Memorandum

MIAMI-DADE COUNTY

Date: October 13, 2011

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

From: Carlos A. Gimenez
Mayor

Subject: Mayoral Appointment
Director - Office of Management and Budget

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 reappoint Mrs. Jennifer Moon to the position of Director of the Office of Management and Budget.

Mrs. Moon has served as the Director of the Office of Strategic Business Management since 2004. She just completed her eighth annual budget as Director. As the Director of OSBM, she facilitated in the implementation of results-oriented governing and developed the budget development methodology termed "Resourcing for Results" which has won national awards. The Office of Strategic Business Management was named the Public Agency of the Year by the South Florida Chapter of the American Society for Public Administrators. She joined Miami-Dade County in 1994, beginning as a Management Trainee, worked as a budget analyst, as Assistant to the County Manager, and the Director of Administrative Services for the Eleventh Judicial Circuit.

Attached is Mrs. Moon's resume for your review.

Attachment

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

Jennifer Moon

EMPLOYMENT EXPERIENCE

June 2011 - Present
Director, Office of Management and Budget, Miami-Dade County
February 2008 - June 2011 (concurrent appointment)
Special Assistant, Office of the County Manager
December 2004 - June 2011 (concurrent appointment)
Director, Office of Strategic Business Management, Miami-Dade County
January 2004 - November 2004
Director Designate, Office of Strategic Business Management, Miami-Dade County

Direct and supervise the ongoing development of Miami-Dade County's internationally recognized Strategic Plan, departmental Business Plans, and the County's approximately $6 billion annual budget, as well as the County's internal performance improvement component, revenue maximization and grants coordination efforts, analysis of annexation and incorporation movements, and administration of the Community Redevelopment Agencies in Miami-Dade County.

Work closely with the County Manager and the Mayor, as well as with Board of County Commissioners and other elected officials at both the local and state levels and public and private sector leaders in the community.

Develop the Annual Budget through a results - oriented budget process, "Resourcing for Results," to allocate resources based on priorities identified through the strategic and management planning processes, while absorbing revenue reductions associated with the fourth year of extraordinary tax reductions (more than $1.5 billion over five years).

Developed prior years' budgets to further improve the County's financial stability, including virtually eliminating the County's reliance on non-recurring revenues to support recurring expenditures, further reducing internal transfers, and continuing a countywide emergency contingency reserve that will be restored to more than $52 million by the end of the FY 2011-12; increased reserves as a percentage of the budget to best practices levels of between five and seven percent; these actions allowed for a significantly improved position going into the development of the FY 2011-12 Budget and will allow for greater fiscal confidence on the part of rating agencies assessing Miami-Dade County's financial strength preparing for the issuance of debt.

Develop budget presentations that include goals and performance measures to tie anticipated results directly to the allocation of resources; Miami-Dade County has been awarded the Government Financial Officers Association (GFOA) Distinguished Budget presentation award for nine years in a row.

Report the results of the County's efforts to the constituents of the community through an annual scorecard; revised the business planning and quarterly reporting processes to enhance management value, working closely with other County Department Directors, and implemented an automated reporting system along with a process called "Strategic Management Days" to provide a forum for discussion of strategic initiatives by senior level staff on a regular basis; Miami-Dade County is internationally recognized for our efforts related to results-oriented governing.

Monitor, evaluate, and forecast revenues and expenditures, as well as programmatic performance of County operations; conduct operational, managerial, and financial reviews as required to improve County operations and performance; created the County's first revenue maximization plan and Children's Budget, highlighting programs of all funding sources to benefit children and families throughout the region in a effort to better coordinate these functions.

Supervise the development of gainsharing and other efficiency programs to ensure the best use of County resources.

Lobby for County interests at both the State and Federal levels, working closely with contract lobbyists

and testifying before elected officials and state and federal agencies.

Supervise and oversee the Office of Grants Coordination, which monitors more than $60 million in grants to community-based organizations, including the ongoing management of the $25 million Ryan White Title I grant, coordinating the provision of services to persons with HIV-related diseases.

Supervise the coordination of the development of Board of County Commissioners meeting agendas, reviewing agenda items and providing support to the County Manager; represent the Administration before the Budget, Planning and Sustainability Committee.

Interact regularly with local and national media outlets on a variety of policy and budgetary issues.

Priority issues with which I have been involved during my tenure in Miami-Dade County:

- Property Tax Relief and Reform: involvement included presenting analysis and policy recommendations to State and local legislatures, providing individualized support to the 35 municipalities in Miami-Dade County and interacting with other counties to determine impacts of various proposals; lobbying state officials on behalf of the County and local municipalities
- Implementation of Revision 7 to Article 5 of the Florida Constitution governing funding for the court system: involvement included testifying before State and local legislatures representing both the County and Eleventh Judicial Circuit; and drafting constitutional language implementing ballot question approved by the electorate
- Charter Review Task Force: provided testimony to the Charter Review Task Force regarding proposed amendments in the areas of budget development, incorporation and annexation and County management
- Peoples' Transportation Plan (PTP): involved in negotiations to adjust formulas for distributing revenues to municipalities from the transportation surtax first implemented in 2003; develop recommendations to prioritize funding and projects to maximize the effectiveness of the transportation surtax; provided significant input on PTP amendments implemented in 2006 which included a loan for existing services and adjustments to allowable uses of funding; continue to play a substantial role in creating a plan to support the development of the Orange Line and the ongoing operations and maintenance of the Transit system
- Results-Oriented Governing Implementation: facilitated the implementation of all elements of the resourcing for results concepts, supporting the development of the first departmental business plans, the County Strategic Plan and subsequent refresh, information technology applications including "Resourcing for Results Online (RFRO)" and the Active Strategy Enterprise (ASE) scorecards for each department; supported the development of the annual community scorecard and the creation of a performance evaluation system for County employees that ties directly to expectations outlined in the Strategic Plan and departmental business plans

October 2002-January 2004

Director, Administrative Services, Eleventh Judicial Circuit of Florida

Supervised the Procurement, Budget and Finance functions of the Circuit, reporting directly to the Court Administrator as a member of the Executive Committee; administer and enforce the execution of the budget totaling $115 million from all sources; supervise the examination, analysis and consolidation of budget requests; assist the Court Administrator in conducting budget reviews and presentation of the budget to the State and County; supervise the fiscal administration of the Circuit by developing and implementing procedures for the control of receipts and expenditures and audit of financial activities; direct continual research and evaluation of court programs and operations, including the development and application of performance-based methods of administration to improve efficiency and effectiveness Circuit-wide; involved in the implementation of legislative changes impacting the Circuit, assisting in the creation of appropriate legislation and development of revised policies and procedures; supervise procurement of all supplies and capital items, monitoring of inventories, and forecasting activities, including personnel physical placement and relocation; represent the Circuit before the County and the Office of the State Court Administrator and work closely with members of the Judiciary as appropriate.

November 1998-October 2002

Assistant to the County Manager, Miami-Dade County, Office of the County Manager

Assist the County Manager and Assistant County Managers in ensuring the provision of services to constituents; coordinate the activities of County departments including the offices of Management and Budget and Performance Improvement, and the Procurement Management, Business Development, Finance, Audit and Management Services, Communications, and Property Appraisal Departments; serve as liaison to the Clerk of Courts and the Eleventh Judicial Circuit; provide staff support to Charter Review initiative and incorporation/annexation analysis; interact directly with constituents to resolve issues and review all correspondence received in the Office of the County Manager for appropriate response; prepare, review and present items for action of the Board of County Commissioners and the Efficiency and Competition Commission; serve on and facilitate meetings of various advisory boards and committees of elected officials, private citizens and County staff; lead proposal evaluations and negotiations for major procurements and managed competition initiatives; participate in the development of goals and objectives, performance measures and strategic planning for County departments; assist in the development of management policies and procedures for the operation of the County and to ensure the implementation of policy directives of elected officials; respond to media inquiries and other public records requests; establish and maintain effective working relationships among senior management, County department staff, officials from regulatory agencies, elected officials, representatives from other local, state and federal organizations, and the general public.

March 1997 – October 2002

Management Trainee Program Coordinator, Miami-Dade County

Coordinate the County Manager's Management Trainee Program, a nationally recognized program attracting the best recent graduates in public administration to begin careers with Miami-Dade County; develop annual promotional materials; represent the program and the County at various speaking engagements to encourage participation; maintain contact with community educational leaders around the country to invite applicants; manage the review and selection of applicants; coordinate the orientation of new Trainees to Miami-Dade County and designate rotational assignments and participation in other specialized activities; supervise, evaluate and direct activities of Trainees throughout program participation.

July 1995-November 1998

Budget Analyst, Miami-Dade County, Office of Management and Budget

Assist in the preparation of the County's annual budget, $4.140 billion for fiscal year 1997-98 (operating and capital), with responsibility for development and analysis of departmental budgets, as well as evaluation of management initiatives and performance measures of assigned departments, including the Board of County Commissioners, Judicial Administration, Office of the Clerk, Consumer Services, Property Appraisal, General Services Administration and Information Technology departments; authorize budgetary, financial and personnel transactions for assigned departments; monitor revenues and expenditures and reported quarterly to the Board of County Commissioners and Mayor; serve as Team Leader of four budget analysts responsible for departments in the Internal Support and General Government policy areas, training new budget analysts and assisting in the supervision of team members; coordinate County funding to more than 500 community-based organizations, tracking allocations and facilitating the award and payment of funds; respond to elected officials, administrators, media and citizens on budget/policy issues, and represent the County at public meetings; perform special projects, reports and analyses as needed.

July 1994 - July 1995

Management Trainee, Miami-Dade County

During rotations at the Miami-Dade Transit Agency, Team Metro and the Office of Management and Budget, assisted with financial analysis, budget development, contract negotiations, community outreach, and public relations; was involved with project and goal scheduling and management; provided administrative support, including processing personnel actions, procurement requests, and citizen requests for assistance; and reviewed relevant literature and current practices in other agencies and jurisdictions.

EDUCATION

1999 Certification from the Academy for Strategic Management, *Florida International University*
"Excellence and Ethics in Management"

1994 Master of Business Administration, *University of Miami*
Specialization: Political Science/Public Administration

1992 Bachelor of Arts, *Florida State University*
Graduated Magna Cum Laude, with Honors
Major Studies: English (Literature Emphasis)
Minor Studies: Psychology

Proficient in the use of word processing, spreadsheet, database, project management, and other computer applications including Microsoft Word, Microsoft Excel, Microsoft Access, Microsoft PowerPoint, Microsoft Project, Miami-Dade County's financial management system (FAMIS) and automated budget development system (ABDS) and the State of Florida financial management system (FLAIR).

AFFILIATIONS/ACTIVITIES/AWARDS

Mayor's Pioneer Award
In the Company of Women
March 2009

The Education Fund
Board of Directors
2010 - Present

International City/County Managers Association
Member – 2006 to Present

Florida City/County Managers Association
Member – 2008 to Present

University of Miami, School of Business
Mentorship Program
Mentor – 2000 to 2006, 2008 to present
Guest speaker for undergraduate and graduate level courses in Public Administration

United Way of Miami-Dade County
Leadership Circle; Young Leader
2001 – Present

National Association for Court Management
Member – November 2002 to December 2004

American Society of Public Administrators
Member - July 1994 to Present
Member of Board of Directors (South Florida Chapter) 1999-2000

Phi Beta Kappa
Inducted - Spring 1990
Member - Spring 1990 to Present