Agenda Item No. 2(B)12
June 2, 2015

Memorandum

MIAMI-DADE COUNTY

Date: May 28,2015

To: Honorable Chairman Jean Monestime
and Members, Board of County Commissioners

From: Carlos A. Gimenez
Mayor

Subject: Mayoral Appointment – Director of Internal Services Department

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Pursuant to the authority vested in me under the provisions of Section 2.02-C of the Miami-Dade County Home Rule Charter, effective immediately, I hereby appoint Ms.Tara C. Smith as the Director of the Internal Services Department (ISD). Ms. Smith has over 11 years of professional experience with Miami-Dade County, and has effectively managed operational and personnel matters in large and complex environments throughout her career.

After obtaining a Master's Degree in Public Administration, Ms. Smith joined Miami-Dade County in 2004 as a Management Trainee and has since risen through the ranks of leadership. In her first role within the County Manager's Office, she was responsible for the oversight of departmental operations in the areas of public safety, elections, human resources, procurement, and strategic planning. In 2007, she joined the Elections Department as Chief Deputy Supervisor of Elections, managing the largest elections operation in the state and supporting three presidential elections.

Ms. Smith has held a number of leadership positions in ISD since 2013, with the most recent being Assistant Director. During her tenure at ISD, she has taken significant steps to streamline and focus operations to assist other departments in the areas of design and construction contracts, real estate development, and facilities management. She has accomplished a number of critical milestones, including the negotiation and closeout of six major capital projects in FY 2014-15: the new Northside Police Station, the Lillie Williams Arcola Head Start Center, the Gran Via Affordable Housing Apartments for the Elderly, the Tax Collector's offices, the Children's Courthouse, and the Historic Hampton House.

Ms. Smith has assisted in the daily departmental oversight of all ISD operations, including more than 60 County facilities encompassing more than six million square feet of space that are critical to County operations and infrastructure, a complex power distribution grid and two district cooling loops in downtown Miami that feed seven County facilities; maintenance and management of over 13,000 pieces of light and heavy fleet equipment across 29 fleet maintenance facilities; management of the County's real estate inventory database, which includes more than 4,700 parcels of property; and construction management of over 55 capital projects valued at approximately $550 million through FY 2014-15.

I am confident that Ms. Smith will lead the Internal Services Department successfully. Please extend your full support to her as she assumes her new role.

Attached for your information is Ms. Smith's resume.

c: Honorable Harvey Ruvin, County Clerk
R.A. Cuevas, Jr., County Attorney
Office of the Mayor Senior Staff
Christopher Agrippa, Clerk of the Board
Eugene Love, Agenda Coordinator
Charles Anderson, Commission Auditor

CLERK OF THE BOARD
2015 MAY 28 PM 3:38
CLERK, CIRCUIT & COUNTY CTS
MIAMI-DADE COUNTY, FLA.

Tara C. Smith

QUALIFICATIONS

Experience & Leadership
Extensive professional leadership skills and executive-level work experience including: direct experience in the implementation of large, countywide operations; proficient administrative problem-solving and analytical skills; management of major capital construction projects and finances; oversight of complex, public sector facilities management program; oversight of real estate development enterprises; analysis of procurement processes and enterprise-level software implementations; strategic planning and process improvement; extensive knowledge and administration of legislative processes; exceptional verbal and written communication skills including public speaking; development of strategic performance measures and business planning.

PROFESSIONAL EXPERIENCE

Miami-Dade Internal Services Department
Assistant Director **December 2014 – Present**
Responsible for the management and oversight of the divisions of Facilities and Utilities Management, Real Estate Development, Design and Construction Services, and the Office of ADA Compliance. Acting as Director-designee over all aspects of the Department as needed on behalf of the Director, including but not limited to:

Oversight of a $333 million operating budget encompassing more than 60 County facilities over 6 million square feet of space critical to County operations and infrastructure; enforcement and regulation of over 10,700 public and private elevators, escalators, moving walkways, and related equipment countywide; management of a complex utility infrastructure in downtown Miami that includes a 7-megawatt power distribution grid, two district cooling loops served by a 6,000-ton electric chiller plant and a 9,000-ton thermal storage ice plant; management of County-owned, non-retail leased property portfolio consisting of 107 leases and over 15 million square feet of County land and/or buildings and over $4.95 million in annual rental income; oversight of the County's real estate inventory database system including over 4,790 parcels of property across 48,000 acres, and assessed in excess of $7.4 billion; oversight of the maintenance and repairs for over 8,200 heavy and light fleet vehicles for County departments across 19 repair facilities countywide; management of unleaded and diesel fueling services to approximately 13,000 County owned and leased vehicles and other external agencies from 29 different fueling locations; oversight of a capital program with totaling over $400 million.

Miami-Dade Internal Services Department **November 2013 – December 2014**
Division Director, Design and Construction Services
Responsible for administering, managing, planning and directing major and minor capital improvement and construction renovation projects to ensure compliance with County building codes, and state and federal laws; responsible for the development and fiscal management of new vertical construction and renovation of existing facilities, including but not limited to roofs, interior design, space planning, and signage; responsible for the personnel mangement and overall performance of 60 full time employees including skilled architects, engineers and construction managers and the fiscal management of a $23 million budget.

Miami-Dade Internal Services Department **July 2013 – November 2013**
Manager, Strategic Initiatives
Providing leadership and advice to the Director's office in the scope development and implementation of a countywide Enterprise Resource Planning system to integrate current procurement automations and vendor portal systems with a new software product; providing oversight and analysis of processes within the Design and Construction Services division; overseeing the project schedule for the new Animal Services Shelter project, providing direction to project managers and consultants as needed to expedite the project.

Miami-Dade Elections Department
Chief Deputy Supervisor of Elections **December 2007 – July 2013**
Second in command over a department of 91 permanent and up to 1,200 seasonal employees; managing the effective operational logistics of elections for 1.3 million registered voters across 600 polling places, including the presidential elections of 2004, 2008 and 2012; directing policy and procedures for all divisions including logistics, ballot coding and printing, candidate qualifying, public records retention, absentee ballots, budget and finance, voter registrations, community outreach, and poll worker training; development of departmental strategic plan and

procedures; monitoring legislative impacts at federal, state, and local levels; working directly with County leadership in the performance of all duties.

Miami-Dade County Office of the Mayor **March 2011 – September 2011**
Chief of Staff
Special assignment, while in the position of Chief Deputy Supervisor of Elections, to assist the County Manager in the transition of mayoral administrations; speaking on behalf of the County Manager as needed; coordinating the personnel and logistical details of incoming mayor, commissioners and their staff; managing the oversight of departmental operations for the County Manager, dealing directly with County department directors in the operation of large and complex organizations; drafting memoranda and monitoring legislation; developing recommendations for policy and departmental reorganization; reviewing and approving correspondence for County Manager and Mayor signature; staffing and monitoring Board of County Commission meetings.

Jackson Health System
Miami-Dade Management Watch Team **May 2010 – March 2011**
Special assignment, while in the position of Chief Deputy Supervisor of Elections, to assist in the County's oversight of Jackson Health System after the Board of County Commissioners placed the hospital on management watch; led a team to review extensive data related to financial, operational, and procurement processes; worked directly with hospital leadership and provided regular briefings to County Manager and Mayor; made recommendations to hospital and County administration for process and administrative improvements, including the implementation of an Enterprise Resource Planning software system for procurement and financials.

Miami-Dade County Manager's Office
Assistant to the County Manager **February 2005 – December 2007**
Responsible for the effective oversight of 20 different Miami-Dade County departmental operations in the areas of public safety, elections, human resources, procurement of goods and services, strategic planning, countywide special events including SuperBowl XLI, NASDAQ-100 Open Tennis Tournament, and all countywide elections. Duties also included management of Board of County Commissioners agenda – coordinate legislative agenda process for County Manager; review and analyze all legislation on Board and Committee agendas; coordinate and conduct County Manager's agenda briefings; prepare, review, track, and coordinate departmental legislation; provide staff support to the Internal Management & Fiscal Responsibility Committee and Health & Public Safety Committee; development of comprehensive agenda submission guidelines and training program; management of a countywide database designed to track Board directives and assignments. Respond to multiple assignments by County Mayor, Manager, and Assistant County Manager; manage and track departmental assignments; provide assistance and guidance in County process and procedure; mediate and resolve citizen concerns; provide support and liase with Miami-Dade County Public Schools; prepare executive summaries of complex governmental issues.

Miami-Dade County - Management Trainee **July 2004 – February 2005**
Elections Department - Assisted the Supervisor of Elections with the management of daily operations, including development of a comprehensive after-action report of the 2004 presidential election; development of departmental business plan and performance objectives.

Office of Strategic Business Management - Preparation and review of strategic planning documents; coordination, facilitation of focus groups for the improvement of processes in internal support departments such as procurement; research and analysis of a recommended departmental organizational consolidation and preparation of recommendations.

Office of Community Image - Assisted the Community Image Manager in the development and daily operations of a new program; developing a scoring and reporting mechanism for major transportation gateways; development of the program's first business plan.

Foster Care Review, Inc. - Senior Review Specialist **1998 to 2004**
Managed the daily operations of a volunteer-based program designed to assist the juvenile court in the judicial review of children in the foster care system, including but not limited to: hiring, training and supervising Review

Specialists; developing program outcomes, indicators and performance objectives; recruitment and training of new volunteers and coordination of volunteer schedules; analyzing monthly data and preparing summary reports; interviewing of legal parties and witnesses; preparing comprehensive judicial reports and conducting quality assurance review of all outgoing judicial reports; drafting review policies and procedures; training of community partners; contract compliance reporting; communication liaison with judicial clerks, attorneys, and judges.

EDUCATION

May 2012 **Certified Elections and Registration Administrator**
Election Center, National Association of Election Officials

May 2010 **Driving Government Performance for Miami-Dade County Executives**
Harvard University, John F. Kennedy School of Government Executive Education

April 2004 **Master's of Public Administration**
Florida International University, School of Policy and Management

April 1998 **Bachelor of Science in Social Work**
Florida International University, School of Social Work
Magna cum Laude. Phi Alpha Honor Society, Golden Key Honor Society

COMMUNITY

Mentor, Big Brothers/Big Sisters, Inc.
School to Work Initiative
Miami-Dade County

Board Member
Casa Valentina, Inc.

United Way of Miami-Dade
Women's Leadership Member

REFERENCES

References available upon request