America, Inc., where he was past secretary of its National Board of Trustees.

Dawn E. Addy

Dawn E. Addy, Ph.D., appointed fall of 2001, directs the Center for Labor Research and Studies at Florida International University. Her research, teaching, and curriculum design have focused primarily on issues of workplace diversity and community building. She has designed specialized training programs, curricula and materials in the areas of: Harassment, Cultural Diversity, Workplace Violence, Conflict Resolution, Effective Communication Skills, Problem Solving, Leadership Skills, Electronic Publishing Skills, Labor Law, Americans with Disabilities Act, Family and Medical Leave Act, HIV-AIDS, Stress and Self-Image, Bridging the Gender Gap, Workplace Literacy, and Adult Education Techniques.

Prior to coming to FIU, Dr. Addy was on faculty at the Labor Education Service of the Industrial Relations Center at the University of Minnesota. She completed her graduate work at the University of Minnesota with a Masters degree in Industrial Relations and her Ph.D. in Work, Community, and Family Education. She is currently president of the group, Many Voices: One Community, which facilitates the dialogue on issues of racism and immigration throughout the South Florida area. Dr. Addy also serves on the Access and Equity Committee for FIU as Diversity Committee chair for the FIU Diversity Initiative.

Gail Ash Dotson

Chief Judge Joseph P. Farina of the Eleventh Circuit appointed Gail A. Dotson, in December 2001. Gail A. Dotson is the Assistant Dean, FIU, College of Law, Career Planning and Placement. Ms. Dotson was also the Director, Law Development and Alumni Relations at the University of Miami School of Law.

A graduate of the University of Miami School of Law, Ms. Dotson was an associate attorney with Fowler, White, Burnett, Hurley, Banick & Strickroot, P.A. and an assistant county attorney at the Office of the Miami-Dade County Attorney, focusing in administrative advocacy and commercial litigation. She is a member of the Florida Association of Women Lawyers, Delta Sigma Theta Sorority, Inc. and a graduate of Leadership Miami, Class of 1987.

In addition to her law degree, Ms. Dotson holds a Bachelor of Science degree from Florida A & M University and a Masters in Business Administration from Nova Southeastern University.

Elizabeth M. Iglesias

In 1998, the Dean of University of Miami School of Law appointed Elizabeth Iglesias, a professor of law who she teaches courses on employment relations, criminal procedure, international law and international trade and investments.

She earned a B.A. from the University of Michigan and a J.D. from Yale Law School. Prior to joining the law school faculty, Professor Iglesias worked as an associate researcher at the Harvard Law School Center for Criminal Justice, in the Harvard/Guatemala Criminal Justice Reform Project and as an associate attorney with Miller, Canfield, Paddock & Stone.

In the mid 1990s, she and others in the legal academy began Latina and Latino Critical Legal Theory, Inc. [LatCrit, Inc.] a multidisciplinary group organized for the purpose of promoting scholarship and understanding of civil and international human rights and of the role of law in a globalized society. Presently, she serves as co-chair of LatCrit, Inc. Professor Iglesias is widely published in legal and academic journals and in addition, is the co-founder and co-director of The Center for Hispanic & Caribbean Legal Studies housed at the law school.

Robert Meyers, Executive Director

Robert Meyers has served as Executive Director since 1998. Mr. Meyers participates on many panels on ethics organized by municipalities, chambers of commerce, bar associations and universities and he appears on local television programs relating to government and ethics issues, and gives speeches to local business and community groups.

Prior to his appointment at the Commission, Mr. Meyers was a professor at the University of Tennessee, where he taught courses in criminal law, legal ethics, government law and public administration. He is frequently published in local newspapers and his article, "Professionalism and the Practice of Ethics in Local Land Use Planning" has been published in an Environmental Law Treatise.

Mr. Meyers holds a B.A. from the University of Florida, a Masters Degree in Public Administration from Florida International University, and a Juris Doctor from the University of Miami.

STAFF & BUDGET

The Ethics Commission operates in four capacities:

- ❑ Education and Community Outreach
- ❑ Enforcement
- ❑ Advice-Giving
- ❑ Legislative Analysis & Review

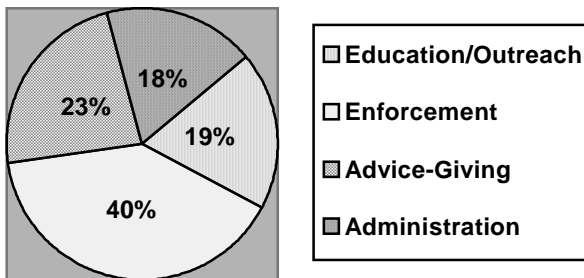
In 2002, the Ethics Commission's staff increased to include another investigator, an auditor, and a law clerk, bringing the total number of staff to 13. These additions are in response to the growing demands and increased workload within all activities.

❑ BUDGET

The Ethics Commission's operating budget and office space is shared with the Miami-Dade County Office of the Inspector General.

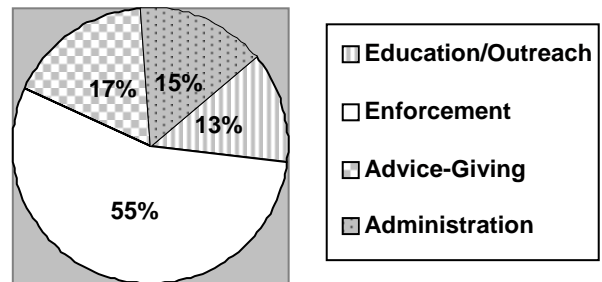
The charts below illustrate, in approximate terms, the revenue allocation and expenditures solely for the Ethics Commission for the fiscal years 2001-2002 and 2002-2003.

2001- 2002



These percentages reflect personnel costs in each area out of a general budget of \$709K. In addition, there is an operating budget of \$131K, which covers expenditures for training materials/programs, office supplies and equipment.

2002-2003



These percentages reflect personnel costs in each area out of a general budget of \$1.06 million. In addition, there is an operating budget of \$200,000, which covers expenditures for training

EDUCATION & OUTREACH

In furtherance of the Ethics Commission's vision for an extensive and proactive community ethics education and outreach program, the Commission instituted several new ethics projects this year. Once again, our main focus is to increase citizen understanding and participation in governmental accountability efforts. Listed below are some of the events hosted by the Ethics Commission in 2002.

March 2002 – co-sponsored with the University of Miami Ethics Programs the First Annual South Florida Environmental Ethics Conference. Panelists discussed topics such as Corporate Responsibility, Land Use Development, Environmental Justice and Everglades Restoration.

August 2002 - held a breakfast workshop entitled "Running for Office: What Every Candidate Ought to Know". Speakers presented information on topics such as campaign finance, disclosure and reporting requirements, and ethical campaigning. The program included speakers from the Miami-Dade League of Cities, the Department of Elections and the Office of the State Attorney.

September 2002 - co-sponsored a one-day conference with Florida Atlantic University on Accountability in Public Procurement in Miami-Dade County, with over one hundred individuals in attendance.

September 2002 - Ethics Commissioner Robert Newman, Staff Attorney Christina Prkic and Outreach Coordinator Robert Thompson attended the 2002 COGEL Conference in Ottawa, where Ms Prkic contributed to the panel on Local Government Agencies.

December 2002 - Dr. Valerie Patterson, Florida International University, and Robert Meyers conducted a seminar on ethical leadership to local elected officials for the Leadership Training Institute at the 2002 Conference of Cities Conference in Salt Lake City.

□ TRAINING

In the area of training, the Ethics Commission spearheaded several programs and maintained ongoing projects which included:

- **Municipal Ethics Training**- the new program, a two-hour overview of the Code of Ethics, which provided training to municipal employees and officials in **16 municipalities**.
- **County's Ethics Refresher Training**- continued participation in the county-wide training effort.
- **Business and Professional Training** - as part of a general training push into the business and professional communities, ethics commission staff presented an overview of the Code of Ethics and relevant conflict of interest opinions that pertain to businesses and professional organizations.

- **Training for Procurement Professionals** – staff conducted training at the quarterly workshop for the Department of Procurement Management (DPM), and provided an overview to potential vendors during the weekly workshops conducted by the Miami-Dade County Department of Procurement Management.

□ **PRESENTATIONS**

A fundamental aspect of our outreach campaign includes making presentations discussing our agency and issues of local concern before nonprofit organizations, professional and civic associations, local chambers of commerce and area colleges and universities. This year our office made almost 200 presentations throughout the community. The Ethics Commission continues to be a regular participant in the County's Citizen's Academy.

The Commission maintains an active role in national ethics networks, government associations and other academic conferences. The list below illustrates such affiliations where Ethics Commission staff made presentations:

- Florida Association of Public Purchasing Officers [FAPPO] Conference
- Leadership Training Institute at the 2002 Conference of Cities Conference
- Conference on Government Ethics Laws [COGEL]
- Greater Miami Chapter of the National Institute of Government Purchasing (NIGP)
- Greater Miami Convention and Visitor's Bureau
- Lorman Seminar on Procurement and Public Contracts
- National Association of Hispanic Public Administrators, Ethics and Elections

COLLABORATIONS

In doing so, we continue to work closely with the Miami-Dade County League of Women Voters, the Greater Miami Chamber of Commerce Ethics in Business and Government Committee and the Miami-Dade County School District.

Ethics in the Schools: Model Student Ethics Commission Program

During 2002, in partnership with the Miami-Dade County Public Schools, our office conducted the Model Student Ethics Commission Program (MSECP) at two local high schools. The students were involved in activities such as role-playing, ethical decision-making and solving ethical dilemmas. Students reviewed case studies and learned about local government administration. During sessions, the students had an opportunity to role play and conduct public hearings. Moreover, the program taught students critical decision-making and problem solving skills.

PUBLICATIONS

The Commission on Ethics updated the Conflict of Interest and Code of Ethics Ordinance pamphlet, which was circulated to hundreds of county & municipal personnel to assist in the training effort.

Robert Meyers & Christina Prkic wrote an article on the ethics movement in local government based on a survey of local public officials and administrators. Key findings of the study were released at the 2002 COGEL Conference and the article is currently being considered for publication.

In 2002, the Ethics Commission convened a series of meeting with business, government, nonprofit and academic institutions to prepare a report examining the efforts undertaken since 1996 to combat corruption and restore a commitment to ethics. Final report scheduled for release in Fall 2003.

The Ethics Commission also produced its second newsletter, *Ethics Beat*, in November of 2002. The newsletter, a biannual publication, is another means of communicating our activities to the public and educating government employees and officials about the most current opinions, training opportunities, conferences, seminars and workshops.

□ **ARETE AWARD**

Along with the Greater Miami Chamber of Commerce, the Commission on Ethics took great pride in bestowing recognition on individuals and organizations exemplifying a commitment to the highest ethical standards and public service. This year, the Miami-Dade County Commission on Ethics expanded the Arête award to include a category entitled Business of the Year. The honorees for 2002 included:

Jean S. Logan – Volunteer Advocate of the Year
Stanley G. Tate – Volunteer Advocate of the Year
Greater Miami Service Corps – Program of the Year
Miami-Dade Community College Center for Community Involvement –
Organization of the Year
Carroll's Jewelers – Business of the Year

ENFORCEMENT

□ **Filing a Complaint**

Citizens can register complaints with the Ethics Commission by submitting a written notarized complaint executed on a form prescribed by the Ethics Commission. The complaint must allege a violation within the Ethics Commission's jurisdiction and be based upon substantial personal knowledge of the complainant and include as much evidence as possible. Within thirty days after the receipt of the complaint, the Ethics Commission shall send a copy of the complaint to the alleged violator.

In addition, citizens can anonymously leave information and tips on our hotline at (305) 579-9093. The legal unit reviews such information, and the Advocate, in good faith, may file a complaint based upon the information even in the absence of personal knowledge. This ability to self-initiate complaints was created in 1999.

The Ethics Commission is not authorized to hear complaints involving County personnel matters or where the complainant is first required to exhaust municipal remedies.

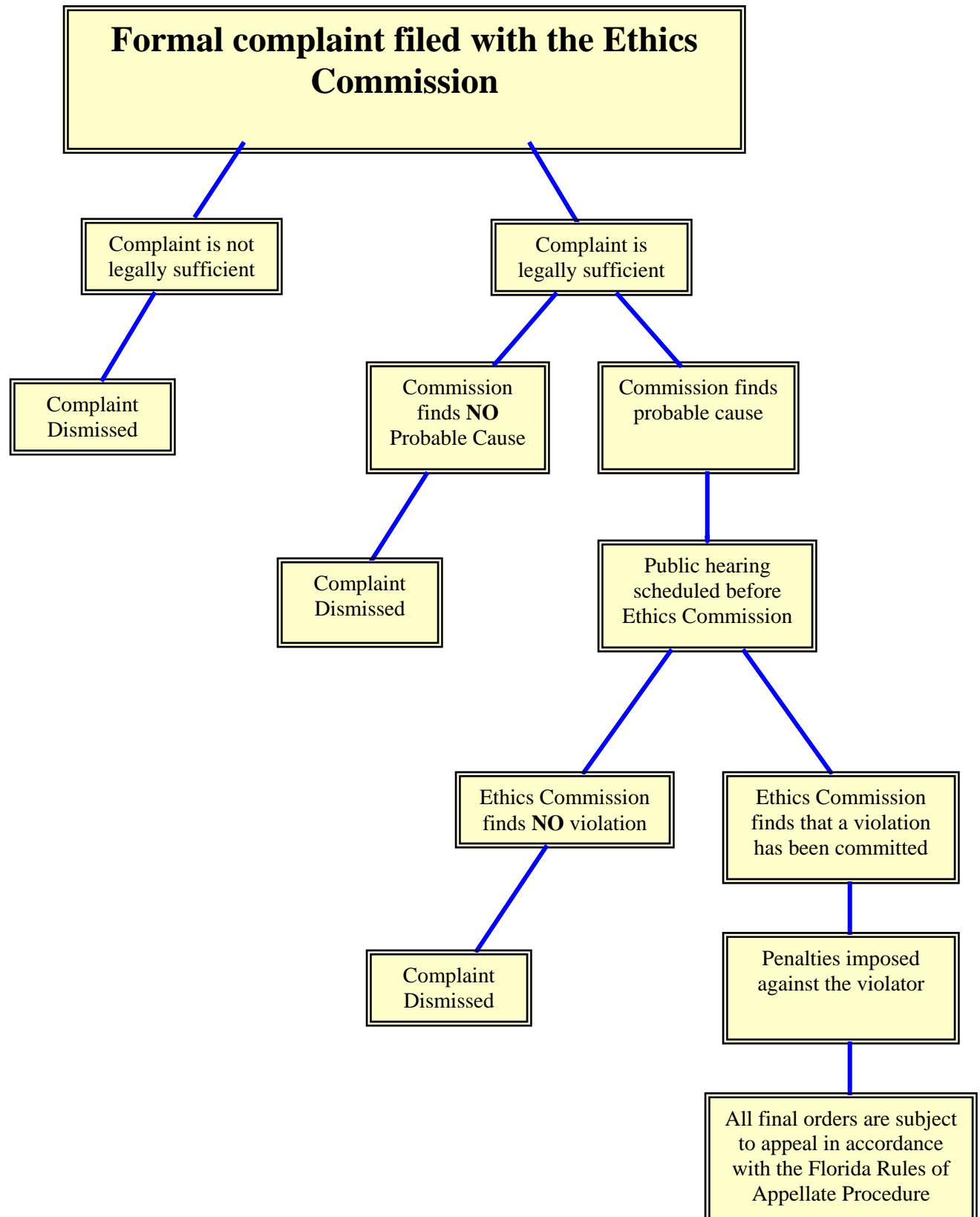
□ **Quasi-judicial Process**

Section 2-1074 of the Miami-Dade County Code outlines the process and powers for conducting investigations. The Ethics Commission is empowered to subpoena, audit and investigate all facts and persons materially related to the complaint at issue.

If the Commission finds no probable cause that a violation has been committed, it shall dismiss the complaint and issue a report to the complainant and alleged violator. However, if the Ethics Commission finds probable cause, it shall notify the alleged violator and the complainant of such a determination and schedule a public hearing.

Penalties may include fines, letters of instruction, reprimand and other penalties that may be imposed by law. All final orders may be appealed pursuant to the Florida Rules of Appellate Procedure.

A chart on the following page illustrates the process.



ENFORCEMENT: 2002 OVERVIEW

46 Complaints Filed

The following individuals and agencies filed the 46 complaints received in 2002:

□ The Advocate_____	25
□ The Office of Inspector General _____	2
□ The Public at-large_____	19

□ Dismissed for lack of probable cause after the initial investigation_	2
□ Dismissed for lack of subject matter jurisdiction_____	1
□ Dismissed for legal insufficiency_____	12
□ Dismissed in the interests of justice _____	1
□ Issuance of Letters of Instruction to the respondents _____	12
□ No Contest Pleas and settled_____	10
□ Pending _____	3
□ Dismissed for Technical Reasons _____	4
□ Referred to the State Attorney's Office*_____	1

**Criminal Charges were filed*

65 Investigations Initiated

The Advocate's investigative staff opened 65 investigations during the year 2002.

**Investigations result from various sources i.e. anonymous letters received by the office, "hotline" calls, newspaper articles, confidential informants and other sources. When an inquiry is opened and the investigation results in the filing of a complaint, a complaint number is assigned.*

ADVICE-GIVING

REQUEST FOR OPINIONS: Any person within the Ethics Commission's jurisdiction may submit a written request for an Advice-Giving opinion as to the proper interpretation or applicability of a provision of any ordinance within the purview of its jurisdiction. The request must pertain to his or her particular facts of the situation. Each request for opinion is numbered and dated upon receipt. In 2002, the Ethics Commission issued one hundred and eighty opinions on a wide variety of issues including:

SOLICITATION OF GIFTS- The Commission clarified the rules for solicitation of gifts for official business by department heads and employees. The Commission found that department directors and procurement personnel were prohibited from soliciting gifts from department contractors and vendors. However, other employees may solicit gifts for official purposes as long as the solicitation is not limited to department contractors or vendors.

CONTRACTOR RESPONSIBILITY- The Commission issued opinions that defined conflict of interest matters for contractors at all stages of the process: bidding, negotiation and in performing the required work under the contract. Specifically, the Commission found that contractors are prohibited from serving in dual capacities on the same project when the scope of the work would overlap or the roles would require the firm to serve as inspectors and contractors on the same project and that firms could not bid on projects where an affiliated firm participates in the selection process or has management responsibility for the project.

CONE OF SILENCE - The Commission issued several opinions related to the Cone of Silence including opinions on the application of the Cone of Silence to on-line procurement, pre-bid contact between issuing departments and potential bidders and post-selection conferences between county personnel and selected firms prior to a recommendation from the County Manager. The Commission also issued several letters of instruction including a letter that defined the term "potential vendor"; a letter that clarified the requirements for any meetings between staff and vendors regarding bid price and other items after a recommendation by the selection committee, but prior to a written recommendation from the County Manager to the Board of County Commissioners, and a letter regarding limitations on meetings between staff and potential vendors or bidders regarding other matters indirectly related to an RFQ covered by the Cone of Silence.

VOTING CONFLICTS - The Commission issued several opinions regarding business relationships that might cause voting conflicts for elected officials and board members. Notably, the Commission found that elected officials are prohibited from voting on matters that directly affected a subsidiary of a firm with which the official had a business relationship. The Commission also found that board members are prohibited from voting on funding recommendations that directly affected their employer or a firm for whom the board member was an officer or director. Finally, the Commission found that a commissioner can vote on matters involving a non-profit entity when the commissioner served as a board member for the entity in his or her ex-officio capacity.

**REQUEST FOR OPINIONS 2002
CONFLICT OF INTEREST CODE CITED**

Total Requests for Opinion _____ 180
 Withdrawn _____ 2

(Certain requests apply several provisions of the Code)*

a	Covered Personnel	1
c & d	Doing Business with the Government/voting conflicts	108
e	Gifts	4
f	Compulsory disclosure	0
g	Exploitation of official position	9
h	Confidential information	5
i	Financial disclosure	1
j	Conflicting employment	7
k	Outside employment	3
l	Prohibited investments	0
m	Appearances before government	3
n	Taking official action	2
o	Acquiring financial interest	2
p	Recommending professional services	1
q	Two-year rule	1
s	Lobbying	1
t	Cone of Silence	5
Other	Includes no jurisdiction; community council conflicts	14

INQUIRIES 2002

Inquiries are informal ethics advisory opinions rendered by the Ethics Commission’s legal staff and reviewed by the Executive Director. Oftentimes, officials or personnel may have questions or dilemmas that require immediate assistance, for example, a voting conflict issue. An inquiry is rendered only when the issue is one that the Ethics Commission has formally addressed in previous opinions.

Total inquiries rendered.....64

By Issue

** Some inquiries refer to several provisions in the Code*

- Transacting Business.....5
- Voting Conflicts..... 12
- Gifts.....11
- Outside/Conflicting Employment.....5
- Post-employment.....3
- Lobbying.....3
- Cone of Silence.....6
- Section 8 Housing.....2
- Referred to the County Attorney.....3
- Miscellaneous/Other.....16

LEGISLATIVE ACTIVITIES/ INITIATIVES:**2002 SUMMARY**

- Lobbyist Registration & Reporting Ordinance
 - Continued its support for meaningful amendments to the county's Lobbyists' Registration & Reporting Act
- Cone of Silence
 - Amendments to the Cone of Silence were adopted to include elected officials & their staff
- Campaign Finance Reform
 - Commission on Ethics given the authority to audit campaign accounts of candidates receiving funding from the Election Campaign Trust Fund
 - Assisted several municipalities, which adopted legislation in the areas of general ethics, campaign finance reform and lobbying restrictions
- Restitution
 - Offered for consideration an amendment to the Ethics Commission's enabling legislation to impose restitution against those violators of the Conflict of Interest and Code of Ethics Ordinance

GOALS 2003

Education and Outreach

- ❑ Release report entitled “Ethical State of the County (1996-2002)”
- ❑ Hold a one-day conference on Ethics & Accountability in Non-Profit Organizations
- ❑ Expand Model Student Ethics Program
- ❑ Continue ethics training programs in the municipalities for officials, employees, board members and candidates
- ❑ Continue to improve internet presence, redesign website to include comprehensive information and make the website more user friendly
- ❑ Participate in County Ethics Officer Program
- ❑ Aggressively seek out grant opportunities to fund special initiatives
- ❑ Hold the 2nd Annual South Florida Environmental Ethics Conference

Enforcement

- ❑ Provide more stringent oversight of the Ethical Campaign Practices Act
- ❑ Strengthen network of information resources and joint collaboration, with the Miami-Dade Public Corruption Unit, US Attorney’s Office, State Attorney’s Office and the Office of the Inspector General
- ❑ Increase investigative staff resources
- ❑ Centralize record keeping operations for outside employment, financial disclosure, gift disclosure forms and ethical campaign practice declarations to allow for more efficient investigative activities
- ❑ Stricter monitoring of opinions issued to construction contractors and sub-contractors

Legislative

- ❑ Advocate for more accountability in procurement and purchasing
- ❑ Encourage the adoption of a restitution sanction
- ❑ Revise the whistleblower’s protection act to enable individuals to complain directly to Commission on Ethics and Office of the Inspector General

Organization

- Hire three more personnel – two in the investigations/enforcement area; one in community outreach
- Hold a strategic planning meeting to highlight Commission’s first five years and draft a plan for the next five years
- Hold a press conference commemorating the 5th anniversary of the Commission on Ethics