

Memorandum



Date: January 22, 2015

To: Honorable Chairman Jean Monestime and Members
Board of County Commissioners

From: Carlos A. Gimenez
Mayor 

Subject: Mayoral Appointment – Director of Miami-Dade Water and Sewer Department

Pursuant to the authority vested in me under the provisions of Section 2.02-C of the Miami-Dade County Home Rule Charter, effective immediately, I hereby appoint Lester Sola as the Director of the Miami-Dade Water and Sewer Department (WASAD).

As you know, Bill Johnson has been selected by Governor Rick Scott to serve as the Florida Secretary of Commerce and Chief Executive Officer for Enterprise Florida Inc. Mr. Johnson will take on this new role effective March 1, 2015. He has served this community extremely well, most recently as the Director of the Miami-Dade Water and Sewer Department. We owe him a debt of gratitude for all that he has done for county government and the residents of Miami-Dade County for the last 35 years.

Due to the importance of the Water and Sewer operations and the sizable capital program, it is imperative that we have a smooth and immediate transition at the Director's Office.

Mr. Sola is a seasoned, 23 year county leader. He has valuable experience in County operations, capital design and construction management, contract administration, negotiations and communication. He has extensive experience is restructuring departments and improving their performance.

Mr. Sola has been the Director of the Internal Services Department for the last three years. During this time period he has taken significant steps to streamline and focus operations to assist departments in the area of procurement, design and construction contracts, real estate management, fleet consolidation, risk management, small business development and facilities management. He has also been instrumental in implementing Board of County Commissioner's policies as well as strategies formulated by my office.

He has worked with senior managers at WASAD to establish the early foundation of contracts to facilitate their capital program. He and Mr. Johnson have worked closely together to develop an early successful strategy. Due to his involvement, he has developed first-hand knowledge of the WASAD operation and challenges.

Mr. Sola has served in several senior management positions and accomplished numerous task that have benefited the county. A few of the highlights are:

- Several departmental reorganizations
- Negotiated and restructured sizable capital development contracts
- Examined operations and delivery of services to better serve residents
- Established several minority, small and local business programs
- Reviewed County contracts to increase participation
- Eliminated contract barriers to benefit local and small businesses

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We will benefit from Mr. Johnson's continued commitment to Miami-Dade County. Due to the proximity of his new office and his commitment to this community, he will continue to invest valuable time during the next few months to ensure a successful transition with Mr. Sola.

I have full confidence that Mr. Sola will lead the Miami-Dade Water and Sewer Department successfully. We are fortunate to have dedicated professionals, like Mr. Johnson and Mr. Sola, that have dedicated their professional life to outstanding public service.

c: Honorable Harvey Ruvlin, County Clerk
 R. A. Cuevas, Jr., County Attorney
 Office of the Mayor Senior Staff
 Christopher Agrippa, Clerk of the Board

Lester Sola
Miami-Dade County
305-375-2363

Experience

August 2011 – Present
Director, Internal Services Department
Miami-Dade County

- Manage over 1,000 employees
- Manage annual operating budget of \$330 million
- Manage capital budget of \$400 million
- Oversee policy and procedures for the County's capital program
- Responsible for Purchasing, Capital and Maintenance Program, Human Resources, General Services, Fleet Management, Real Estate Program Development
- Direct comprehensive reviews of the department's organizational structure, process flow and staff competencies to effectively achieve goals
- Perform press conferences and media interviews
- Brief and interact with elected officials (local, state and federal) and the public
- Formulate revisions to local, state and federal laws

Special Achievements

- Consolidated four departments into one in order to achieve savings
- Responsible for all countywide procurement, Architectural and Engineering contracts
- Oversee countywide Constructions policies and procedures
- Oversee Small Business Programs
- Developed policies and legislation

January 2003 – August 2011
Supervisor of Elections/Director
Miami-Dade County Elections Department

- Oversaw up to 120 full-time and 1,000 seasonal staff members
- Managed annual budget up to \$27 million and ensured maximum productivity at minimal cost
- Supervised five divisions responsible for Information Technology, Education and Outreach, Voter Services, Operations, and Election Coordination, Campaigns, and Compliance
- Conducted elections with 829 precincts, 20 Early Voting sites and up to 10,000 poll workers per election
- Directed comprehensive reviews of the department's organizational structure, process flow and staff competencies to effectively achieve goals
- Performed press conferences and media interviews during major election cycles and regularly met with candidates, elected officials, and the public
- Formulated and lobbied for revisions to federal and state laws
- Served on several State of Florida Planning Committees

Special Achievements

- Restructured the department's Table of Organization and streamlined policies and procedures
- Executed a complete equipment conversion in an expedited timeframe
- Planned, procured and implemented several new technologies: new

systems, asset management tracking and electronic document management system

- Developed training program to include a Certification Program
- Recipient of the County Manager's Award of Excellence 2007
- Recipient of several NaCo Achievement Awards

July 2001 – January 2003
Department of Business Development
Deputy Director

- Administered 106-person department
- Managed and directed five Division Directors responsible for Administration, Information Technology, Contract Compliance, Certification, Education and Outreach
- Administered \$6.3 million annual 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

March 2001 – August 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 Capital Program 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 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

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