Memorandum

MIAMI-DADE COUNTY

Date: August 4, 2011

To: Honorable Joe A. Martinez, Chairman
and Members, Board of County Commissioners

From: Carlos A. Gimenez
Mayor

Subject: Mayoral Appointment
Director – Animal Services Department

Pursuant to the authority vested in me under the provisions of Section 2.02 D of the Miami-Dade County Home Rule Charter, I hereby appoint Alex Munoz to the position of Director, Animal Services Department.

Dr. Sara Pizano has recently resigned as Director from the Department. Since 2005, when Dr. Pizano was appointed Director, the number of animals saved has increased from 6,000 to 14,000. Her exhaustive efforts have transformed the Animal Services Department into an award-winning organization. The Department received the Outstanding Agency Award and Team Achievement Awards from the Florida Animal Control Association. In 2010, in large part due to Dr. Pizano's leadership and collaborative efforts with other animal welfare groups, the American Society for the Prevention of Cruelty to Animals named Miami-Dade their tenth Partner Community in the country.

Mr. Munoz is well qualified to continue the good work that Dr. Pizano has begun. As a veteran County administrator since 1992, he has served as Director of a large department, provided leadership to a number of large-scale special projects, and understands the details of a major operation. As Assistant County Manager over the Animal Services Department, he gained the special knowledge and experience that helped successfully transition them into a stand-alone department. Most recently, he served in the role of Deputy Director of the Park and Recreation Department with more than 1,000 employees and 12,400 acres of public park space. His responsibilities included management of the department's capital improvements program, development and planning sections, natural areas management, and facilities management; with direct oversight of over 200 employees and $300 million of programmed capital projects.

Mr. Munoz's resume is attached for your review.

c: Honorable Harvey Ruvin, Clerk of the Courts
Robert A. Cuevas, Jr., County Attorney
Office of the Mayor, Senior Staff
Department Directors

Alex Munoz

EXPERIENCE

Assistant County Manager, Miami- Dade County
July 2003-Present
Oversee two major operational portfolios: 1) Land use, development and permitting; and 2) Recreation, tourism and culture activities. Each of these strategic areas includes management of multiple departments and direct supervision of department directors. Departmental duties for land use, development, and permitting include: Planning and Zoning, Building and Neighborhood Compliance, Consumer Services, Agriculture Manager, Animal Services and Development Coordination. Recreation, tourism and culture departments include: Miami-Dade Park and Recreation, Cultural Affairs, Miami-Dade Public Library System, and Vizcaya Museum and Gardens. Duties also incorporate oversight of museums and institutions receiving County support, serving as lead contact for various County-partner agencies such as Miami-Dade Public Schools, Greater Miami Convention and Visitors Bureau, Adrienne Arsht Performing Arts Center and Miami-Dade Sports Commission.

Other departmental assignments and duties during my tenure have included: Procurement Management Department, Department of Environmental Regulation, Building Code Compliance, Team Metro, Elections Department, Property Appraisal, Small Business Development, Community Relations Board, Office of Film and Entertainment, Historic Preservation and Incorporation and Annexation.

Combined scope of departmental budget and personnel oversight approximately:

- $524 million operational budgets
- $1.2 billion capital budgets
- 3,150 personnel

Other Highlights

- Active Strategy: Led migration of departments in my portfolio to County's first-ever performance-based management system. This effort resulted in development of goals and measures by departmental strategic areas to allow for the tracking and evaluation of services and resources.

- Directly work on selected complex departmental policy and operational issues.

- During tenure have successfully lead management, operational, and process improvement initiatives in areas such as elections, procurement, capital programs, customer service and restructuring of operational departments.

Director, Team Metro, (Code Enforcement, Community Outreach and Customer Service department)
December 2001-July 2003
Served as director of County's regional code enforcement and customer service department. This department was charged with the mission of community-based code enforcement with an emphasis on education and remediation of issues as a method to achieve compliance. Department also served as the

central intake for public relations, community information and referral services to ensure comprehensive customer service to constituents.

Duties included directing the work of management and supervisory personnel in both code enforcement field operations and professional support services. Oversaw regional offices, customer service call center and central support division including a budget of approximately $9 million and 140 personnel. Formulated and implemented policy and procedures, established operational goals and objectives.

Worked with elected officials and County management on a regular basis to address community concerns and develop legislation and policies regarding service delivery. Coordinated departmental operations with other County departments, local and state agencies to effectively respond to citizen's request for service and address community concerns. In the course of work identified community needs and developed strategies to address those needs.

Directed preparation of department's annual operating budget and reviewed revenue and expenditure reports to ensure departmental performance. Made decisions regarding hiring, discipline, promotions; reviewed performance reports prepared by management; exercised authority for implementation of personnel rules consistent with County policy and collective bargaining agreements.

Thorough knowledge of organizational operations, supervisory and management principles. Ability to exercise judgment and discretion in interpreting and implementing code requirements, policies and procedures.

Assistant to the County Manager, Miami Dade-County
March 1999- December 2001
Supported Assistant County Manager in managing multiple departmental responsibilities. Participated in creation of management strategies, policy and procedures and directing department management staff in implementation of Mayoral, County Commission and County Manager directives, initiatives and policies. Oversaw, developed and implemented legislation and organizational objectives. Represented County Manager and Assistant County Manager on committees and working groups. Provided staff support to boards and task forces. Represented Manager and Assistant County Manager on issues with elected officials, community groups, constituents, vendors, other agencies and jurisdictions.

Executive Director, Super Bowl XXXIII Host Committee
January 1998-March 1999
Responsible for the management and operation of all Host Committee activities in preparation for Super Bowl XXXIII, which attracted an estimated 100,000 visitors to South Florida and provided an economic impact of over$300 million. Primary mission was to support National Football League and prepare community to successfully host Super Bowl and multiple ancillary activities. Duties included supervision of all employees, recruiting and coordinating over 9,000 volunteers to support National Football League and Host Committee activities, public safety coordination, developing and implementing a minority business program, staffing board of directors and 15 working committees, maintaining corporate and intergovernmental relations, leading private and public fundraising efforts to support Host Committee operations, events and activities, managing large special events, oversight of revenue and expenses to ensure sufficient funding of activities, oversight of budgeting, procurement and financial controls.

Assistant Director for Finance, Transportation and Special Events, Super Bowl XXXIII Host Committee

May 1997-January 1998
Responsible for coordinating and planning all aspects of large special events, working with the National Football League to develop transportation plan and development of fiscal operations for Host Committee to include accounting responsibilities, purchasing and detailed projections of revenues and expenditures to ensure successful delivery of multiple activities in a compressed time frame.

Budget Analyst, Office of Management and Budget, Miami-Dade County
February 1994-May 1997
Responsible for preparation and analysis of various departmental budgets to ensure efficient allocation of resources and revenues for effective service delivery. Analyzed multi-million dollar operation and capital budgets. Participated in preparation of multi-billion dollar Proposed Operating and Capital Budgets. Duties included making fiscal and operational recommendations regarding department services, projections and programs, reviewing financial reports. Monitored expenditures to ensure compliance with Board of County Commissioner approved authority. Forecasted and monitored revenues on regular basis in line with projections to support service delivery. Evaluated program and legislative changes to assess fiscal impacts. Served as trainer for budget development program.

Chief Financial Officer, Summit of the Americas, Host Committee
August 1994-February 1995
While serving as a Budget Analyst I was appointed by County Manager to serve as Chief Financial Officer for the Summit of the Americas Host Committee. The role of the Host Committee was to prepare Miami for week-long visit of heads of state from the Western Hemisphere, hosted by the President of the United States. Duties included management of all financial activities, purchasing, preparation and oversight of $11 million budget and approval of purchasing activity to ensure spending occurred in line with revenues. Supported fundraising efforts. Represented organization in planning sessions with local, state and federal agencies.

Senior Planner, Metropolitan Planning Organization(MPO)
July 1993-February 1994
Served as liaison to MPO Board to address Board members' transportation planning issues. Analyzed and evaluated transportation planning legislation and assisted with studies supporting County's long-range transportation planning.

Management Trainee
July 1992-July 1993
Worked as management trainee rotating through different departments gaining immediate exposure to complex issues. Acquired training in management, operations and administration. A special assignment during this time included assisting public housing residents with Hurricane Andrew Recovery efforts.

EDUCATION

Masters of Science in Urban and Regional Planning
May 1992
Florida State University, Tallahassee Florida

Bachelor of Arts with triple major in International Affairs, Spanish and History
May 1990
Florida State University, Tallahassee, Florida

University of Salamanca
Spring 1988
Salamanca, Spain
Completed coursework towards Spanish major

AFFILIATIONS/COMMUNITTY

Boy Scouts of America, Troop 840/Cub Scouts of America, Pack 840 (2005 to Present)

- Troop Committee, Merit Badge Counselor, Den Leader, Assistant Den Leader

United Way of Miami-Dade County (2004 to Present)

- Leadership Circle

Kiwanis Club of Little Havana (Active Member 1993 to 2003)