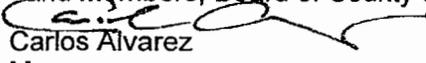


# Memorandum



**Date:** January 20, 2009

**To:** Honorable Chairman Dennis C. Moss  
and Members, Board of County Commissioners

**From:**   
Carlos Alvarez  
Mayor

**Subject:** Mayoral Appointment – Miami-Dade Housing Agency

2009 JAN 21 AM 8:38

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

AGENDA ITEM NO. 2(B)1  
JANUARY 22, 2009

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 José Cintrón to the position of Director, Miami-Dade Housing Agency (MDHA).

Mr. Cintrón has over 30 years of experience in local and federal government and has extensive experience with US Housing and Urban Development (US HUD). In addition, Mr. Cintrón has been a member of the County family since 2006, when he joined as Director of the Office of Community and Economic Development (OCED). As OCED Director, he ensured adherence to all federal rules and regulations, and managed reforms and the restructuring of OCED to improve service delivery. Most recently, he served as the County's Transition Liaison with US HUD to ensure transfer of MDHA back to the County.

Mr. Cintrón has a Bachelors of Arts from Fordham University and a Certificate of Senior Executives in Government Program from Harvard University.

Please join me in congratulating José Cintrón in his appointment as MDHA Director. Attached is his resume and charge memorandum from the County Manager.

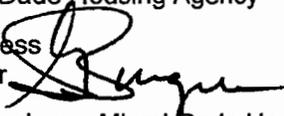
- c: Honorable Harvey Ruvín, Clerk, Circuit and County Courts
- Honorable Carlos J. Martínez, Public Defender
- Honorable Joseph P. Farina, Chief Judge, Eleventh Judicial Court
- Honorable Kathy Fernández-Rundle, State Attorney
- R.A. Cuevas, Jr., County Attorney
- George M. Burgess, County Manager
- Denis Morales, Chief of Staff
- Assistant County Managers
- Department Directors
- Gene Bassett, Interim Chief Executive Officer, Public Health Trust
- Dr. Eneida O. Roldán, Interim President and Chief Operating Officer, Public Health Trust
- Robert Meyers, Executive Director, Commission on Ethics and Public Trust
- Christopher Mazzella, Inspector General
- Charles Anderson, Commission Auditor

# Memorandum



**Date:** January 20, 2009

**To:** José Cintrón  
Director, Miami-Dade Housing Agency

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

**Subject:** Charge Memorandum – Miami-Dade Housing Agency

CLERK OF COUNTY  
2009 JAN 21 10:58 AM  
CLERK OF COUNTY

As the County assumes repossession of the Miami-Dade Housing Agency (MDHA), you will be the County's key player to ensure that all elements of the Action Plan set forth in the Memorandum of Understanding (MOU) between Miami-Dade County and the US Department of Housing and Urban Development (US HUD) are completed on time. In addition to completing all these tasks, you must provide MDHA with the critical leadership skills necessary to bring further improvements and efficiencies, and forge a vision for the future of the department.

As MDHA Director, I task you with the following key priorities:

- Improve the overall service provided to MDHA's customers in an effort to reduce constituent complaints to the various County offices;
- Strengthen financial and operational controls throughout the organization including a top-down review of the current year budget to mitigate any possible funding reductions and meet US HUD FASS requirements;
- Fill key senior management positions to ensure a smooth transition of day-to-day operations from the US HUD Oversight Administrator's team and immediately identify all the positions that need to be exempted from bumping rights;
- Establish a table of organization to transition MDHA into US HUD's Asset Based Management model.
- Strengthen partnerships with other County providers of social services including close coordination with the Department of Human Services to coordinate and better provide customer service;
- Lead the effort to create an interagency working group to include members from all County agencies involved with MDHA's operations and affordable housing;
- Continue to work with HOPE VI stakeholders during the remainder of the revitalization project;
- Closely monitor all aspects of the HOPE VI revitalization project to ensure remediation issues are handled properly, funding sources are in place for the completion of the project, and work with other County agencies to comply with Resolution R-1416-08 which requires staff to identify up to 850 annual contribution contract equivalent units within the expanded HOPE VI target area;
- Work with the Quadel Consulting Corporation to increase efficiency, implement internal controls, and accomplish all the objectives in the Action Plan with respect to Section 8 Housing Choice Voucher Program;
- Closely monitor the efficiency and performance of the Single Room Occupancy and Section 8 Moderate Rehabilitation programs and provide me with a report in six months if the County should consider the outsourcing of these programs;
- Close all issues associated with previous US HUD audits and ensure the timely completion of all other activities in the MOU/Action Plan between the County and US HUD;
- Continue to work with the Office of Strategic Business Management and my office to provide responses to information requests on a timely basis.

As a member of the County family for some time now, you have been able to obtain the necessary resources and support to assist you. You are encouraged to take advantage of this opportunity and ensure MDHA is a role model agency around the nation.

- c: Honorable Carlos Alvarez, Mayor  
Denis Morales, Chief of Staff  
Cynthia W. Curry, Senior Advisor to the County Manager  
Jennifer Glazer-Moon, Special Assistant/Director, Office of Strategic Business Management  
Angela Maher, Director, Human Resources

# JOSÉ CINTRÓN

## EXPERIENCE

### **MIAMI-DADE COUNTY GOVERNMENT**

**Transition Director, Miami Dade Public Housing Agency** 09/08-Present

I was selected by the Mayor of Miami Dade County and approved by US HUD to serve as the Transition Director to ensure the transfer of the County public housing agency from the federal government to the County. US HUD has served as the Oversight Authority in its takeover of the Agency for over one year. It is expected that the Agency will be transferred back to the County at the beginning of 2009. The Miami Dade Public Housing Agency is the sixth largest in the Nation. I am serving as the lead County Executive staff person engaged in establishing the terms of the transition and developing the Memorandum of Understanding and the Work Plan that will provide the necessary agreements and framework for the transfer.

**Director, Office of Community and Economic Development** 01/07- 09/08

I directed the community, affordable housing and economic development efforts of the County to expend the federal funds provided to the County through the CDBG, ESG, HOME, and other funds administered by US HUD. In the short time that I served in this position, the responsibilities of the Office were augmented to also include the management of the Surtax, SHIP and General Obligation Affordable Housing Bond programs that were formerly under the auspices of the Miami-Dade Housing Agency. The budget presently exceeds \$400 million dollars and the staff size also increased accordingly, growing from 65 to 115 persons. I was responsible for maintaining adherence to all federal rules and regulations and meeting all HUD deadlines relating to the proper administration of the programs and all of the funds that flow to the County through those programs. I managed the reforms and restructuring of the Office to ensure that the proper strategic planning, program delivery, monitoring and oversight, and business process reengineering result in a performance driven organization that is responsive to its customers, partners and stakeholders.

### **US DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT**

**Florida State Coordinator/Housing Development Coordinator** 09/95 – 12/2006

Until 2002, I served as the Senior US HUD official in the State of Florida, responsible for the coordination of all HUD program delivery efforts statewide. Program areas: Public Housing, Fair Housing, Community Planning and Development, FHA Single Family and

Multi-Family, Administration, Legal, and Community Builder programs. I oversaw the development and implementation of the statewide management plan. Responsible for oversight of Florida's HUD budget exceeding \$1.2 billion. Served as one of the leaders in coordinating the development of HUD's national Business Plan and Reorganization efforts, resulting in significant operational improvement and cost efficiencies. Served as Acting Assistant Secretary for Public Housing, managing HUD's public housing portfolio nationwide, restructuring national policy, and overseeing Congressional relations involving public housing legislation, issues and budget.

After 2002, I have served as the Housing and Development Coordinator for the Miami HUD Office. I have coordinated the activities of housing authorities from Tampa to Miami in their efforts to develop affordable housing in their respective communities. Together we have constructed over one thousand units and leveraged hundreds of millions of dollars in financing.

**Secretary's Representative for New York and New Jersey** 05/94 – 08/95

I served as the Regional Director of the NY/NJ Region, responsible for overseeing the five HUD offices located in the two states. My responsibilities included ensuring that HUD programs were delivered in an effective and integrated, coordinated manner to HUD customers while assuring effective internal communication and coordination of HUD programs and policies among program offices, between HUD and local elected officials, and also with various public and private sector customers. I also served as the spokesperson for the Region, articulating HUD priorities, goals, strategies and the effective use of HUD programs to a wide range of client groups, customers, and media outlets.

**NEW YORK CITY SCHOOL CONSTRUCTION AUTHORITY**  
**Vice President, Program Coordination and External Affairs** 09/89 – 05/94

I was responsible for the coordination of a \$1 billion dollar annual capital construction program citywide dedicated to building new and renovating existing public schools throughout the city. Supervision of departments included: Program Development, Real Estate, External Affairs, and Public Information. Responsible for maintaining productive relationships with elected officials, citizen groups, contractors, advocate groups and governmental bodies. Also managed the legislative agenda for the authority. Served as the liaison to the Authority's major client, the NYC Board of Education, to ensure that development proceeded as planned, on schedule and within budget, while meeting the program requirements of the client. Also, I coordinated the acquisition and environmental reviews for all land necessary to complete the build-out of the \$5 billion dollar five year master plan.

**THE CITY OF NEW YORK, OFFICE OF THE MAYOR**  
**Mayor's Representative to the Board of Estimate** 05/87 – 08/89

Presided over, chaired and cast all votes on behalf of Mayor Edward I. Koch at all meetings of the New York City Board of Estimate (the governing board of the City.) I was responsible for reviewing all agency contracts, determining which were appropriate for presentation to the Board. Advised the Mayor as to necessary actions in order to ensure approval of all items. Conducting public hearings serving as pre-requisites to

contract and item approvals. Coordinated meetings with community groups, elected officials, advocates, and public. Created consensus among elected officials who served on the Board in order to achieve the objectives of the Administration, including the passage of the Annual New York City Budget in excess of \$25 billion.

**New York City Housing Development Corporation  
Director of Project Coordination**

11/86 – 05/87

Coordinated the public approval process for all development projects financed by the NYC Housing Development Corporation. These included all "MAC" 80/20 projects, HODAG projects, and developments financed jointly with the community preservation corporation. Administered the HDC co-insurance program with Fuller Mortgage Company of Indianapolis. Expedited delays that may have developed between the various developers and the City Planning Commission, Buildings Department, Tax and Finance Department, or any other oversight agency of the City of New York.

**NEW YORK CITY DEPARTMENT OF HOUSING PRESERVATION  
AND DEVELOPMENT**

01/85 – 11/86

**Assistant Commissioner, Community Development & Neighborhood Preservation**

Coordinated the planning and development activities of a staff of 120 professionals for all urban renewal and vacant land under the jurisdiction of the housing agency. Selected sites, issued and reviewed requests for proposals for housing development projects. Supervised the NYC Partnership Small Homes, the 235 Small Homes, and the Nehemiah New Homes Programs, creating over 5,000 new units of housing for the City of New York. Negotiated development agreements with developers and builders of housing sites for submission to the Board of Estimate. Reorganized and restructured the administration and operations of the Tax Syndicate Sharing Program. Supervised the issuance and monitoring of all Community Consultant contracts, involving extensive work with community development organizations and community advocacy groups.

**Other Work Experience**

1976 – 1984

- **Housing Director**, Manhattan Borough President, NYC
- **District Manager**, East Harlem Community Board, NYC
- **Director**, Community Development Agency, NYC
- **Office Manager**, East Harlem Office, US Rep. Charles B. Rangel, NYC

**EDUCATION**

Fordham University	B.A., American History	1975
Union Theological Seminary	Trial Year Seminary, Rockefeller Foundation Fellow	1976
Harvard University, JFK School of Government	Senior Executives in Government Program	1988