Memorandum

MIAMI-DADE COUNTY

Date: October 12, 2011

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

From: Carlos A. Gimenez
Mayor

Subject: Mayoral Appointment
Director – Internal Services

Pursuant to the authority vested in me under the provisions of Section 2.02-D of the Miami-Dade County Home Rule Charter, effective immediately I hereby appoint Mr. Lester Sola to the position of Director of Internal Services.

As Director of Internal Services. Mr. Sola will administer the personnel and civil service programs and the rules governing them per Section 5.05-B of the Home Rule Charter.

A longtime member of Miami-Dade County government, Mr. Sola most recently served as Supervisor of Elections, where he oversaw up to 120 full-time and 1,000 seasonal employees and a budget of up to $27 million. During his tenure, Mr. Sola conducted more than 220 elections with close to 4 million ballots cast. As Deputy Supervisor, he was responsible for putting a new management structure and quality management team into place, as well as establishing policies and procedures for fiscal management and accountability.

Prior to Elections, Mr. Sola served as Deputy Director in the Department of Business Development where his responsibilities included overseeing five Division Directors, managing administration of the consultant selection appointment process and the application of measures for small and minority businesses. He also served as Assistant Director of Procurement Management where he developed new consultant selection legislation and procedures; administered RFP/Q processes; and reviewed bids and contracts. Mr. Sola has also worked at the Aviation Department, the Department of Business and Economic Development and the County Manager's Office.

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

Attachments

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

Lester Sola

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

<u>Special Achievements</u>
- 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