

Memorandum



Date: October 11, 2011

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

From: Carlos A. Gimenez
Mayor

A handwritten signature in black ink, appearing to read "Carlos A. Gimenez". The signature is fluid and cursive, with a long, sweeping underline that extends to the right.

Subject: Appointment of New Department Directors

As you know, on September 22nd in addition to the Board's adoption of the FY 2011-12 budget, my plan to reorganize County government and reduce the number of departments under the purview of the Mayor from 42 to 25 was approved. The process to begin implementation of this reorganization plan will begin to take effect this week as we recently started our new fiscal year.

Accordingly, and given the significant reduction in the number of County departments that the plan entails, I have been working diligently with my senior staff to select the 25 individuals who will lead the new departments and the lengthy reorganization process going forward. The decision-making process was a difficult one: Miami-Dade County is fortunate to have talented and dedicated public administrators leading its departments.

Candidates for the 25 department director positions were assessed on their qualifications, past performance, and skill sets. Assembling a leadership team that is fully committed to the process of reorganizing County government was also an important consideration in the selection process. As you will see, and in keeping with my pledge, the individuals selected to lead these departments reflect the diversity of our community.

Therefore, pursuant to the authority vested in me under the provisions of Section 2.02-D of the Miami-Dade County Home Rule Charter, the following individuals are hereby appointed to the positions specified below, effective Tuesday, October 11, 2011:

Community Action and Human Services: Lucia Davis-Raiford
Elections: Penelope "Penny" Townsley
Internal Services: Lester Sola
Permitting, Environment and Regulatory Affairs: Charles Danger – Interim
Public Housing and Community Development: Gregg Fortner
Public Works and Waste Management: Kathleen Woods-Richardson
Sustainability, Planning and Economic Enhancement: Jack Osterholt – Interim

Their respective resumes are attached for your review.

Lucia Davis-Raiford shall remain in her position as Director of Human Rights & Fair Employment Practices (HRFEP) while it temporarily reports to the Office of the Mayor. Her dual role will continue until the Board takes action regarding HRFEP and a new director is appointed.

Newly appointed, and current department directors, have been tasked with finding within their respective departments operational and organizational efficiencies. Additionally, directors of newly merged departments will be expected to provide recommendations for how to best organize their respective areas.

Department directors who were not selected to lead a department in the restructured organization will be given due consideration for other positions of responsibility within County government. I must reiterate that these decisions were very difficult, given the number of dedicated, talented leaders that this organization has.

The full roster of department directors is attached for your information. I look forward to working with this team in the weeks and months ahead and to achieving our shared goal of a County government that delivers more effective, more efficient service to its customers.

Attachments

- c: Honorable Harvey Ruvlin, Clerk of the Courts
- Honorable Joel Brown, Chief Judge, Eleventh Judicial Circuit
- Honorable Katherine Fernandez-Rundle, State Attorney
- Honorable Carlos Martinez, Public Defender
- Honorable Pedro J. Garcia, Property Appraiser
- Carlos Migoya, President and CEO, Jackson Health Systems
- Christopher Mazzella, Inspector General
- Joseph Centorino, Executive Director, Commission on Ethics and Public Trust
- R. A. Cuevas, Jr., County Attorney
- Office of the Mayor Senior Staff
- Department Directors
- Charles Anderson, Commission Auditor

Miami-Dade County Departmental Directors

- Animal Services: Alex Munoz
- Audit Management Services: Cathy Jackson
- Aviation: Jose Abreu
- Community Action and Human Services (includes Community Action Agency and Department of Human Services): Lucia Davis-Raiford
- Community Information and Outreach (formerly GIC): Henry Sori
- Corrections and Rehabilitation: Tim Ryan
- Cultural Affairs: Michael Spring
- Elections: Penelope "Penny" Townsley
- Finance: Edward Marquez – Interim
- Fire Rescue (includes Office of Emergency Management): William Bryson
- Information Technology Department (formerly ETSD): Angel Petisco
- Internal Services (includes GSA, Procurement Management, Human Resources and the Office of Capital Improvements' construction and special project functions): Lester Sola
- Juvenile Services: Morris Copeland
- Library: Raymond Santiago
- Management and Budget (includes Grants Coordination and Office of Capital Improvements' bond proceeds monitoring functions): Jennifer Moon
- Medical Examiner: Dr. Bruce Hyma
- Parks, Recreation and Open Spaces (includes Public Works' RAAM division and Community Image Advisory Board): Jack Kardys
- Permitting, Environment and Regulatory Affairs (includes Building & Neighborhood Compliance, DERM, and Planning & Zoning Department's zoning and land regulatory functions): Charles Danger – Interim
- Police: James Loftus
- Public Housing and Community Development (includes Miami-Dade Public Housing Agency, Housing and Community Development and GSA's infill function): Gregg Fortner
- Public Works and Waste Management (includes Public Works and Solid Waste Department): Kathleen Woods-Richardson
- Seaport: Bill Johnson
- Sustainability, Planning and Economic Enhancement (includes OEDIT, Consumer Services, Small Business Development and Planning & Zoning Department's planning function): Jack Osterholt – Interim
- Transit: Ysela Llort – Interim
- Water and Sewer: John Renfrow

LUCIA DAVIS-RAIFORD

19731 W. Oakmont Drive
Miami, Florida 33015
Email: ldraiford@bellsouth.net

(305) 829-4099 (Home)
(305) 519-1666 (Cellular)
(305) 375-2685 (Work)

CAREER SUMMARY

Public-sector executive and results-oriented professional with demonstrated leadership, analytical and problem-solving skills. Extensive experience in effecting organizational change, developing progressive management programs, strategy development and execution.

CORE COMPETENCIES

- Visionary Leadership
 - Strategic Staffing
 - Creative problem-solving
 - Organizational Restructuring
 - Key partnership development
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EDUCATION

Antioch School of Law, Washington, D.C.; Juris Doctor, 1978
Bennett College, Greensboro, N.C.; B.S. and A Interdisciplinary Studies, 1975

PROFESSIONAL EXPERIENCE

DIRECTOR, OFFICE OF HUMAN RIGHTS & FAIR EMPLOYMENT PRACTICES
MIAMI-DADE COUNTY, MIAMI, FL 2003 - Present
Direct County's diversity management programs to support equal opportunity in housing, employment, public accommodations and access to credit and financing. Direct external programming for implementation of Miami-Dade County Human Rights Ordinance and work-sharing agreements with the U.S. Equal Employment Opportunity Commission. Manage revolving annual inventory of approximately 500 internal and external cases; develop policies and programs to eliminate barriers to equality in Miami Dade County workplaces. Delivered first county-wide EEO training accessible to all 30,000 employees. Eliminated duplicative efforts in resolution of discrimination and unfair employment practice complaints, created Case Tracking System to centralize and monitor department level complaint resolution. Focused training to resolve problem program areas.

NEW YORK CITY POLICE DEPARTMENT, NEW YORK, NY 1995 - Aug. 2003
Office of the Chief of Department, Founding Director, Domestic Violence

Created and established policy, procedures and service delivery systems for major police strategy, "Breaking the Cycle of Violence". This aggressive, proactive program ensured equal protection of law for victims of family violence, using innovative policing strategies that become national models. Advised Police Commissioner and Chief of Department on law, policy, legislation, and emerging social issues. As highest-ranking civilian in police operations, developed management and accountability measures, conducted oversight of field operations to ensure effectiveness and outcomes. Developed first system for tracking domestic crime data, wrote curricula and established training procedures at all organizational levels of 50,000 member department. Developed innovative programs and won millions of dollars in grant funds for ground-breaking initiatives. Created special projects using existing resources to accomplish expanded goals. Monitored output of 82 city precincts, 500 functional direct reports, and the domestic violence responses of 40,000 uniformed and plain-clothes personnel. Programs received national and international recognition for developing effective institutional responses to this complex social problem.

RAIFORD ASSOCIATES, NEW YORK, NY**1998 – Present****President and CEO**

Assisted business, government and non-profit organizations in developing effective programs. Developed curricula, conducted training; advised on strategic investigations and recommended creative, effective, non-adversarial resolutions. Lectured extensively on matters related to domestic and family violence. Major clients included the National Football League; NYS Unified Court System; New York State Division of Criminal Justice Services; Downtown Business Improvement Alliance; National Basketball Association, governments of Aruba, Antigua, community and social organizations.

NEW YORK CITY TRANSIT POLICE DEPARTMENT, NEW YORK, NY**1991- 1995****Director, Legal Services Bureau**

As a direct report to the Chief of Police, advised Chief on policy and legal matters related to patrol strategy, investigations, and administration. Directed activities of 200 sworn and civilian personnel in the Legal Services, Equal Employment Opportunity, Court, Documents, and Disciplinary Units of the nation's seventh largest police department. Reviewed Internal Affairs investigations for legal sufficiency and procedural compliance. Oversight of all employment matters, including the monitoring of recruitment, hiring, transfer, disciplinary, retention and termination decisions. Evaluated civilian complaints; served as liaison to District Attorneys and courts. Directed the department's community service and financial restitution programs.

NEW YORK CITY TRANSIT POLICE DEPARTMENT, NEW YORK, NY**1991 – 1992****Special Counsel for EEO, Labor, and Government Affairs**

Reporting to Chief of Police, created, staffed, and directed the Department's first Office of Equal Employment Opportunity. Devised training and complaint resolution strategies in complex 7,000 member law enforcement agency. Developed process to informally resolve grievances and complaints at all levels. Applied conflict resolution strategies to complex facts. Required strong ability to create and implement change in large public sector organization. Served as liaison to New York Police Department, District Attorneys, Unions and fraternal organizations.

METROPOLITAN TRANSPORTATION AUTHORITY, NEW YORK, NY**1991****Acting Vice President for Affirmative Action**

Oversaw equal employment practices and minority/women-owned business contracting activities of North America's largest commuter rail and mass transit network with daily ridership of over 5 million, serving 468 subway stations along 660 miles of track. Advised on utilization analyses,

agency contracting and personnel decisions. Ensured and compliance with federal, state, and local laws. Developed innovative cultural programs and programs to ensure participation of women-and minority-owned businesses in procurement process in large member agencies (NYC Transit, Metro-North Commuter Rail, Long Island Railroad). Required strong organizational skills. Revised moribund certification procedures to more efficiently match programs and ensure small contractor success in bidding. Managed staff in compliance activity, equal employment programs and small business development.

NEW YORK CITY TRANSIT AUTHORITY, NEW YORK, NY **1986 – 1991**
Assistant Vice President for Human Resources & EEO; Director, Office of Business Programs; Manager, Business Programs

At 65,000 employee agency, devised and managed Human Resources and equal opportunity programs in business contracting and employment. Thrust of work involved assessing organizational process to identify and eliminate barriers. Required knowledge of federal, state, local law and policy; assessing agency need against contractor community availability; ability to develop system of checks and balances in human resource practices to ensure equality of opportunity. Directed activities of managers in application of EEO, affirmative action, and contracting activities. Developed standards for business certification and contract monitoring, monitored contractor compliance with EEO policies.

METRO-DADE COUNTY TRANSPORTATION ADMINISTRATION, MIAMI, FL 1981 – 1986
Director, Office of Equal Employment Opportunity; Minority Business Enterprise Specialist
In progressively responsible roles, directed staff of EEO, MBE, and Contract Compliance units. Developed affirmative action/equal employment plans, strategies, and reports. Designed and implemented nation's first public set-aside program and first bond guarantee program using proceeds of Decade of Progress Bonds. Developed EEO, labor relations, and fair contracting policies and practices. Directed Contract Administration Department.

U.S HOUSE OF REPRESENTATIVES, WASHINGTON, D.C. **1979/ 80**
Legislative Aide to Congressman John Conyers, Congressman Micky Leland
Constituent services, legislative drafting on issues related to health, education and welfare..
Liaison to Congressional Black Caucus

PROFESSIONAL AFFILIATIONS

Miami

Boards

- Women's Fund of Miami-Dade
- Carrie Meek Foundation
- Vision to Victory Human Services Corporation

Community Service Organizations

- Delta Sigma Theta
- The Links, Incorporated

New York

- Member, Junior League of Brooklyn
- Community Advisory Board, Junior League of New York
- Board of Directors, Connect, Inc.

HONORS, PUBLICATIONS, LECTURES

- New York State Governor's Justice, Freedom and Courage Award (Gov. George Pataki)
- Fordham University Law Review
- Federal Bureau of Investigations, Domestic and Workplace Violence Monographs
- New York State Office of Criminal Justice Programs
- NYC Administration for Children's Services "Quality Child Welfare Practice with Families Affected by Domestic Violence"
- Domestic Violence in the Workplace: Developing a Corporate Response
- National District Attorneys Association, lecturer
- The Center for Minority Studies, Inc., lecturer
- New York Asian Women's Center

Consultant and lecturer on role of law enforcement in the development of effective social policy: England, Taiwan, France, South Korea, Japan, South Africa, India, Australia, the Netherlands and Sweden.

REFERENCES UPON REQUEST

PENELOPE TOWNSLEY

PROFESSIONAL WORK EXPERIENCE

10/07 – Present **Department Director**
Small Business Development

Direct and oversee the County's programs for Small and Disadvantaged Business Enterprises to promote the economic growth and development of local businesses. Collaborate with public and private economic development/socio-economic agencies to ensure effective delivery of services to the local small business community. Establish partnerships with professional and business associations to leverage departmental resources. Extensive interaction and collaboration with industry and business stakeholders; advisory boards and community activists. Administer the development, implementation and delivery of management, technical, bonding and financial resource assistance to small businesses. Oversee small business program certification; Administer the Mentor-Protégé program; administration and enforce the County's workforce requirements on construction projects through the Community Workforce Program. Administer the County's Wage Theft program; Responsible and Living Wages Programs; Debarment process; and the Anti-Discrimination Ordinance. Administer the County's Change Order tracking and data management process and Cone of Silence Ordinance reporting. Direct coordination and administration of the County's contract review process and compliance monitoring. Manage County-wide formulation of Selection Committees.

05/07 – 10/07 **Interim Director**
Small Business Affairs/DPM

Directed the day-to-day operations of four divisions consisting of 101 full-time employees with an operating budget of \$8.7 million. Conducted comprehensive reviews and analyses of organizational structure, legislation and administration functions of small business programs. Established and implemented policy and procedural enhancements resulting in more streamlined and efficient operations. Strengthened operational processes and procedures and increased productivity, enforcement and compliance. Effectively implemented strategic plans for improved alignment of functions focused on the core mission of small business development.

02/06 – 05/07 **Chief Deputy Supervisor of Election (Deputy Director)**
Miami-Dade County Elections Department

Oversaw and directed 6 divisions consisting of 120 full-time and up to 300 seasonal employees. Designated staff assignments to streamline procedures and improve performance. Oversaw the development and management of a \$17.3 million annual budget. Analyzed operational processes and procedures to ensure maximum productivity and effectiveness. Reviewed and formulated operational policies related to local, state and federal election activities. Collaborated with local, state and federal officials on the interpretation and implementation of election laws. Reviewed departmental functions and developed effective strategic plans.

02/03 – 02/06 **Deputy Supervisor of Election Operations**
Miami-Dade County Elections Department

Directed and administered divisional operations with up to 150 permanent and seasonal employees and an annual budget of \$3.4 million. Directed the management of election warehousing/equipment repair and maintenance, early voting, and absentee ballots. Directed and approved division unit(s) standard operating procedures. Analyzed and directed the establishment of Election Day polling place operating processes and procedures. Directed the coordination of municipal election activities. Coordinated and directed logistical operations for local, state and federal elections. Analyzed operational processes and procedures to ensure maximum productivity. Directed management of the Voter Registration process with emphasis on procedural efficiencies and technological enhancements. Prepared divisional budgets and approved budget expenditures. Directed and supervised the activities of executive and supervisory level employees.

**09//02 - 02/03 Acting Deputy Director - Department of Business Development (DBD)
Miami-Dade County**

Oversaw and directed the operations of 5 divisions with a staff complement of 79 and an annual budget of \$6.3 million. Assisted the Director in providing administration and management direction for various programs designed to increase county-wide contracting opportunities for small and minority-owned businesses. Assisted the Director in overseeing the administration of the County's Business Certification Programs, contract compliance monitoring activities, and appeals processes. Provided leadership, direction, planning, administration, and coordination of departmental policies, functions and operations, including processing and implementation of matters dealing with personnel, fiscal management and management information systems. Maintained communications with the County Manager's Office, the County Attorney's Office, the Board of County Commissioners and County Departments. Drafted, reviewed, and approved all documents including agenda items, correspondence to internal and external clients, as well as policies and operational procedures.

**05/98 – 09/02 Assistant to the Director-Department of Business Development (DBD)
Miami-Dade County**

Assisted the Director and Deputy Director with the day-to-day administration of the Department. Coordinated and conducted departmental agenda briefings - analyzed legislation passed by the BCC identifying critical issues and concerns. Administered the Countywide Selection Committee Pool appointment process - established over 100 evaluation and selection committees on behalf of the County Manager. Administered and managed seven (7) CBO grants totaling over \$635,000 annually. Headed a working group to develop a BCC report on the economic state of Black and women-owned businesses in Miami-Dade County. Worked with the private consultant and County Attorney's Office on the development of a proposal to conduct a Pre-Disparity Study. Administered the Employee Participation Program. Liaised with the County Manager's Office, the Board of County Commissioners, and industry representatives. Formulated letters, memos, and reports for and on behalf of the Director and Deputy Director; represented the Director at meetings, committees and boards.

EDUCATION & TRAINING

- June 2006 Harvard Executive Leadership Training
(Driving Government Performance)
Miami-Dade County**
- June 2001 Bachelor's Degree in Public Administration
Barry University**
- May 1997 Associates Degree in Public Administration
Miami-Dade Community College**
- November 1995 Supervisor Certification Program
Miami-Dade County**

Lester Sola
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Miami, FL 33186
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305-308-9285 (c)

Education

- Florida International University, Miami, Florida
- M.P.A., Public Administration (Graduated with Honors)
 - B.A., Public Administration, Minor in Psychology
- Harvard University John F. Kennedy School of Government
- Certificate in "Driving Government Performance for Miami-Dade County Executives"

Experience

March 2005 – Present **Supervisor of Elections/Department Director** **Miami-Dade County Elections Department**

- Oversee up to 120 full-time and 1,000 seasonal staff members
- Manage annual budget up to \$27 million and ensure maximum productivity at minimal cost
- Plan and direct departmental operations to conduct approximately 30 local, state and federal elections annually
- Supervise five divisions responsible for Information Technology, Education and Outreach, Voter Services, Operations, and Election Coordination, Campaigns, and Compliance
- Conduct elections with 829 precincts, 20 Early Voting sites and up to 10,000 poll workers per election
- Direct comprehensive reviews of the department's organizational structure, process flow and staff competencies to effectively achieve goals
- Perform press conferences and media interviews during major election cycles and regularly meet with candidates, elected officials, and the public
- Formulate and lobby for revisions to federal and state election laws
- Conducted over 220 successful elections with approximately 4 million ballots cast
- Conducted 10 state required recounts
- Served on several HAVA Planning Committees, FSASE Committees, Urban and Large County Election Supervisors Committee, ES&S National Advisory Board, and provided executive support to the Board of County Commissioner's Election Subcommittee

Special Achievements

- Restructured the department's Table of Organization and streamlined policies and procedures to ensure efficient and accurate service delivery
- Executed a complete voting equipment conversion in an expedited timeframe
- Planned, procured and implemented several new technologies: new voter registration system, ballot on demand technology, asset management tracking, automated absentee ballot system, and electronic document management system
- Developed an unprecedented poll worker training program to include a Certification Program
- Recipient of the County Manager's Award of Excellence 2007
- Recipient of several NaCo Achievement Awards
- Municipal election consolidation

January 2003 – March 2005
Deputy Supervisor of Elections/Deputy Department Director
Miami-Dade County Elections Department

- Served as Director of the County Manager's Business Management Team appointed to restructure and manage the County's Elections Department operational functions
- Responsible for establishing a new sound management structure, and implemented a quality management team with appropriate levels of supervision and quality control
- Established policies and procedures for fiscal management and accountability
- Formulated and successfully implemented action plan for multiple municipal elections
- Responsible for the successful management of all elections equipment logistics as a key member of the Elections Management Team for the November 2002 General Election

July 2001 – January 2003
Department of Business Development
Deputy Director

- Administered 106-person department
- Managed and direct five Division Directors responsible for Administration, Information Technology, Contract Compliance, Certification, Education and Outreach
- Administered \$6.3 million departmental budget
- Served as departmental representative on the County's Review Committee
- Managed administration of the consultant selection appointment process
- Managed the application of measures for Miami-Dade County's small and minority business programs
- Administered the certification processes for disadvantaged, small and minority businesses, including technical certification for architectural/engineering firms
- Administered contract compliance, monitoring, investigative and appeal processes
- Administered the County's debarment and anti-discrimination processes
- Organizational structure review

May 2001 – July 2001
Department of Procurement Management
Assistant Director

- Administered 90-person department
- Developed new consultant selection legislation and procedures
- RFP/Q process administration
- Reviewed Request for Proposal and Request for Qualification selection process
- Reviewed bids and contracts process
- Organizational structure review
- Workflow analysis

February 2001 – May 2001

Aviation Department

Associate Director, Business and Economic Development

- Developed and implemented the Aviation Department's Business and Economic Development Program to bring businesses to Miami International and the General Aviation Airports
- Coordinated, analyzed and disseminated information relating to Aviation Department Expansion
- Coordinated Aviation expansion with the County Manager's Office and the Beacon Council
- Developed a consistent approach to opportunities available to the Aviation Department
- Monitored legislative decisions and their impact to the Aviation Department
- Provided executive level support with the transition of the Aviation Director
- County Manager's Office liaison for the Aviation Department

December 1998 – February 2001

Office of the County Manager

Assistant to the County Manager

- Served as liaison between the County Manager's Office and the following county departments: Aviation, Seaport and Performing Arts Center
- Provided direct executive support to Assistant County Manager and the County Manager
- Reviewed all agenda items for consideration by the Board of County Commissioners.
- Served as Executive Assistant to Aviation Director

Special Projects

- American Airlines Arena Construction
- Dade Aviation Consultants contract restructuring
- Performing Arts Center Project
- Miami International Airport Capital Improvement Program
- Negotiation Team – User Agreement for all Airlines at Miami International Airport
- Community Improvement Authority

May 1996 – December 1998

Department of Business and Economic Development

Division Director

- Director of the Architectural / Engineering and Minority Certification Division
- Coordinated countywide selection process for consultants
- Established outreach office to increase the number of firms certified
- Developed and implemented new Small Business Enterprise program
- Coordinated minority and small business certification of firms interested in doing business with the County
- Managed a staff of 20 individuals
- Direct support to the department director and the Assistant County Manager
- Developed and implemented procedures to improve the department
- Represent the Department Director in their absence at departmental and public meetings
- Implemented training program for new employees

Special Projects

- BBE/HBE/WBE & DBE program administration
- SBE program Development
- Design-Build Consultant Selection Coordinator
- Architectural / Engineering Consultant
- Architectural and Engineering Trade Organization Representative
- Performing Arts Center Consultant Selection
- Departmental Restructuring
- Policy Development and Implementation

July 1993 – May 1996
Office of the County Manager
Administrative Assistant 2

- Established Contract Coordination Office
- Developed and managed the countywide construction process
- Produced reports for the Board of County Commissioners
- Administered the Countywide Design-Build Consultant Coordination
- Developed capital projects policies for county departments and provided implementation procedures.
- Ordinances and Administrative Order Development
- Development and implementation of the County's Debarment Ordinance, Value Engineering and Partnering Program

Special Projects

- Dade Aviation Consultants – Program Reorganization
- Aviation Department – Capital Program Realignment

February 1992 – July 1993
Office of the County Manager
Management Trainee

- One-year rotation program through the following County departments: Aviation, Public Health Trust, Office of Management and Budget and Development and Facilities Management

Special Projects

- Hurricane Andrew Recovery Team
- Personnel Recruitment
- Job Fair Coordinator
- Total Quality Management Coordinator
- Developed Departmental Budgets

June 1985- February 1987
Florida Federal Savings Bank
Mortgage Loan Office Manager

- Staffing
- Development of new Markets
- Marketing Strategies
- Real Estate and Commercial Financial Instruments

Charles Danger, P.E.
1507 Capri Street
Coral Gables, Florida 33134
Telephone: 305-219-3168
E-mail: cdp@miamidade.gov

Professional Experience:

Director, Building and Neighborhood Compliance Department (BNC)

Present

Responsible for the overall operation of the Miami-Dade County Building and Neighborhood Compliance Department and for functioning as Building Official. Responsible for directing the operation of construction inspection, plans processing, and enforcement activities to assure compliance with the Florida Building Code (FBC) and other applicable codes and regulations, and to protect the life-safety and welfare of the community. Responsible for interpreting the FBC to provide clarification of complex provisions, resolve disputes and provide direction and information to subordinates, industry professionals, the Board of County Commissioners, the Mayor's Office, governmental agencies, and the general public. Responsible for the departmental budget to consist of: FY 10-11 Revenue and Expenditure Budget of \$40,141,00.00 and Capital Outlay Reserve Budget of \$1,360,000.00 with a proposed FY 11-12 Revenue and Expenditure Budget of \$32,845,000.00 and Capital Outlay Reserve Budget of \$1,360,000.00. Represents the department at Board of County Commission Meetings to provide advice on departmental matters, to present proposal and recommendations. Responsible for preparing administrative orders, ordinances, resolutions, reports and County Commission agenda items. Attend and facilitate meetings in order to present department proposals and recommendations, address public concerns, and disseminate and/or receive information. Meetings include staff, other County departments, other governmental agencies, civic organizations, groups of concerned citizens, and professional construction trade associations. Responsible for periodic and consistent evaluation of departmental programs for goal attainment and alignment of the departmental Business Plan with the County Strategic Plan.

Responsible for the administrative support and internal review functions of the department. Responsibility for departmental operations includes oversight of nine (9) distinct divisions: Building, Electrical, Mechanical and Plumbing, Finance and Administration, Information and Permit Support, Building Code Support Neighborhood Regulations and Legal Services, Board and Code Administration, Airport Division. Responsible for identifying opportunities for improvement in the overall function of the department by restructuring positions, overhauling procedures and modifying work processes as needed. Responsible for providing administrative policy and procedures to each division. Serves as Secretary of the Board of Rules and Appeals. Responsible for overseeing the Board of Rules and Appeals, the Unsafe Structures Board and both divisions of the Construction Trades Qualifying Board. Responsible for overseeing the issuance of contractor licensing, training and certification of building inspectors and plans examiners, and approval of products and assemblies utilized in construction in Miami-Dade County. Monitors local, state and federal legislation concerning building codes. Addresses the effects of new regulations and policies on the construction industry. Responsible for overseeing investigations of complaints and violations to the FBC. Responsible for the codification and revisions to the FBC and ensuring information on code issues is disseminated to the public. Responsible for overseeing, directing and managing enforcement matters related to County Code regulations contained in Chapter 2, Chapter 17 (Minimum Housing Standards), Chapter 17A (Vacant Housing Standards), Chapter 19 (residential and business property maintenance standards), Chapter 33 (Zoning Code), Chapter 8 (Building Code), Chapter 8-5 (Unsafe Structures), Chapter 8CC (Code Enforcement), and Chapter 10 (Contractors). Responsible for overseeing the coordination of enforcement efforts with other County departments to

President-Danmar Electric Corp.**1974-1978**

Manage and oversee Electrical Contractors and act as a Consultant Engineer to General Contractors and Architects for Industrial, Residential and Commercial.

Education:

Bachelor of Science in Engineering (1968)
California State College, Los Angeles

Languages:

English/Spanish

Licenses/Certificates:

License Professional Engineer
Certified Building Code Administrator, State of Florida
Certified Building Plans Examiner, State of Florida
Certified Electrical Inspector, State of Florida
Registered Electrical Contractor, State of Florida

Memberships:

American Concrete Institute (ACI)
American Society of Civil Engineers (ASCE)
American Society of Heating Refrigerating and Air-Conditioning (ASHRAE)
American National Standards Institute (ANSI)
American Society of Testing Materials (ASTM)
Building Energy Rating System (BERS)
Building Officials and Code Administrators International (BOCA)
Building Officials Association of Florida (BOAF)
International Conference of Building Officials (ICBO)
International Code Council (ICC)
National Conference of States on Building Code and Standards (NCSBCS)
National Fire Protection Association (NFPA)
National Roofing Contractors Association (NRCA)
Southern Building Code Congress International (SBCCI)
Engineering News Records (ENR)

Achievement Awards:

- 2010- National Association of Counties Award (NACO)-Foreclosure Registry Maintains and Enhances Communities Quality of Life
- 2008- NACO Award-Concurrent Plans Processing Expedite Program
- 2007- NACO Award-Microfilm and Plans Library Expedite Program
- 2006- NACO Award-Design Professional's Day: Interactive Plan Review Expedited Program
- 2005- NACO Award-Streamlining the Building Code Regulation Process
- 2004- NACO Award-Integrating Processes and Services Roofing Storm/Panel Permitting and Plan Reviews
National Roofing Contractors Association Awards-E-Roofing Permitting Applications Systems

- 2003- NACO Award-Master Model Construction Cookie Cutter Plan Review Expedite Program
- 2002- NACO Award-Construction Field Inspections Automation Program
- 2001- Computer World ROI Magazine-Building Department honored as top 25 Wireless Innovators
- 2000- NACO Award- Permits Without Final Inspection
- 1997- Governing Magazine-Public Official of the Year
National Hurricane Conference-Engineering Award
- 1996- NACO Award-Building Code Compliance Remote Access System
NACO Award-Building Code Compliance Internet Program; Building Code Online
- 1995- NACO Award-SFBC Don't Build Without It" Weekly TV Program
NACO Award-Postcard Permit Program
- 1993- NACO Award-Neighborhood Reconstruction Permitting Centers
NACO Award-Permit by Fax Without Credit Card Payment

GREGG FORTNER

WORK EXPERIENCE:

- **Executive Director – Miami-Dade Public Housing Agency (MDPHA), Miami, FL.** Provide oversight for comprehensive management, maintenance, modernization, development and resident services for more than 9,200 Public Housing and other subsidized units located at over 100 sites throughout the city/county of Miami-Dade. Responsible for administration and operation of Section 8 Program with approximately 15,000 Section 8 tenant-based and project based units of assistance. Provide direction for activities of over 500 permanent, contract and temporary staff. Responsible for fiscal oversight, setting and meeting department goals. *August 2009 to present.*
- **Deputy Executive Director/Chief Administrative Officer – Oakland Housing Authority (OHA), Oakland, CA.** Plan, organize, direct and manage the administration of the Authority's functions of finance, information technology, procurement and contract compliance, Section 8 leased housing, federally contracted project-based contract administration, and resident initiative and customer outreach programs. *March 2009 to August 2009.*
- **President - G Fortner Group, Inc. (GFG), Albany, CA.** Sole proprietor of government consulting firm specializing in interim executive/senior management for public housing authorities, redevelopment agencies and private multi-family and condominium communities. Provide feasibility analysis and technical services, including evaluations and assessments of current and proposed administrative and operational systems. *April 2008 to present.*
- **Executive Director - San Francisco Housing Authority (SFHA), San Francisco, CA.** Provide oversight for comprehensive management, maintenance, modernization, development and resident services for more than 6,400 Public Housing and other subsidized units located at over 60 sites throughout the city of San Francisco. Responsible for administration and operation of Section 8 Program with approximately 10,000 Section 8 tenant-based and project based units of assistance. Provide direction for activities of up to 535 permanent and temporary staff. Responsible for fiscal oversight, setting and meeting department goals and serving as Secretary to the Housing Authority Board of Commissioners. Act as liaison between SFHA and outside government, community based and private organizations. *April 2002 to January 2008.*
- **Acting Executive Director - SFHA, San Francisco, CA.** Provide oversight for comprehensive management, maintenance, modernization, development and resident services for more than 6,400 Public Housing and other subsidized units located at over 60 sites throughout the city of San Francisco. Responsible for administration and operation of Section 8 Program with over 8,000 Section 8 tenant-based and project based units of assistance. Provide direction for activities of up to 535 permanent and temporary staff. Responsible for fiscal oversight, setting and meeting department goals and serving as Secretary to the Housing Authority Board of Commissioners. Act as liaison between SFHA and outside government, community based and private organizations. *March 2001 to April 2002.*
- **Deputy Executive Director - SFHA, San Francisco, CA.** Assist Executive Director with managing the day-to-day operations of the SFHA, which consists of over 6,400 Public Housing and over 8,000 Section 8 assisted units. Provide policy direction to senior management and over 535 permanent and temporary staff, monitor and evaluate the activities of all departments and programs and assume responsibilities of Executive Director when required. Provide service to a culturally diverse resident population and workforce in a large urban area. *October 2000 to March 2001.*

- **Housing Authority Director - Sacramento Housing and Redevelopment Agency (SHRA)**, Sacramento, CA. Provided oversight for comprehensive management, maintenance, modernization and resident services for more than 3,500 Public Housing and other subsidized units located at approximately 60 sites throughout the city and county of Sacramento. Responsible for administration and operation of Section 8 Program with over 8000 certificates and vouchers. Provided direction for activities of approximately 200 permanent and temporary staff. Responsible for fiscal oversight, setting and meeting department goals and serving as liaison between SHRA and outside government, community based and private organizations. *July 1998 to October 2000.*
- **Assistant Director of Housing - SHRA**, Sacramento, CA. Assisted Director of Housing Authority in overall administration and operation of Housing Authority activities. Directly responsible for comprehensive management and resident services for more than 3,500 Public Housing units and the administration and operation of the Section 8 program for the city and county of Sacramento. Provided direction for activities of over 80 permanent and temporary staff. Responsible for fiscal oversight, setting and meeting department goals and serving as liaison between SHRA and outside government, community based and private organizations. *August 1997 to July 1998.*
- **Area Manager - Community Development Commission/Housing Authority County of Los Angeles (CDC)**, County of Los Angeles, CA. In the Housing Management Division, ensured effective management and maintenance operations of over 1,800 public housing and federally subsidized family and senior units located throughout South Los Angeles County. Selected, trained, managed and evaluated staff of over seventy-five (75) regular, contract and temporary employees. Developed and monitored area budget. Developed program and employee performance standards. Evaluated public housing program effectiveness. Analyzed Federal housing policies and regulations. Implemented quality controls to ensure the provision of decent, safe and sanitary housing. Researched, evaluated and implemented human services in the housing developments. Served as liaison to community and resident organizations and groups. *August 1994 to August 1997.*
- **Principal Administrative Analyst - CDC**, County of Los Angeles, CA. Planned, assigned and supervised the Administrative, Control, Special Programs, Section 8 Emergency Earthquake Assistance and Family Self Sufficiency Units of the Assisted Housing Division. Coordinated program related training for Division. Provided oversight for the Division's budget and automation process. Monitored the Division's production and quality control process. Provided oversight for the Section 8 policy and procedure process which affected the various housing programs administered by the Division. Performed other related duties. *April 1993 to August 1994.*
- **Administrative Specialist - Housing Authority of the City of Los Angeles (HACLA)**, Los Angeles, CA. Assisted in management, administration and operation of Section 8 field office. Supervised and trained staff in the maintenance of 2,000 - 4,000 Section 8 certificate and voucher contracts. Researched, interpreted and implemented Section 8 policy and procedure. *December 1988 to April 1993.*
- **Section 8 Advisor - HACLA**, Los Angeles, CA. Managed caseload of over 300 Section 8 certificate contracts. Processed annual reviews of tenant eligibility and owner rent increases. Processed tenant requests to move and scheduled inspections. Negotiated and executed contracts for new units. *October 1987 to December 1988.*
- **Tenant Relations Assistant - HACLA**, Los Angeles, CA. Unit manager for over 300 conventional housing units in Nickerson Gardens housing development. Processed rent collections and followed-up on delinquent rents. Initiated legal proceedings and represented agency in court. Granted rent extensions and partial payments. Supervised office staff in absence of development managers. *August 1986 to October 1987.*

EDUCATION:

Bachelor of Arts Degree, English, Northeast Louisiana University (Renamed University of Louisiana – Monroe), Monroe, LA. August 1980.

REFERENCES PROVIDED UPON REQUEST

RESUME

Kathleen Woods-Richardson
5964 NW 201 Terrace
Miami, FL 33015-4877
305-625-3324

PROFESSIONAL SUMMARY: Nearly three decades of experience in public service, Kathleen Woods-Richardson oversees the largest government-owned and operated waste collection and disposal system in the southeastern United States. With more than 1,000 employees and an annual net operating budget of \$400 million dollars, the Miami-Dade County Department of Solid Waste Management provides collection, disposal and recycling services to more than 340,000 households, operates two landfills, three transfer stations, 13 neighborhood trash and recycling centers and the most technologically advanced waste-to-energy facility in the world. Ms. Woods-Richardson has lead the department's efforts to automate its garbage and recycling collection services. Ms. Woods-Richardson is the first woman to lead the Department of Solid Waste Management

PROFESSIONAL EXPERIENCE

MIAMI-DADE COUNTY DEPARTMENT OF SOLID WASTE MANAGEMENT

August 2004
To Present

Department Director

Responsible for provision of solid waste collection, enforcement, recycling, transfer, landfill closure and disposal services to the residents, business, and communities of Miami-Dade County, Florida. Provides overall technical management and direction for all garbage and trash collection operations, as well as commercial accounts, multi-family units, County agencies and municipalities under contract with the County. Responsible for the operation of neighborhood trash and recycling centers, 3 regional waste transfer stations, 4 landfills (three active and one closed), 2 collection operations facilities, and 2 home chemical collection centers. Other responsibilities include, planning and directing all administrative matters, support services and customer services. Provides experience and knowledge to the Mayor, County Commissioners, County Manager, community and business leaders and other County department directors related to policy making and decisions. Ensure that waste disposal activities are in compliance with public health and environmental laws and regulations, as well as ensure the preparation of records and reports on disposal activities such as the quantities of waste handled and the disposal methods.

Coordinates the preparation of public information materials to keep the public abreast of changes in regulations and services. Attends meetings representing the County on matters concerning solid waste and recycling issues. Plans and directs, through executives and supervisors, a variety of departmental administrative and financial activities including personnel administration, safety compliance, procurement, agenda coordination, contract and lease administration, budget preparation and monitoring, grants and fiscal planning, computer operations and accounting functions. Meets with executive, supervisory and administrative employees to discuss and resolve budgetary issues, review projects and programs, establish or redirect priorities, review policies and procedures, and implement improvements in operations. Makes decisions regarding hiring, discipline and promotion of subordinates; exercises authority for department personnel actions consistent with the collective bargaining agreements, County personnel rules and all other applicable rules and regulations.

**CITY OF MIAMI
SOLID WASTE DEPARTMENT**

**March 2004
To August 2004**

Department Director

Directed the operations of the City's Department of Solid Waste responsible for garbage collection, trash collection, recycling, street sweeping and composting. The City of Miami provides services to approximately 70,000 households. Garbage collection was performed twice a week, trash collection and recycling performed once a week. The amount of waste generated was approximately 184,000 tons per year. The disposal cost for this tonnage exceeded \$11.1 million per year. In addition, the City of Miami swept approximately 250 miles per week of major thoroughfares and emptied all trash containers located throughout the City. The city processed all clean trash collected to make compost and mulch that was offered free of charge to City of Miami residents. Responsibilities included planning and directing all administrative matters, code enforcement, support services, customer services, and the Commercial Solid Waste Hauling Services franchise agreement.

**MIAMI-DADE COUNTY
DEPARTMENT OF SOLID WASTE MANAGEMENT**

**November 1998
To February 2004**

Assistant Director, Collections Operations

**January 1990
To October 1998**

Chief, Administrative Services & Contracts Division

**May 1998
To June 1998**

Acting Chief, Garbage Collections Operations

**May 1997
To October 1997**

Acting Assistant Director, Finance and Planning

MIAM DADE TRANSIT AGENCY

**June 1989
To December 1989**

Project Manager, Private Enterprise Participation Program

**January 1982
To August 1987**

Administrative Officer 2/Program Analyst 2/Contracts Specialist

MIAMI-DADE COMMUNITY COLLEGE - NORTH

**April 1993
To June 1995**

Adjunct Professor, Extended Studies Division

EDUCATION:

Bachelor of Public Administration
Florida International University, North Miami Beach, Florida; 1986

Associate Arts Degree, Business Administration
Miami-Dade Community College, Miami, Florida; 1979

High School Diploma
McArthur High School, Florida; 1970

CERTIFICATIONS OBTAINED:

Certified Collection Technical Associate, as designated by the Solid Waste Association of North America

Certified Integrated Municipal Solid Waste Manager, as designated by the Solid Waste Association of North America

Certified Public Purchasing Officer

B. JACK OSTERHOLT, Deputy Mayor

Office of the Mayor
Miami Dade County, FL

111 NW 1st Street
29th Floor
Miami, FL 33128
josterholt@miamidade.gov

305.375.3076 (Office)
305.781.2972 (Cell)

PROFESSIONAL EXPERIENCE

Office of the Mayor, Miami Dade County, FL
August 1, 2011 to present

Deputy Mayor

After the election of Mayor Carlos Gimenez, Mr. Osterholt was invited to join the Mayor's staff as Deputy Mayor. He is responsible for economic development policy, planning and land development regulation, environmental permitting and regulation, and building and code enforcement. He is also responsible for the County's efforts in sustainability, and liaison with the airport and seaport. Mr. Osterholt is part of a management team to assist the Mayor in the day-to-day operation of County business.

South Florida Regional Council
December, 2010 to August, 2011

Executive Director

Mr. Osterholt was asked to assume the management of the Regional Council after the loss of the Council's director in November, 2011. This was Jack's second stint as the Council's Executive Director. His focus was on broadening the Council's work program, and improving the financial stability of the Council. During his short eight months tenure, the Council was awarded the one of 47 HUD Sustainable Communities grants in the country in coordination with the Treasure Coast Regional Planning Council.

Osterholt Consulting, Inc.
November, 1997 to December, 2010

President

Mr. Osterholt formed a company to provide his skills in strategic planning, governmental operations, finance, program design and implementation, growth management, public budgeting, and issue management to a range of public and private clients. He has a balanced client list of both public agencies, and private corporations.

Broward County
August, 1991 to October, 1997

County Administrator

As County Administrator of Broward County, Mr. Osterholt served as chief executive officer of the second largest County in Florida. He was responsible to an elected board of seven County Commissioners for the day to day operations of the County including the staff of nearly 6,700 and an annual budget of over \$1.8 billion. During his tenure as the County's CEO, Mr. Osterholt was responsible for a variety of projects such as overseeing the planning and preparation for, and early implementation of the \$1 billion expansion of the International Airport; the largest expansion of Port Everglades since its inception; the creation of two innovative public-private partnerships. The first was working with the business and arts communities to find innovative funding strategies to construct and operate the Broward Performing Arts Center, and the second was between the County and the Florida Panthers Hockey Club leading to the funding of and design for the Broward County Arena; and creating the programs and vision that lead to the funding, design and future operation of the Broward County Homeless Assistance Center.

South Florida Regional Planning Council
April, 1986 to August, 1991

Executive Director

As Executive Director of the South Florida Regional Planning Council, a planning and public policy agency serving Broward, Dade, and Monroe counties, Mr. Osterholt was responsible to a 19-member board for the operation of the Council staff. The Council's responsibilities include developing and implementing a regional plan, operating the Development of Regional Impact process, and research and coordination on a broad range of regional issues and policies.

Executive Office of the Governor, Office of Planning and Budgeting
July, 1979 to April, 1986

Head of Strategic Planning Unit

Policy Coordinator

Deputy Director

Mr. Osterholt held several positions while a member of Senator, then-Governor Bob Graham's staff beginning in 1979. He headed the team of staff that was responsible for redesigning Florida's planning, policy, budgeting, and evaluation processes. This included being the principal architect of Florida's State Plan, which was passed by the Legislature during the 1985 session. The State Plan, the first of its type in the country to be adopted into law, now serves as one of the guiding principles used to direct the State's budget. Serving as Deputy Director of the Office of Planning and Budgeting, Mr. Osterholt had managerial responsibility for a staff of over 130, and was responsible to the Director for a full range of planning, policy, budgeting, and evaluation activities.

St. Matthews Dodge, Inc.
December, 1977 to July, 1979

President

After the death of his father, Mr. Osterholt assumed the role of Chief Executive Officer of an automobile dealership in the Louisville, Kentucky metropolitan area. He operated the corporation with assets totaling over \$1.1 million and seventy employees until he sold the business as part of an overall trust development plan.

South Florida Regional Planning Council
February, 1974 to December, 1977

Senior Regional Planner

Director of Information and Research

Mr. Osterholt served as a member of the staff to the Regional Planning Council in several capacities, including Senior Regional Planner and Manager of the Council's Coastal Zone Management Program. As Director for Information Research, Mr. Osterholt was responsible to the Executive Director for a staff of ten professionals and part of a two-person team that managed and operated the agency on a daily basis.

Louisville and Jefferson County Planning Commission
September, 1970 to September, 1972

Planning Specialist

As a member of the planning staff of this combined city-county planning, building, and zoning agency, Mr. Osterholt was involved in a broad range of planning activities. He participated in the development of the first adopted Comprehensive Plan for the area.

EDUCATION

Georgia Institute of Technology, Masters in City Planning
University of Louisville, BA