

Date: December 11, 2008

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

CLERK OF THE BOARD

2008 DEC 11 PM 1:02

CLERK, CIRCUIT & COUNTY COURTS
DADE COUNTY, FLA.
#1

From: 
Carlos Alvarez
Mayor

Subject: Mayoral Appointment – Office of Community and Economic Development Director

Pursuant to the authority vested in me under the provisions of Sections 2.02C and D of the Miami-Dade County Home Rule Charter, I hereby appoint Shalley Jones Horn to the position of Director, Office of Community and Economic Development (OCED).

Mrs. Horn has over 25 years of professional experience in banking, housing, and community development. In her most recent position, Mrs. Horn served as the Florida Director for Community Development with Fannie Mae where she was responsible for dealing with urban housing challenges such as urban revitalization, workforce housing, and foreclosure prevention. In addition, she has extensive knowledge of the local community and has worked in partnership with many of our County agencies and community-based organizations.

Mrs. Horn holds a Ph.D. and Masters degree from Florida International University, and a Bachelors of Arts from the University of Miami.

Please join me in welcoming Mrs. Horn to our county family. Attached is her resume and charge memorandum from the County Manager.

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

Memorandum



Date: December 11, 2008

To: Shalley Jones Horn, Director
Office of Community and Economic Development

From: George M. Burgess
County Manager 

Subject: Charge Memorandum

Congratulations on your appointment as the Director of the Office of Community and Economic Development (OCED). As Director, it will be your responsibility to energize staff and recruit the appropriate management team to meet the affordable housing and community development challenges in Miami-Dade County. It is my practice to provide new and current department directors with priorities that I feel are urgent for the County and the community. As you begin your transition, my staff and I will work with you to accomplish these priorities, as well as others that we may establish throughout your tenure.

In your first year as OCED Director, I task you with accomplishing the following key goals:

- Review the existing organizational structure to ensure resources and staffing levels are appropriate to meet the County's affordable housing and community development needs.
- Work closely with the Miami-Dade Housing Agency, the Housing Finance Authority, the Homeless Trust, and all other agencies involved in the planning and delivery of affordable housing units and community services to ensure the maximum impact of all resources allocated to community improvement efforts.
- Work with the Office of Capital Improvements and General Services Administration to implement a development plan and timeline for the construction of affordable housing units using Building Better Community General Obligation Bond funds.
- Assess the inventory of all County-owned properties for the utilization towards the development of affordable housing and small business opportunities.
- Continue the development of a Documentary Stamp Surtax and State Housing Initiative Partnership pro forma to track funding commitments, availability of funds, develop program priorities, and ensure their use is consistent with State law.
- Continue reviewing the County's adherence to federal regulations with respect to Community Development Block Grant (CDBG) and other federal funding expenditures to avoid the future de-obligation of funds.
- Continue to improve the annual Consolidated Policy Paper, Request for Application, Action Plan, and recapture and reallocation process to ensure the appropriate and timely use of funds as well as the maximization of federal funds.
- Implement the Amended Action Plan for the use of Neighborhood Stabilization Program funds and monitor its progress.
- Follow through with the implementation of the Empowerment Zone program as you work closely with the Empowerment Zone Strategies Alliance to obligate funds by December 2009.
- Examine and improve the contract execution and vendor payment process for CDBG and other program funding.
- Identify and recommend necessary technology and customer service improvements.
- Work closely with the Commission Auditor and the County Commission to educate and provide needed information when the annual Action Plan or other significant items are pending Board approval.
- Work with the Office of Strategic Business Management and my office to provide responses to information requests on a timely basis.

I look forward to working with you and I am confident that you can successfully accomplish these tasks.

c: Honorable Carlos Alvarez, Mayor
Denis Morales, Chief of Staff
Cynthia W. Curry, Senior Advisor to the County Manager

Shalley Jones Horn

Professional Profile

Highly organized, results-oriented individual; able to handle multiple assignments under pressure and consistently meet or exceed deadlines. Strategic, visionary leader with national and local community leadership experience. Decision-maker, results-driven, dynamic, supportive and innovative manager. Provides clarity about direction, goals, measurements and performance expectations. Strong emphasis on empowering staff. A team player.

Education

Ph.D., Florida International University, College of Urban & Public Affairs, 2002
M.S.M., Florida International University, College of Business Administration, 1983
B.A., University of Miami, College of Arts & Sciences, 1975

Employment

Fannie Mae

5/94 - Present

Florida Director, Community Development (10/07 – present)

Responsible for addressing urban housing challenges within major cities throughout the state of Florida. Direct strategic activities, investment opportunities, and product innovations focused on urban communities. Provide intellectual capital by sharing affordable housing policy best practices and making a tangible difference working with key housing stakeholders in local communities. Provide financial capital by sourcing opportunities to Fannie Mae business units focused on urban revitalization and workforce housing. Provide seed capital in communities by helping to execute the corporate giving strategy. Support Fannie Mae's HomeStay Initiative efforts on foreclosure prevention, working with lenders, loan servicing companies and policymakers, to respond to the housing and mortgage market crisis. Manage staff of professionals throughout state.

Vice President, Community Development, Central Region, Chicago, IL (9/01 – 10/07)

Responsible for directing the Housing and Community Development agenda within the Central Region that comprised 19 Community Business Centers (CBCs) located in 18 states; 74 employees: 4 Lead Directors, 12 Directors, Regional Director and regional staff of 18. Sets vision and direction as well as measurable goals for state offices in support of Fannie Mae's mission and business goals to stimulate affordable housing development that encourage community revitalization efforts and workforce housing. Support local and state efforts to address affordable housing policies and best practices, including addressing homelessness issues. Support the company's cultural change efforts. Establish the adoption of strong controls and processes to ensure operational discipline is employed in all offices and the region.

Directed the efforts of the Communications team responsible for internal and external communications, including press releases, training seminars, and editorial board meetings; Regional Public Affairs team to administer regional corporate grant making and public official outreach; Community Development team to work with CBCs to source and close more than \$300 million in business transactions to help to revitalize low- and moderate-income neighborhoods; and Community Lending Initiatives team to manage annual \$50 million regional delegation fund designed to utilize market intelligence to employ best practices and address housing policy issues to increase homeownership opportunities through use of funds.

National efforts: Designed and implemented multi-year training strategic plan for Community Development staff, including design of curriculum for CBC University. First year: 29 training courses; more than 300 hours of community development training. Lead on single family initiatives: CNBC Pilot, Market Intelligence Reports, CD/CDARs Deposit Initiative and Business Development Pilot to increase deliveries from non-producing lenders.

Director of South Florida Partnership Office, Miami, FL (6/95 – 9/02)

Developed and implemented a multi-year, \$42 billion strategic investment plan designed to address affordable housing priorities defined by local government and key housing stakeholders, local community groups, mortgage lenders, non-profit housing organizations, and local municipalities. Strategy included developing and piloting single family products, working with DUS Lenders to source multi-family investments, sourcing LIHTC, and sourcing ACF community development equity and debt investments in low- and moderate-income neighborhoods. Managed government relations, public affairs, addressed affordable housing policy issues, and media events within south Florida community. Also served as Acting Director, Mississippi Partnership Office (January – November, 2001) to manage \$2.5 Billion Investment plan for the state of Mississippi.

Director of Community Investment & Director of Community Development,
Washington, DC (5/94-6/95)

Responsible for development and implementation of national strategies to increase business and investment opportunities in low- and moderate-income and minority communities; developed comprehensive community development investment five-year plans, designed to leverage public sector funds, with targeted cities to address affordable housing needs. Developed plan for tying Fannie Mae's central city initiatives with HUD programs, including enterprise communities and empowerment zones, in targeted cities.

SunTrust Bank, Miami, N.A.

4/93 - 4/94

Vice President, CRA and Consumer Compliance Manager

Responsible for bank-wide community development and reinvestment activities and business investments in low- and moderate-income and minority communities. Implement and manage the bank's community reinvestment mission of promoting the economic well-being of the delineated community by ascertaining its financial needs and developing financially sound and cost effective ways of helping to address those identified needs. Credit override authority: performed second review of denied commercial and residential loans in targeted neighborhoods.

Chase Federal Bank (Acquired by Bank of America)

9/85 - 4/93

Various Increasing Management Positions:

First Vice President/CRA Compliance Officer

Developed and implemented the CRA operating plan manual. Worked with each appropriate business unit to create investment goals in targeted communities. Coordinated the development and marketing of commercial and residential loan programs, specifically those targeting lower income neighborhoods.

Vice President/Human Resources Department

Managed all aspects of personnel administration, hiring, disciplinary actions and compensation actions. Implement and ensure compliance with Affirmative Action and E.E.O.C.

Vice President/Collections & REO Manager/Loan Administration

Responsible for overall collection of delinquent accounts and submission of uncollectible accounts to counsel for litigation, and for negotiation and sale of REO properties.

Assistant Vice President/Loan Processing Manager

Supervised the processing, closing, funding, and servicing of residential, construction, commercial, corporate, and installment loan applications. Supervised Quality Control area and Records Retention Center.

Related Coursework/Training

- National Development Council, Certified Housing Development Professional
- SunTrust Bank, Credit/Underwriting Training Program completion
- Florida International University, Real Estate Finance, Middle Management Certification (2 year coursework)
- Chase Federal Bank Credit Training Program completion
- Flagler Federal S&L, Management Training Program, 2-year bank program completion

Awards/Honors

- National Honor Society; Orders of Scholars; Orange Key Honor Society
- Banker of the Year (1986), Pioneer Award (1990) Miami-Dade Urban Bankers Association
- 1989 Up & Comers Award Recipient/Financial Services, South Florida Business Journal & Price Waterhouse
- 1991 Honoree Dollars & Sense Magazine's Tribute to America's Best and Brightest Business and Professional Men and Women, Chicago, IL
- 1992 "Top 40 under 40 Banker" selected by The American Banker
- 1994 "Shalley A. Jones Day" Miami-Dade County, July 15, 1994
- 2002 City of Miami Key to the City – Affordable Housing Advocacy Recognition
- 2002 South Florida Business Hall of Fame Inaugural Inductee
- 2007 Who's Who in Black South Florida

Affiliations

- Steering Committee Member, ULI Terwilliger Center for Workforce Housing; Chairperson, Private Finance Committee
- GMCC, Workforce Housing Committee
- Leadership Miami, 1987
- Leadership Florida, 1991-92
- Miami-Dade Urban Bankers Association, President, 1987-89
- National Association of Urban Bankers, President, 1991-92
- National Black MBA Association - South Florida Chapter
- Past Board Memberships: Habitat for Humanity of Greater Miami, Inc.; ABA Community Development Lending Committee; Miami-Dade Housing Finance Authority; Greater Miami LISC, Miami-Dade Chamber of Commerce, City of Miami Affordable Housing Committee, Miami-Dade Empowerment Zone Trust; Eastern Federal Credit Union, Metro-Miami Action Plan Trust

References: Furnished Upon Request