Memorandum

MIAMI-DADE COUNTY

Date: January 11, 2017

To: Honorable Chairman Esteban L. Bovo, Jr.
and Members, Board of County Commissioners

From: Carlos A. Gimenez
Mayor

Subject: Mayoral Appointment – Interim Director of the Miami-Dade Public Library System

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On February 17, 2017, Gia Arbogast, Director of the Miami-Dade Public Library System (MDPLS) will retire after a long and distinguished career with Miami-Dade County. Director Arbogast has done an outstanding job at MDPLS leading and bringing to completion a number of major projects and initiatives that have put MDPLS back into the spotlight on the leading edge of statewide and national library systems.

During her tenure, MDPLS has restored service hours and staffing, successfully re-opened the Northeast Dade – Aventura and California Club Branch Libraries, and opened its 50th branch location in the Town of Bay Harbor Islands, which became the first municipality to join the Library Taxing District since 2006. She also has reinvigorated MDPLS's capital program, initiating the design and construction of major capital infrastructure improvement projects, and the completion of several renovation projects that have been vital to bringing MDPLS into the 21st century and creating spaces for patrons to enjoy. Further, Director Arbogast has led a re-branding effort at MDPLS that has created a stronger connection between our customers and the services provided by MDPLS, expanded partnerships and our level of community involvement, and has successfully stabilized and re-focused the library collection to better align the resources available with the diverse needs of library users. Director Arbogast has also established MDPLS as a force in digital media, computer learning, and other hands-on learning experiences through the opening of MDPLS's first creative learning center (YOUmake Miami), and expansion of MDPLS's second digital media center (YOUmedia Miami). She has led and supported initiatives to modernize MDPLS's information technology infrastructure, including working with the Information Technology Department to provide additional internet and Wi-Fi bandwidth at our branch locations, initiated replacement of outdated public computers throughout MDPLS, and implemented online payment capabilities for the public. In addition, in January 2017, MDPLS will launch the first mobile Library Computer Training Lab in South Florida, bringing digital literacy directly to underserved areas of Miami-Dade County.

Director Arbogast also has put together a strong management team that has been integral in carrying out the mission of MDPLS and is well prepared to continue leading this department. Pursuant to the authority vested in me under the provisions of Section 2.02-C of the Miami-Dade County Home Rule Charter, I am hereby appointing Assistant Director Ray Baker as the Interim Director of MDPLS effective February 18, 2017. This will enable Director Arbogast to continue to work over the coming weeks with Assistant Director Baker to ensure a successful transition of responsibilities.

As Assistant Director, Mr. Baker has played an important part in carrying out many of the initiatives mentioned above and has demonstrated excellent leadership skills in delivering library services to the public and managing major operational and administrative areas of MDPLS. With nearly 24 years of County service, including his experience as Assistant Director at MDPLS, Mr. Baker brings hands-on experience leading a library operation coupled with a broad

and diverse range of knowledge and experience of County government that is essential in managing an operation of this size and complexity.

Mr. Baker has risen through the ranks of County government. Prior to joining MDPLS as Assistant Director, he served as the Chief of Policy, Legislation and Business Services in the Internal Services Department (ISD), where he assisted the Director in management and oversight of all of the various functional areas of ISD, including procurement, real estate, and design and construction. He led a countywide initiative to convert ISD from paper-based bid sales to online auctions of surplus assets. Mr. Baker also served in the County Executive Offices and the Office of Capital Improvements. Mr. Baker has also had extensive experience in leadership roles in various County Departments, including as an Assistant to the County Manager in the County Executive Offices, several years in the Office of Management and Budget, and as Chief of Governmental and Legislative Affairs for the former Department of Environmental Resources Management.

In addition to his professional background, Mr. Baker has a Master's Degree in Library and Information Science from the University of South Florida, a Master's Degree in Business Administration from the University of Miami, and a Bachelor's Degree from Florida State University. He is a member of the American Library Association, the Florida Library Association (FLA) through which he serves on FLA's Legislative Committee, the Southeast Florida Library Information Network (SEFLIN), and the Urban Libraries Council (ULC).

Mr. Baker's library experience, extensive knowledge of County government and collaborative leadership approach make him the best choice to lead the library system during this transition period.

Please join me in congratulating Mr. Baker on his appointment and in thanking Ms. Arbogast for all of her contributions to MDPLS. A copy of Mr. Baker's resume is attached for your review.

c: Honorable Harvey Ruvin, County Clerk
Abigail Price-Williams, County Attorney
Office of the Mayor Senior Staff
Christopher Agrippa, Clerk of the Board
Eugene Love, Agenda Coordinator
Neil R. Singh, Interim Commission Auditor

Raymond W. Baker
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EDUCATION:

University of South Florida, **Master of Arts in Library & Information Science**, Tampa, Florida
University of Miami, **Master's in Business Administration**, Miami, Florida
Florida State University, **Bachelor of Science**, Tallahassee, Florida

PROFESSIONAL EXPERIENCE:

2015 - Present

Miami-Dade Public Library System – Assistant Director

- In conjunction with the Library Director, directs the planning and implementation of the delivery of library services for a public library system with a $73 million budget, 50 library locations, and a service area that includes 2.4 million residents.
- Directs specialized library public service operations including MDPLS' digital learning labs, creation centers, and mobile library service operations, including the bookmobile and Technobus operations.
- Directs, in conjunction with ITD, MDPLS' strategy for library technology initiatives, including maximizing computer, Wi-Fi, and internet access for our customers, as well as evaluation of industry trends that facilitate ease of use and access to library resources.
- Directs MDPLS' capital improvement program, including renovation of existing facilities, capital projects to improve facility structures and systems, and ongoing building maintenance and repair.
- Manages library real estate and development initiatives, including the planning and design of new and replacement libraries, as well as oversight of various municipal proposals and partnerships involving existing library locations.
- Manages departmental fiscal operations, including the operating and capital budget, as well as all financial, accounting, and procurement activities.
- Leads MDPLS' marketing, public affairs, graphic design, and social media efforts, including oversight of branding and public outreach initiatives.
- Manages grant opportunities and initiatives with not-for-profit agencies such as the Friends of the Library and other public and private sector entities seeking partnership opportunities with MDPLS, including management of the annual State Aide to Libraries and Public Library Construction Grant processes.

2011 - 2014

Internal Services Department (ISD) – Director's Office - Chief of Policy, Legislation & Business Services

- Managed the ISD Policy and Legislative Section, requiring extensive operational, procedural, and legislative knowledge in countywide services such as procurement, real estate, fleet management, small business development, and construction and design; managed all legislative items related to these areas.
- Managed various countywide business services units, including countywide Print & Mail Services, Business Supplies operations/logistics, Capital Inventory Management, and County Surplus Auction operations.
- Transitioned the County's surplus auction process for capital and real estate assets from paper-based auctions to online auction sales.
- Managed ISD public information activities, responding to media requests, developing press releases, and, launched the first social media account for ISD.
- Assisted the Director in the oversight to the ISD Fleet Management Division, which included over 250 employees, 19 fleet repair facilities, and 29 fueling facilities.

2009 – 2011
Office of Capital Improvements - Special Development Project Coordinator

- Served on the project management team for the successful implementation and completion of the construction phase of the ballpark project; effectively working with the ballpark Contractors, County Executive Office, the City of Miami, and the Marlins organization to ensure fiscal and contractual requirements were adhered to by all parties.
- Managed the County's purchase of over $100 million of construction materials for the ballpark through the County's Sales Tax Exemption Program; resulting in approximately $6 million in project savings throughout the term of the contract.
- Provided weekly updates on the ballpark status to the County Executive Office and interacted regularly with Communications staff in responding to media requests and developing proposed responses.

2007 – 2009
County Executive Office - Assistant to the County Manager

- Provided professional and administrative support to the County Manager and Assistant County Manager on policy and legislative issues related to management of the day-to-day operations of Miami-Dade County Government.
- Worked directly with an Assistant County Manager, assisting with the oversight of various operational areas, including Cultural Affairs, Libraries, Information Technology, and Business Development departments.
- Served as the County Manager's designee to the Vizcaya Museum and Gardens Trust.
- Served as Project Manager for the ballpark negotiation team; working extensively with various County departments, the County Attorney's Office, the Miami Marlins, and the City of Miami in the coordination and development of the initial phases of the ballpark project.
- Major duties included review and analysis of legislative and policy issues with County staff, implementation of County Commission directives and policies, and resolution of all manner of issues raised by internal and external stakeholders.
- Worked closely with assigned Departments in developing goals, objectives, and performance measures to further the County's strategic planning process.

2004 – 2007
Dept. of Environmental Resources Management – Intergovernmental Affairs Administrator – Director's Office

- Managed and coordinated legislative activities, including review and analysis of departmental County Commission legislation and management of State legislative affairs, including State appropriation requests and coordination with the County's Office of Intergovernmental Affairs, State Legislators, various governmental agencies, and statewide interest groups in the development of legislative positions and filing of amendments to proposed Bills
- Served as the Director's designee to the Miami River Commission Dredging Subcommittee; working closely with the Miami River Commission and Army Corps of Engineers towards securing Federal funding for completion of the Miami River Dredging Project, a $75 million multi-jurisdictional civil works project.

2002 – 2003
County Executive Office – Assistant to the County Manager

- Provided professional and administrative support to the County Manager and Assistant County Manager on policy and legislative issues related to management of the day-to-day operations of Miami-Dade County Government.
- Worked directly with an Assistant County Manager, assisting with the oversight of various operational areas including Finance, Property Appraisal, and Incorporation and Annexation actions.
- Major duties included assisting the Assistant County Manager in management of the Budget and Finance Committee and Incorporation and Annexation Subcommittee; including review and analysis of legislative and policy issues with County staff, implementation of County Commission directives and policies, and resolution of all manner of issues raised by internal and external stakeholders.
- Represented the County at various meetings with public and private interests to resolve and/or mediate issues related to the above-mentioned areas.

1999 – 2002
Office of Management and Budget - Senior Budget Analyst (began as Budget Analyst 2)

- Worked effectively with assigned County Departments in the development, creation, implementation, and monitoring of the County's Operating and Capital Budget.
- Managed budgetary issues for a wide range of County operational areas including Libraries, Cultural Affairs, Police, Fire, Corrections, Property Appraisal, Finance, Community Based Organizations, County Commission District operating budgets, and the Ethics Commission and Inspector General.
- Duties included preparation of projections to evaluate and forecast operating revenues and expenditures, evaluation of service level changes under varying fiscal scenarios, preparation and development of numerous ad-hoc budget, policy analysis, and financial reports for the Budget Director and County Executive Office.
- Coordinated and directed budgetary and strategic initiatives with County departments, including assisting in the development of a 5-year strategic financial plan for the County.
- Provided direction to departmental financial and accounting staff on resource utilization, procurement issues, staffing and personnel, information technology initiatives, development of business plans, and development and monitoring of performance and efficiency measures.

1993 – 1999
Dept. of Environmental Resources Management – Intergovernmental Affairs Administrator – Director's Office

- Managed and coordinated legislative activities, including review and analysis of departmental County Commission legislation and management of State legislative affairs, including State appropriation requests and coordination with the County's Office of Intergovernmental Affairs, State Legislators, various governmental agencies, and statewide interest groups in the development of legislative positions and filing of amendments to proposed Bills.
- Assigned by the Director as the lead staff person to the Environmental Advisory Task Force, assisting this County Board in carrying out its mission of addressing County environmental issues, including pollution prevention, education and outreach, indoor air quality, and environmental issues related to County-owned and managed buildings.
- Progressively rose through DERM from entry level, regulatory positions, charged with protection of the County's Environmental Protection Ordinance, including management and monitoring of sites and facilities in various phases of environmental assessment.

Memberships

- American Library Association (ALA)
- Florida Library Association (FLA) –
  - Member of FLA Legislative Committee
  - Serves on the FLA Boards and Foundations Task Force
- Southeast Florida Library Information Network (SEFLIN)