

Memorandum



Date: February 10, 2014

To: Department Directors

From: Carlos A. Gimenez
Mayor

A handwritten signature in black ink, appearing to read "Carlos A. Gimenez", written over the printed name.

Subject: Phase 1 – Top Down Restructuring

In my February 4th Memorandum, "Moving Forward", I stressed my commitment to immediately begin the work of accelerating the restructuring of our organization to protect the core functions that our residents expect and deserve. I want to commend each of you for taking this charge very seriously. During this afternoon's meeting, I noted clear examples of the meaningful work you have accomplished thus far; and I witnessed a leadership team that is poised to do what is necessary to assure that this government is fiscally sustainable and structurally sound. As I shared with you, it is our collective duty as public servants to consistently reflect and improve upon the way we serve our community. I also consider it my responsibility to lead by example.

My expectation of a top down approach begins with my office and my leadership team. It is essential to swiftly implement the first phase of this work to clarify expectations, address our immediate fiscal challenges and best support each of you as department leaders. First, as I shared earlier today, the 5% employee contribution toward healthcare will be sustained for all exempt employees under my purview. Additionally, attached you will find updated Tables of Organization (T.O.'s) depicting a restructuring of my administration. The changes being implemented will realign functions, eliminate the Director of Public Affairs position from my office's T.O., and reduce my office's overall personnel budget by approximately \$50,000. Let me emphasize that this is only the first phase of my restructuring.

Effective immediately, Lisa Martinez will be assuming the role of my full-time Chief of Staff. She will be responsible for the day-to-day operations of my office including the coordination of policy and legislation, external affairs, and communications. Additionally, she will act as point person in strategically facilitating and supporting all Deputy Mayors and Directors to move our work forward. As my Chief of Staff, Lisa will be tasked with ensuring the effective management of our team with the expectation of improved performance and greater accountability in order to implement my vision.

As you know, Lisa has served as my Senior Advisor and has been responsible for the County's Culture and Recreation portfolio. Over the past two years, I have also assigned her some challenging projects, and she has consistently delivered beyond my expectations. Prior to joining Miami-Dade County, Lisa worked in Human Resources and the Office of Intergovernmental Affairs and Grants at Miami-Dade County Public Schools, served in a variety of different roles for the City of Miami's Office of the Mayor and began her professional career as a teacher at Coconut Grove Elementary. Her diverse experiences carry one common theme – she is committed to serve in a manner that underscores collaboration and delivering results. I will expect the same from her in this new role.

Over the next two weeks, I have asked her to meet individually with the Commissioners, Deputy Mayors, Department Directors, additional direct reports to Deputy Mayors, and members of my office staff. Your feedback will begin to define how we will build upon our strengths and how we can continue to improve. Additional changes that take place after this assessment process is completed will be directly linked to maximizing our effectiveness. This type of organizational reassessment is vital and necessary for our success. It is a process that I expect you, as

Department Directors, to begin immediately. Today's meeting has set the stage for the way in which we will move forward. You are all critical members of my team and I will continue to expect a lot from you including being actively engaged in planning and implementing the important work ahead.

Within this reorganization, Genaro "Chip" Iglesias will continue to serve as Deputy Mayor, assuming greater responsibilities, including continued supervision of the County's Public Safety portfolio which involves oversight of the Corrections department where his over thirty years of experience with public safety and management will ensure a smooth transition to a new Corrections Director. Chip will also take the lead in a variety of special projects including serving as a core member of the collective bargaining team. He will also lead our negotiations to bring a Major League Soccer (MLS) franchise to Miami-Dade County. I will depend on Chip's leadership to ensure that any negotiated MLS deal that emerges will not only enhance the Miami-Dade experience for residents and visitors, but will steadfastly protect the taxpayers of Miami-Dade County.

Alex Ferro, previously my Deputy Chief of Staff will have a different and expanded role as my Director of External Affairs. I am committed to broadening our reach as a County Administration, so that we can best listen to and engage with the community that we serve. Alex will lead the work related to Intergovernmental Relations (local, state and federal), Constituent Affairs, Chambers of Commerce and additional community engagement initiatives.

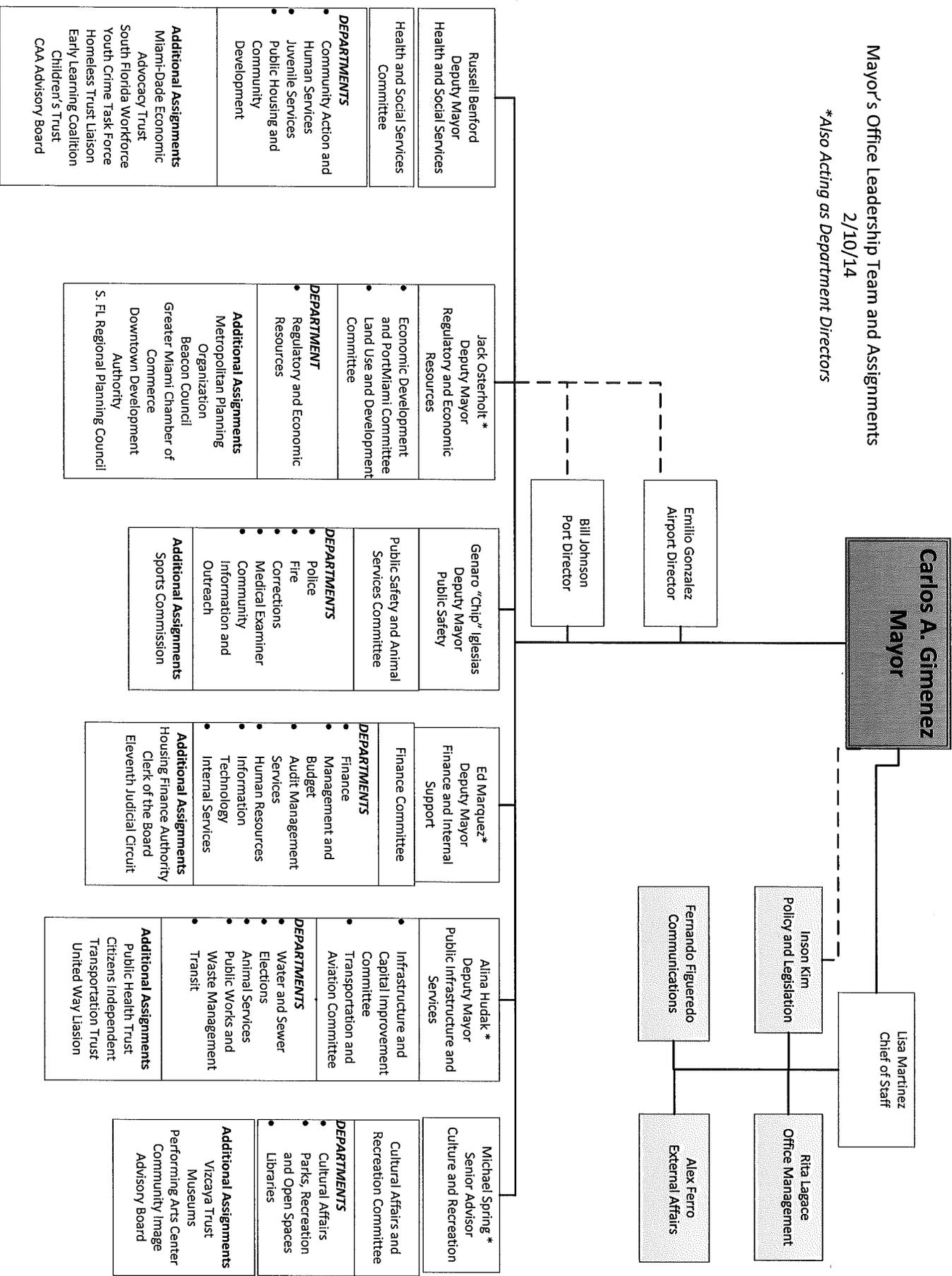
Additionally, Michael Spring, Director of the Cultural Affairs Department will now take on an additional role as my Senior Advisor for the Culture and Recreation portfolio. Michael is nationally respected and recognized in his field and is a proven county leader with over thirty years of experience. The three departments (Parks, Library and Cultural Affairs) that make up this portfolio already work closely together, and I will be turning to Michael to act as team leader for this important area.

I am confident that these initial changes will maximize the effectiveness of my leadership team and assure a stronger level of performance and accountability. This confidence comes from knowing that a strong leadership team made up of professionals committed to public service will make a difference. I look forward to what we will all be able to accomplish together.

Attachments

c: Honorable Chairwoman Rebeca Sosa
and Members, Board of County Commissioners
Robert A. Cuevas, Jr., County Attorney
Office of the Mayor Staff
Christopher Agrippa, Clerk of the Board
Charles Anderson, Commission Auditor
Department Deputy and Assistant Directors

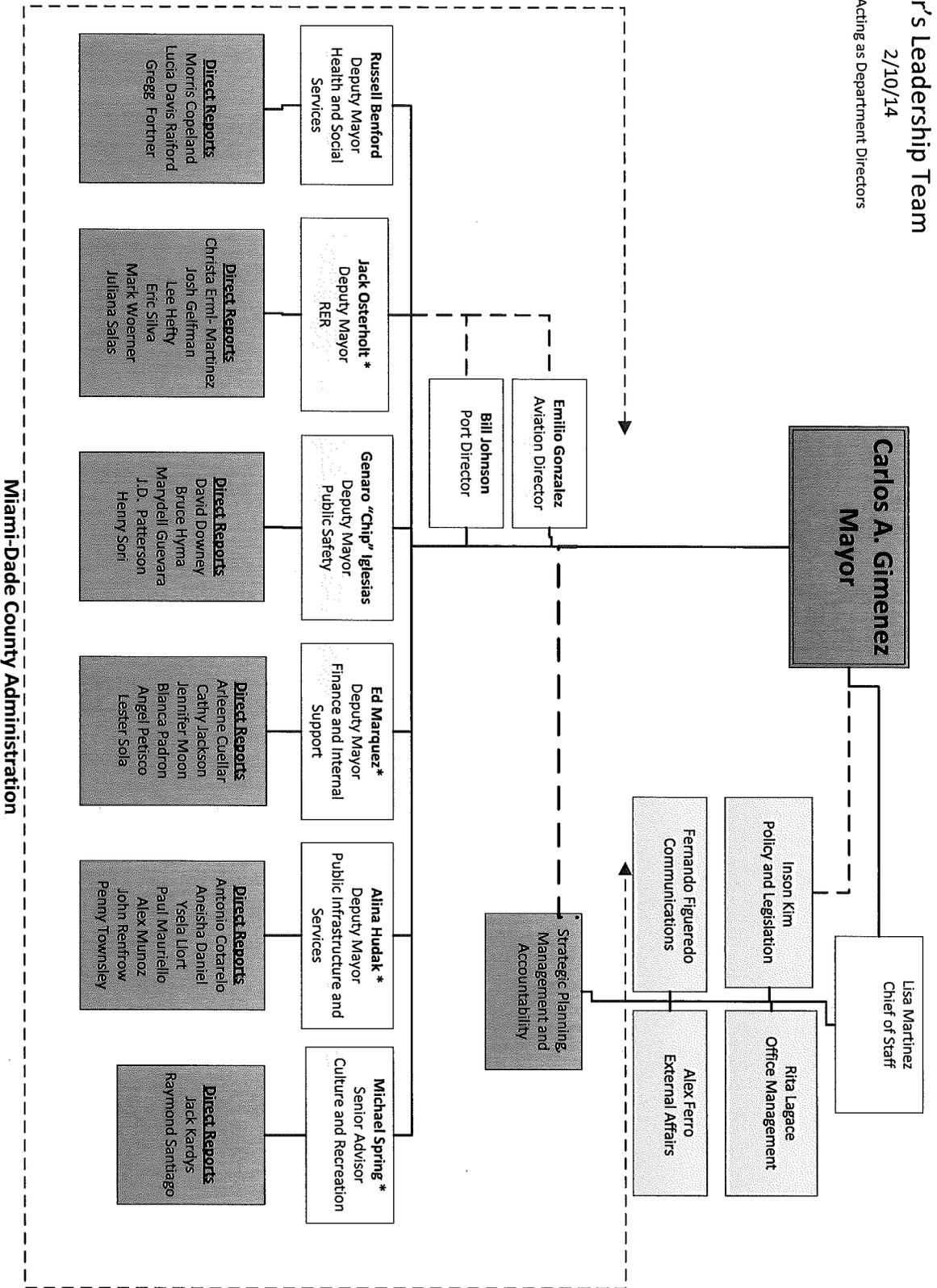
Mayor's Office Leadership Team and Assignments
 2/10/14
 *Also Acting as Department Directors



Mayor's Leadership Team

2/10/14

*Also Acting as Department Directors



Miami-Dade County Administration

Mayor's Office

2/10/2014

