

# Memorandum



**Date:** December 7, 2020

**To:** Honorable Acting Chairwoman Rebeca Sosa  
and Members, Board of County Commissioners

**From:** Daniella Levine Cava  
Mayor

A handwritten signature in blue ink that reads "Daniella Levine Cava".

RECEIVED BY CLERK  
Circuit & County Courts  
Miami-Dade County, Florida  
1:22 pm, 12/07/2020  
CLERK OF THE BOARD

**Subject:** Mayoral Appointment - Director of Regulatory and Economic Resources Department

Pursuant to the authority vested in me under Section 2.02(C) of the Miami-Dade County Home Rule Charter, I hereby appoint Lourdes Gomez to the position of Director of the Regulatory and Economic Resources Department (RER), effective December 7, 2020. Per the County Charter and Code, Ms. Gomez's duties will include serving as the County's Planning Director, a position she is more than qualified to hold based on her experience as Deputy Director of RER since March 2014 and her specialized training as a certified planner under the American Institute of Certified Planners (AICP).

As Deputy Director of RER, Ms. Gomez most recently managed more than 900 employees who deliver a broad portfolio of services to businesses and property owners across Miami-Dade County. These services include the review and approval of land development applications, construction permits and business licenses and their related code enforcement activities; formulation and implementation of land use, environmental and community planning policy; and economic research. Throughout her career in RER, Ms. Gomez has spearheaded County efforts to attain cohesion and consistency of practice across plan review processes, ushering the systematic conversion of each permit and plan review process housed within RER to an electronic, tracked, timed, concurrent, and more transparent and accessible customer experience.

Prior to joining RER, Ms. Gomez held various positions directing and advancing policy and legislation within County government. She began her service with the County in 2002 as a Legislative Analyst, ascending through the legislative ranks to the County Manager's Office in 2006, where she formulated policy and administrative strategies as an Assistant to the County Manager for the Aviation, Seaport and Transportation Departments. This included legislation regarding Miami International Airport's North Terminal Development, the PortMiami Tunnel, and the People's Transportation Plan fund policy reform. In 2011, her responsibilities shifted to advancing the legislative and policy agendas for the County's land development, construction permitting and economic development portfolio in support of the restructured Office of the Mayor, which absorbed the functions of the former County Manager's Office.

Prior to joining Miami-Dade County, Ms. Gomez served as a Senior Admissions Officer for the Undergraduate Committee on Admissions at Harvard University, an institution from which she holds both a master's degree in Administration, Planning and Social Policy, and bachelor's degree in Government.

Ms. Gomez's resume is attached for your review. I am confident that she will continue to provide exceptional leadership to RER, while further facilitating and streamlining Miami-Dade County's continued economic development.

Please join me in congratulating Ms. Gomez on her appointment.

Attachment

c: Honorable Katherine Fernandez-Rundle, Miami-Dade County State Attorney  
Honorable Carlos J. Martinez, Miami-Dade Public Defender  
Honorable Harvey Ruvlin, Clerk of the Courts

Gerri Bonzon-Keenan, Successor County Attorney  
Office of the Mayor Senior Staff  
Department Directors  
Yinka Majekodunmi, Commission Auditor  
Jennifer Moon, Chief, Office of Policy and Budgetary Affairs  
Melissa Adames, Director, Clerk of the Board  
Eugene Love, Agenda Coordinator

## Lourdes M. Gomez, AICP

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- Expertise** Over 25 years of experience managing public sector and non-profit programs and services, formulating public policy, and advancing organizational reform.
- Education** **Harvard University**, Cambridge, MA
- Ed.M., Administration, Planning, and Social Policy 1999
  - A.B., *cum laude*, Government 1995
- Licensures** American Planning Association, Chicago, IL 2018
- Certified Planner** American Institute of Certified Planners Certification No. 31129
- Experience** Miami-Dade County, Miami, FL 2002 - present
- Deputy Director** Department of Regulatory and Economic Resources 2014 - present
- Manage over 900 employees in seven regulatory divisions responsible for delivering a broad portfolio of County land development, construction permitting, environmental resources management, and commercial and trade licensing activities affecting businesses and property owners countywide, including: oversight of a \$160 million annual budget drawn from permitting fees; formulation and implementation of County regulatory land use, neighborhood compliance, construction, business, environmental and community planning policy and procedures; preparation of legislation for adoption by the Board of County Commissioners; oversight of applications for regulatory permits and licenses, including public hearings for planning, zoning, subdivision, and environmental permitting applications; oversight of enforcement authority to ensure compliance with regulatory requirements; review and maintenance of demographic and economic research.
- Manage the operations of the Department's seven regulatory divisions (Planning, Development Services (Zoning & Platting), Building, Environmental Resources Management, Consumer Protection, Code Compliance and Boards & Code Administration) including, each year, issuing over 80,000 permits, licenses and approvals, reviewing 150,000 related plans, conducting 200,000 field inspections, and addressing 30,000 cases relating to enforcement of regulatory requirements.
  - Administer, interpret and enforce local, state and federal regulations governing land use, environment, community planning, development and construction.
  - Resolve customer and constituent concerns and appeals regarding departmental determinations.
  - Develop comprehensive master planning policy and land development code initiatives, including expanding and enhancing urban infill, housing, and transit-oriented development policies, studying feasibility of converting road impact fee to mobility fee, and preparing revisions to environmental regulations, such as impervious surface standards and storm water utility fees.
  - Collaborate with partner departments and external stakeholders involved in the development process to attain cohesion and consistency across County plan review and permitting practices, implement resulting reforms to regulatory processes, and advance corresponding legislation.
  - Implement information technology solutions to streamline and increase transparency to customers of the land development and permitting process by converting paper-based processes into electronic, tracked, timed and concurrent processes with public facing web-based portals. This includes the total virtualization of County regulatory services in response to the COVID-19 pandemic by deploying virtual field inspections and staff appointments, online payments for various permit fees, and fully electronic permitting and plan review systems across all divisions.
- Assistant to the County Manager/Deputy Mayor** County Executive Office 2006 – 2014
- Provided executive professional support for the development and direction of legislative and administrative strategies and initiatives for the County's portfolio of transportation agencies (Miami-Dade Aviation, Seaport, former Consumer Services Department, former Public Works and Transit Departments, former Office of Capital Improvement, Citizens' Independent Transportation Trust (CITT), and former Metropolitan Planning Organization). In 2011, this work shifted to advancing the legislative and administrative initiatives for the County's land development, construction permitting and economic development portfolio (now housed within the Department of Regulatory and Economic Resources) in support of the recast Office of the Mayor, which absorbed the functions of the former County Manger's Office.
- Directed departmental agenda process and approved all policy and legislative packages involving land development, commercial activities, and capital improvements. Specific projects include Miami International Airport's North Terminal Expansion, Airport concession and real estate transactions; Seaport cargo and cruise transactions, the PortMiami Tunnel; Transit system funding and expansion; and Public Works People's Transportation Plan Capital Improvements.

- Participated as a member of the Interim Transit Management Team which drew resources from multiple departments to identify deficiencies, usher managerial changes, and stabilize the Transit budget.
- Authored documents outlining the organizational framework for the creation of one County regulatory and economic development organization with the charge that the regulatory process be deployed in a clear, timely and consistent manner, thus serving to enable the economic development that is the end result of construction and redevelopment.
- Authored numerous policy papers and reports, including People's Transportation Plan Fund policy reform, status of Transit capital projects, pro forma, and appropriate use of the half-penny surtax.
- Analyzed and monitored impacts of Board of County Commissioners legislation on departments. Managed and directed execution of responses to Board directives and assignments. Conducted legislative and policy briefings for Mayoral staff, Board staff, and senior County management.
- Represented the Assistant County Manager/Deputy Mayor at meetings. Liaised with external agencies such as the Miami-Dade Expressway Authority, Florida Department of Transportation, and Beacon Council in support of multi-agency issues. Advised County Mayor, County Manager, Assistant County Manager/Deputy Mayor and department directors.
- Managed the daily operations of the Assistant County Manager's/Deputy Mayor's Office including prioritization of multiple assignments, preparation for meetings, review of incoming correspondence and signature items. Managed and directed execution of responses to external inquiries. Mediated and resolved business and citizen concerns.

**Executive Assistant to the Director** Miami-Dade Transit Department

2004 - 2006

Directed, planned, and developed all legislative and policy items for presentation to the Board of County Commissioners and CITT. Reviewed and monitored adopted actions. Analyzed legislative and political concerns impacting the department. Advised the Director of potential challenges, assisted with significant policy decisions, presented and prepared alternatives, evaluated options and suggested actions and positive solutions.

- Responsible for proper execution and administration of the agenda process including detailed review and preparation of memorandums, ordinances, resolutions and agreements to determine consistency with departmental and County policies, goals and objectives. Represented the department and its Director at CITT meetings, bi-monthly Directors' and Commission Aides' Agenda Briefings and Interdepartmental meetings. Acted as liaison with Commission and CITT staff. Briefed the Director, elected officials, members of the CITT and their staff. Coordinated the implementation of appropriate and expeditious action based on Board and CITT directives. Responded to Board of County Commissioners and CITT questions and concerns.
- Prepared and coordinated correspondence and reports for dissemination to the County Manager, elected officials, private industry and community groups. Planned and organized all departmental special events involving elected officials and members of the CITT including selection of participants, speakers, preparation of event programs and participant remarks.

**Legislative Analyst** Office of Commissioner Natacha Seijas, District 13

2002 - 2004

- Analyzed and tracked legislation on all Commission and Committee agendas. Formulated policy statements, legislation, and motions. Prepared briefing agendas.
- Drafted correspondence and press releases. Fielded lobbyist and community group inquiries. Attended community and constituent meetings. Lobbied State Delegation and local political entities and organizations.

Harvard College, Cambridge, MA

1995 - 2002

**Senior Admissions Officer & Subcommittee Chair** Committee on Admissions

Senior officer of 30-member committee charged with admitting 2,000 of the 20,000+ freshman and transfer applicants that optimally reconciled the needs of the University with the merits of the candidates. Promoted to Subcommittee Chair with increased responsibility for decision-making on applicant cases, including veto and redemptive powers over the cases of other admissions officers. Planned, organized and managed all aspects of various additional admissions programs throughout tenure including:

- **Associate Director & Registrar** Harvard Summer Institute on College Admissions – Annual national 6-day residential professional development program for 150 admissions officers and secondary school counselors.
- **Director of Joint Travel** Exploring College Options Programs – Cooperative travel between Duke, Georgetown, and the University of Pennsylvania for 26 week-long national student recruitment trips.
- **Executive Director** Cambridge Admissions Conference – Annual alumni interviewer leadership program.
- **Executive Director** Harvard College Visiting Program – Harvard freshman visitation and yield program.

**Other**

Harvard Club of Miami, Miami, FL

2006 - present

**Chairperson, Schools Committee**

Provide leadership to local alumni club for the coordination of interviewing of Harvard College applicants.

**Languages**

Fully bilingual (English/Spanish)