

# Memorandum



**Date:** January 31, 2008

**To:** Honorable Chairman Bruno A. Barriero and Members,  
Board of County Commissioners

**Agenda Item No. 2(B)1**  
**February 5, 2008**

**From:**   
Carlos Alvarez, Mayor  
Miami-Dade County

**Subject:** Mayoral Appointment - Miami-Dade Community Action Agency

Pursuant to the authority vested in me under the provisions of Section 2.02 C and D of the Miami-Dade County Home Rule Charter, I hereby appoint Ms. Julie Edwards to the position of Executive Director, Miami-Dade Community Action Agency (CAA).

Ms. Edwards has been serving as the Interim Executive Director of CAA since October 2006. In this capacity, she has reviewed all aspects of CAA and provided much needed leadership and direction for CAA.

Her tenure with Miami-Dade County spans more than 14 years. Most recently, Ms. Edwards served as the Assistant Executive Director of Miami-Dade's Homeless Trust where she provided departmental leadership and direction in the administration and operation of the homeless continuum of care. As a result of her work with the Homeless Trust, Ms. Edwards has extensive knowledge of the social services systems in our community and has demonstrated an ability to facilitate the delivery of comprehensive services impacting the broad range of issues presented by special needs populations. She has vast experience in monitoring federal, state and local grants, and providing oversight of administrative social service functions.

Ms. Edwards began her career with the County as a Management Trainee in 1994. She has both a Bachelor of Arts Degree in Business Administration and a Masters Degree in Public Administration from Florida International University.

Please join me in congratulating Ms. Edwards and wishing her continued success. Her resume is attached for your reference.

(Attachments)

- c: Honorable Bennett Brummer, Public Defender
- Honorable Joseph P. Farina, Chief Judge, Eleventh Judicial Circuit
- Honorable Katherine Fernandez-Rundle, State Attorney
- Honorable Harvey Ruvin, Clerk, Circuit and County Courts
- Marvin O'Quinn, President and CEO, Public Health Trust
- Robert Cuevas, County Attorney
- George M. Burgess, County Manager
- Denis Morales, Chief of Staff, Office of the Mayor
- Assistant County Managers
- Robert Meyers, Executive Director, Commission on Ethics and Public Trust
- Christopher Mazzella, Inspector General
- Charles Anderson, Commission Auditor
- Department Directors

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CLERK OF COUNTY COURTS  
DADE COUNTY, FLA.  
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## **Julieann B. Edwards**

**Summary of Skills** Qualified executive level professional with over 14 years of experience in the public sector; direct departmental oversight and supervision of 681 permanent, full-time employees and over 200 volunteers and temporary employees; oversight for a departmental operational budget of \$83 million, with an additional \$19 million allocated for capital development projects; excellent organizational, communication, and problem solving skills; demonstrated ability to energize staff and motivate others; innovative, and resourceful; deep understanding of issues related to the poor; proven ability to facilitate the delivery of comprehensive social services that address the broad range of issues presented by special needs populations, including homeless individuals and families; well rounded experience in monitoring federal, state and local grants, and overseeing administrative functions; extensive knowledge of homeless policy issues, including federal regulations pertaining to the homeless, social service planning and organizational administration; experienced in competitive contracting procurement processes; bottom-up exposure to the homeless arena and other special needs populations; committed to making a difference in the lives of others.

Computer skills include a good working knowledge of Microsoft Office, including Microsoft Word, Excel, Outlook, and Power Point; knowledge of FAMIS, and proficient with the internet.

## **Experience**

### ***September 2006 – Present, Miami-Dade County, Community Action Agency Interim Executive Director***

Responsible for the administration and operation of a multi-faceted social services delivery system that encompasses the operation of the largest Head Start/Early Head Start Program in the Southeastern United States; self-sufficiency initiatives under the Community Services Block Grant (CSBG) funding; advocacy and leadership training initiatives, employment training and educational/vocational services for young adults enrolled in the Greater Miami Service Corps.; a variety of programs that address the needs of seniors, including meals for the elderly and congregate program activities; residential home rehabilitation and weatherization programs for low-income individuals and families; citizen outreach and participation programs; directly responsible for overseeing a departmental operations budget of \$83 million, with an additional \$19 million allocated for capital development projects, the supervision of 681 employees and more than 200 volunteers and temporary employees; provides policy direction and staff support to the Community Action Agency's tripartite 33 member Board of Directors; coordinates all Board related activities, ensures the implementation of Board policy directives; directs continual research and evaluation of internal programs and operations to improve overall departmental efficiency and effectiveness.

### ***May 1999 – Present, Miami-Dade County, Homeless Trust Assistant Executive Director***

Provided departmental leadership and direction for 13 staff members and the 27-member Board of Directors of the Homeless Trust; responsibilities included the administration and operation of the Homeless Continuum of Care for Miami-Dade County, implementation of the Dade County Homeless Plan, and oversight and administration of a unique local food and beverage tax dedicated to the homeless; provided direct oversight of the department's contract division including the development, implementation, and monitoring of 112 contracts valued at more than \$19 million; developed and implemented various internal system improvements; recommended various policy initiatives for consideration by the Homeless Trust Board; coordinated the development and submission of Federal, State and local grant applications; instrumental in the preparation and oversight of the department's \$36 million budget; evaluated the effectiveness of overall departmental operations, and completed employees' evaluation and performance reviews.

***June 1998 – April 1999, Miami-Dade County, Homeless Trust***

***Executive Assistant to the Director***

Provided support to the Executive Director; supervised the day-to-day operation of the department, including personnel issues of 12 employees; managed the department's competitive procurement processes; reviewed and researched substantive issues for potential impact on the Homeless Continuum of Care; coordinated the Homeless Continuum of Care planning process; responsible for the completion and submission of all departmental agenda items; compiled and analyzed data for the development of the department's budget; effectuated policy changes; identified systems issues, recommended solutions, and provided staff support to the Trust Board.

***May 1996 – June 1998, Miami-Dade County, Homeless Trust***

***Administrative Officer 2***

Managed federal, state and locally-funded contracts; ensured implementation of various homeless projects; reviewed and analyzed program budgets, including capital improvement projects; participated in all departmental planning processes; coordinated provider-related meetings; conducted site monitoring visits; reviewed and processed reimbursement requests; and provided staff support to various Homeless Trust Board committees.

***December 1994 – April 1996, Miami-Dade County, Office of Management and Budget***

***Management Trainee***

Participated in the County's Management Trainee Program, a nationally recognized program coordinated by the County Manager's Office; provided support to various County department directors and their staff, including the office of then Assistant County Manager Tony Ojeda for more than nine months, during which time I coordinated the Municipal Governance Strengthening Conference in conjunction with Florida International University (FIU) and the Association of Chilean Municipalities, and oversaw the coordination and implementation of FIU's satellite MPA program in the Government Center; and conducted research and analysis of various issues.

***June – November 1994, Florida Department of Children and Families***

***Public Assistance Specialist***

Conducted comprehensive interviews and assessment of individuals and families for the purpose of collecting data to determine eligibility for public assistance and a variety of social services programs; conducted home visits; assisted needy individuals and families with meeting their basic needs and attaining the greatest possible degree of self-sufficiency; maintained all case files in the Florida Computer System, and provided support to the unit supervisor.

***September 1992 – May 1994, Florida Department of Children and Families***

***Individual and Family Grant (IFG) Program, Appeals Unit Supervisor***

Provided direct supervision of the Appeals Unit, including 15 staff members; analyzed and evaluated requests for disaster assistance; reviewed cases pending court action; researched and prepared cases in violation for judgments; analyzed and investigated cases involving fraudulent activities; ensured that payments were consistent with the goals and scope of the priorities of the State and Federal grants allocated for Hurricane Andrew disaster relief victims; and maintained weekly unit reports and participated in weekly meetings of the Disaster Assistance Office.

<b>Education</b>	1996	Florida International University, Miami, FL Master's degree in Public Administration
	1988	Florida International University, Miami, FL Bachelor of Arts degree in Business Administration

**Date:** January 31, 2008

**To:** Honorable Carlos Alvarez  
Mayor

**From:** George M. Burgess  
County Manager 

**Subject:** Miami-Dade Community Action Agency

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In October 2006, Ms. Julieanne M. Edwards was appointed as Interim Executive Director of the Miami-Dade Community Action Agency (CAA).

Since that time Julie has immersed herself in acquiring a thorough knowledge of every aspect of the agency's operations and has put forth a concerted effort to enhance the services of one of our community's premier grass roots organizations. Over the past 16 months she has exhibited exemplary leadership and demonstrated a sincere commitment to advancing the agency in both its mission and capabilities. She has been working diligently with staff from our office as well as with the Department of Human Services (DHS) Director, Phyllis Tynes-Saunders, in reviewing our countywide social services programs and has without hesitation, assumed responsibilities for the direct supervision of the day-to-day operations for two of the agency's divisions, in the absence of the identified management staff.

Julie was also instrumental in bringing issues to the forefront that required management intervention in order to preserve the integrity of CAA as a recipient of both federal and state funding. She is currently working in tandem with the appointed CAA Management Team in reviewing all aspects of the Agency's operations and formulating recommendations for improvement. The team is working on a variety of matters to strengthen the operation of the department. Specifically the team is working on: personnel policies and procedures, procurement practices, contract compliance, and budget and financial controls. Julie has done an outstanding job in a difficult year. The team is about half way through their assignment and I am pleased with the work to date. CAA is an important county agency and an integral part of our community. I am confident that the work of the team will only help to strengthen the organization.

Therefore, I recommend that you appoint Julie as the Executive Director of CAA. The level of commitment and professionalism she has shown while serving as Interim Executive Director gives me great confidence in her abilities to lead this agency and continue to enhance its comprehensive system of service delivery.

Under Julie's leadership, I expect the Management Team's review to be completed and the recommendations for improvement to be implemented accordingly. Based upon the commitment and professionalism she has shown thus far while serving as Interim Executive Director, I am confident that Julie will achieve this goal and that she will continue to ensure the delivery of quality, comprehensive social services to the residents of our community.

C: Denis Morales, Chief of Staff, Office of the Mayor  
Irene Taylor-Wooten, Special Assistant, Social Services