



Agenda Item No. 2(B)2
July 21, 2009

MEMORANDUM
OFFICE OF THE MAYOR

DATE: July 18, 2009

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

FROM: 
Carlos Alvarez, Mayor
Miami-Dade County

SUBJECT: Appointment of Director for the Office of Sustainability

CLERK OF THE BOARD
2009 JUL 17 PM 2:02
CLERK CIRCUIT & COUNTY COURTS
MIAMI-DADE COUNTY, FLA.
#1

Pursuant to the authority vested in me under the provisions of Sections 2.02 C and D of the Miami Dade County Home Rule Charter, I am pleased to the appoint Susanne M. Torriente as Director of the Office of Sustainability as detailed in the attached memorandum from the County Manager.

Ms. Torriente is a seasoned County administrator with more than 19 years of management experience, 14 of those in leadership positions in the County Executive Office. Ms. Torriente has had hands-on experience directly overseeing the Office of Sustainability providing leadership and guidance to the Office during a critical expansion of our sustainable efforts. Ms. Torriente holds a Masters of Public Administration and a Bachelors of English both from the University of Miami.

Please join me in congratulating Susy and wishing her continued success in this new chapter of her career. Attached is her resume and charge memorandum from the County Manager for your reference.

Attachments

- c: Honorable Carlos Martinez, Public Defender
- Honorable Joel Brown, Chief Judge, Eleventh Judicial Circuit
- Honorable Katherine Fernandez-Rundle, State Attorney
- Honorable Harvey Ruvlin, Clerk, Circuit and County Courts
- Dr. Eneida O. Roldan, MD, MPH, MBA, President and
Chief Executive Officer, Jackson Health System
- Honorable Pedro Garcia, Property Appraiser
- Robert A. Cuevas, County Attorney
- George M. Burgess, County Manager
- Denis Morales, Chief of Staff, Office of the Mayor
- County Executive Office Staff
- Robert Meyers, Executive Director, Commission on Ethics and Public Trust
- Christopher Mazzella, Inspector General
- Charles Anderson, Commission Auditor
- Department Directors

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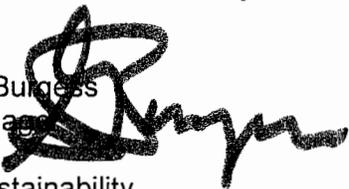
Memorandum

MIAMI-DADE
COUNTY

09 JUL 17 PM 2:02

CLERK OF THE BOARD

CLERK OF COUNTY COURTS
MIAMI-DADE COUNTY, FLA.
#1

Date: July 17, 2009
To: Honorable Carlos Alvarez, Mayor
From: George M. Burgess
County Manager

Subject: Office of Sustainability

Miami-Dade County has been at the forefront of green initiatives for many years, and has achieved most of the easier sustainability gains (hybrid vehicles, energy reduction contracts and building retrofits). There are many exciting initiatives already underway and still more in the planning phases - from the federal grant opportunities to the community-wide Sustainability Plan the County is committed to prepare by the fall of 2010.

From a county government perspective, our basic mission is to ensure that our collective objective is smart and sustainable investments in all County activity as a normal part of doing business. The challenge and opportunity behind managing for sustainability will first be awareness building. New and innovative ways of carrying out our mission will have to be considered. Bottom line - we must shift the way we think and change the way we operate. From a community, countywide perspective, to truly make an impact, lower GHG emissions and lower the carbon footprint of South Florida, our efforts must stretch beyond the confines of County government. We must facilitate this change through partnerships with businesses, industries and individual residents.

In March of 2008 Devesh Nirmul joined the County in a brand new capacity as sustainability Program Manager. I believe we must now broaden the focus the Office of Sustainability (OOS) and the first step is appointing a seasoned County administrator as the director to organize, coordinate and manage the many diverse activities in this high priority area - policy formulation, grant opportunities, energy management and reduction, alternative energy and fuel source options, water conservation, green purchasing policy guidance, and sustainable capital development processes. The current office has great technical knowledge but lacks solid management skills and leadership direction. We are at a critical juncture as we are about to receive energy and efficiency related federal grant dollars and we are about to embark in a comprehensive sustainable strategic planning process. Leadership, management, technical knowledge and County "know how" are key ingredients to success.

For these reasons I recommend that Susanne M. Torriente be appointed Director of the Office to complement the resources of the existing team and coordinate efforts countywide. As you know Susanne has 19 years of government experience in a variety of levels, and the last six have been as my right hand. She has a great ability to tackle complex problems, find solutions and bring people together towards a common goal.

This recommendation is possible by redeploying existing County resources and taking advantage of grant opportunities in this field. There are no additional costs to the County and no new positions required to enhance this operation.

There are a series of issues on this agenda, including but not limited to:

- Coordinate the development the County's overarching sustainability plan, including engaging all departments and staffing the Mayor's Sustainability Planning Task Force

- Receive, monitor and coordinate the implementation the County's share of the Energy and Efficiency Community Block Grant
- Pursue all other grant opportunities to showcase Miami-Dade County
- Continue to monitor federal and state legislation and mandates in order to develop the County's position and develop recommendations
- Create a culture of sustainability awareness in the workforce
- Strengthen interdepartmental relationships, partnerships and joint investment opportunities
- Develop ways to educate the workforce on the tools already available to them such as the energy performance contracts and the Office of Capital Improvement's Equitable Distribution Program (EDP) value engineering, and other green design, management and commission pools
- Work with the Office of Capital Improvement to develop training protocols for project and construction managers for the workforce and develop sustainable a capital improvement framework for county construction
- Coordinate efforts with Special Assistant Howard Piper and his Alternative Energy Team and related working groups (renewable energy working group)
- Work with the Government Information Center to ensure that the Go Green portal is a comprehensive source of information on all County greens initiatives, develop energy education initiatives and develop, pilot and implement a social marketing campaign using an umbrella brand for all green initiatives (internal and external) in the County
- Together with OSBM, develop and the implement departmental tracking mechanisms for energy, fuel, water, materials consumption (paper and green certified products) and sustainability measures for existing buildings/facilities and the capital improvement process and integrate into ASE system and other databases (CIIS, the OSBM Capital Database, and GSA Fuel database)
- Hire an Energy Manager with the EECEBG funds and roll out Energy Star portfolio manager tracking for all applicable County facilities, in conjunction with GSA Facilities Management
- Integrate sustainability concepts in workforce skills development initiatives and internship programs
- Create an awareness and understanding about the County's relationship with and commitment to the CCX, and methods of underwriting net charges. Determine the County's future direction regarding CCX and other exchange vehicles.
- Together with DPM, develop recommendations on sustainable procurement practices (for both construction and goods and services)

- Strategically linking the comprehensive plan, County's strategic plan, sustainability scorecards, departmental business plans, and ASE around sustainability parameters
- Staff the Resource Conservation Committee and use that group as a resource to move this agenda at a middle management level

I am convinced that Susanne is the right person for this job and that she will be able to bring together the right players and move this agenda forward. For the last six years she has been an invaluable asset to me and this organization. While I will miss her support in her current capacity she will make a lasting and positive low carbon imprint on our community. She is very excited to attack this new assignment and I am excited for her.

Thank you for your support and consideration.



Approved

Hon. Carlos Alvarez, Mayor

Susanne M. Torriente

Experience

Miami-Dade County – County Executive Office

Chief Assistant County Manager

July 2003 to present

- Current responsibilities include overseeing strategic management initiatives, procurement, small business development, water and sewer, solid waste management, fair employment practices, consumer services and capital improvements.
- Day-to day responsibilities include working with assigned departments in developing, updating and reviewing their business plans, quarterly reports and performance evaluations; staffing Board Committees; supervising the coordination of the Management Trainee Program; processing agenda items and correspondence for up to fifteen assigned and liaison departments and agencies.
- Coordinated and participated in the recruitment and selection of close to 40 executives or department heads, including the Human Resources Director, Fire Chief, Corrections Chief, Emergency Management Director, Human Services Director and Finance Director.
- Special assignments include lead staff for the 2007 Charter Review Task Force; Chair of the Pipeline Committee, which places employees affected by layoffs; Chair the Developmental Impact Committee.
- Serve as the County Manager in his absence.

City of Coral Gables

Assistant City Manager

October 2002 – June 2003

- Areas of responsibility included Finance, Purchasing, Information Technology, Parks & Recreation, Automotive, Parking and Cable TV.
- Spearheaded and developed the framework for a new model of Procurement Code for the City.
- Created a new Communications Division in the City Manager's Office to coordinate outreach and communication efforts.
- Identified, procured, and implemented the city's new web-based service request system.
- Initiated a process to centralizing the city special events.
- Organized the city's first Management Team retreat to align departmental functions with Commission goals and objectives.
- Improved relationships with businesses and residents by encouraging more open communication and participation with City Hall.

Miami -Dade County – Employee Relations Department

Deputy Director

August 2002 – October 2002

- Responsibilities included managing, directing, and coordinating centralized payroll processing and administration; labor relations, mediations and appeals; recruitment, internal placement, compensation and testing; career development and training.
- Major goals included improving customer service and delivery by streamlining and simplifying policies and procedures by maximizing the use of technology.

**Miami-Dade County – Department of Procurement Management (DPM)
Assistant Director
November 2001 to August 2002**

- Created and implemented countywide procurement business process reforms in effort to streamline standardize and automate. Worked with elected officials, staff in all departments and consultants in this endeavor.
- Developed recommendations for expedited informational technology (IT) procurement.
- Created countywide contract monitoring database with IT staff, wrote policies and procedures for the department, and implemented a departmental reorganization to include review of job classifications and work flow.
- Other assignments from the County Manager's Office included serving as the County Expedite Coordinator for procurement and construction during the six-month emergency period; staffing the Executive Expedite Committee; serving on a committee overseeing the consolidation of county IT functions.

**Miami-Dade County – Office of the County Manager
Assistant to the County Manager
March 1998 – November 2001**

- Assisted in the coordination and administration of all operational elements of Miami-Dade County government services.
- Mediated and resolved citizen concerns; reviewed and approved agenda items; and participated in the development of goals, performance measures, and departmental budget recommendations.
- Responded to media inquires and public records requests.
- Areas of concentration included: personnel, parks and recreations, cultural programs, transportation, solid waste management, code enforcement, citizen's services and special events.
- Special assignments included participating and staffing the Personnel Policies and Procedures Task Force and the Charter Review Commission; Chair of the County's first managed competition process for the Park's Department marinas; Chaired the committee appointed to expedite the A & E projects during a court-imposed moratorium; conducted staff agenda briefings for the commission aides; coordinating all logistics for the annual employee appreciation day.
- Selected by senior staff as the County Manager's Office 2000 Employee of the Year.

**Miami-Dade County – Office of the County Manager
Executive Assistant to the County Manager
January 1996 – March 1998**

- Participated in the development and implementation of management policies and procedures.
- Assisted the County Manager in prioritizing assignments, reviewing all correspondence and materials received in the Manager's Office.
- Reviewed and approved, for both content and form, all items for the Manager's approval and signature.
- Coordinated assignments and appropriate follow up among senior staff.
- Reviewed and approve agenda items for consideration by the Board of county commissioners.
- Supervised office support staff.
- Areas of concentration included legislative affairs, personnel, aviation, general services, budget, finance, audit, communications, and agenda coordination.

**Miami-Dade County – Office of the County Manager
Assistant Administrator
May 1993 – January 1996**

- Provided general management staff support to the County Manager, senior staff and to several commission committees and County special events.
- Responsible for the administration and supervision of the County Manager's Management Trainee Program.
- Represented the County Manager at meetings with citizen groups, committees, departments and elected officials.
- Participated in selection committees.
- Areas of concentration included elections, personnel, recreation, culture, environmental resources management, water and sewer, infrastructure, and public works.

**Miami-Dade County – Office of Management & Budget
Budget Analyst II
September 1991 – May 1993**

- Analyzed multimillion-dollar operating and capital budgets and monitor expenditures consistent with county policy.
- Provided fiscal and operational recommendations regarding department policies and programs, forecast departmental revenues.
- Assisted in the preparation of the County Manager's proposed budget.
- Areas of concentration included cultural programs, museum operations, libraries and tourism.

**Miami-Dade County – Office of the County Manager
Management Trainee
July 1990 – September 1991**

- Participated in a one-year, nationally recruited and competitively selected management training program that provides an opportunity for direct involvement in day-to-day operations as well as special projects and assignments.
- Departmental rotations included the Transit Agency, Public Health Trust, Office of Management & Budget, and Audit & Management Services.

Education

University of Miami	Coral Gables, FL
Master of Public Administration, 1990	
Bachelor of Arts in English, 1988	
Miami-Dade Community College	Miami, FL
Associate in Arts, 1986	

Professional Associations

National Association of Counties (NACO)
International Association of City Managers (ICMA)
American Society for Public Administration (ASPA)
FEMA National Advisory Council