


Memorandum



Date: May 8, 2019

To: Honorable Chairwoman Audrey M. Edmonson
and Members, Board of County Commissioners

From: Carlos A. Gimenez
Mayor 

Subject: Mayoral Appointment – Director of the Department of Solid Waste Management

Pursuant to the authority vested in me under the provisions of Section 2.02-C of the Miami-Dade County Home Rule Charter, I hereby appoint Mr. Michael J. Fernandez as the Director of the Miami-Dade County Department of Solid Waste Management (DSWM).

As all of you know, Deputy Mayor and Director of the Department Alina T. Hudak will retire from County service this summer. In preparation for her departure, I am pleased to have a succession plan that allows this County to continue to have expert and seasoned management over our solid waste management operation. Deputy Mayor Hudak will continue to serve in her role as Deputy Mayor until her retirement date of July 31, 2019.

Mr. Fernandez is currently the Deputy Director of the Department and has held progressively responsible positions within DSWM. He was appointed Deputy Director in 2018 and has served in a highly critical and responsible executive-level position that involves planning and directing complex operations. He has assisted in managing departmental functions and providing direct supervision to subordinate operating assistant directors and heads of the department's 10 operating divisions.

Additionally, Deputy Director Fernandez has overseen the County's Resources Recovery Facility contract operations, waste collection and disposal operations, recycling contract operations, fleet management, technical services (engineering, environmental compliance and maintenance), and enforcement activities. Secondary activities have included, participation in countywide waste facility permitting through the Department of Environmental Resources Management, the Development Impact Committee process, solid waste management planning, budget development, process improvement studies and the discipline process. Mr. Fernandez has also been responsible for the Department's operational preparation for and response to emergencies and natural disasters.

In 2014, Mr. Fernandez was promoted to Assistant Director of the Disposal Division responsible for oversight of the Transfer, Landfills and Enforcement Divisions. He was also responsible for managing the "Put or Pay" Agreements with Waste Management and Covanta Energy. During his tenure, he implemented changes in operation which enhanced efficiency, such as adding a night shift in Transfer Operations, and introducing an on-board scale system with demonstrated savings and increases in productivity.

Mr. Fernandez was hired in 2008 as Division Director of the Transfer Division where he was responsible for the management of three regional waste transfer stations and waste transfer operations at the South Dade and North Dade Landfills, as well as removal of rejects and residues from the Resources Recovery Facility (RRF). Mr. Fernandez played a lead role in development of the Department's Second Shift Transfer Efficiency and On-Board Scales Programs, for which the County received NACo Awards in 2013 and 2014 respectively.

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Prior to his employment with DSWM, Mr. Fernandez gained eight years of valuable private sector solid waste management experience in various roles, mostly with Browning-Ferris Industries, including that of Operations Manager and Dispatch Supervisor at BFI Waste Systems, where he provided oversight to Roll-Off operations; implemented same-day service and sequenced and audited routes, to include all commercial, residential, recycling and roll-off. Additional public sector waste experience was gained at the City of Hallandale Beach in the role of Sanitation Superintendent from 2005 to 2008.

Mr. Fernandez exceeds the qualifications and experience for the position of Director of DSWM. He is one of the rising stars in our County administration and a perfect fit to replace our current Director. Mr. Fernandez holds a Bachelor of Business Administration degree from Florida International University, as well as numerous certificates in his field (see resume attached).

I am confident that Mr. Fernandez will lead the Department of Solid Waste Management to ensure that the residents of Miami-Dade County continue to receive outstanding service. Please join me in congratulating Mr. Fernandez, as well as thanking Ms. Hudak for her leadership and dedication to the Department.

Attachment

c: Abigail Price-Williams, County Attorney
Geri Bonzon-Keenan, First Assistant County Attorney
Office of the Mayor Senior Staff
Department Directors
Yinka Majekodunmi, Commission Auditor
Linda Cave, Director, Clerk of the Board
Eugene Love, Agenda Coordinator

Michael Jesus Fernandez

Michael.fernandez@miamidade.gov

Objective To effectively utilize my experience and track record of directing, planning, and implementing policies in a solid waste organization. Productivity will increase, policies and procedures will be enforced, and higher standards and expectations will be met.

Profile

- Highly focused in supporting complex, deadline-driven operations.
- Goal-oriented individual with strong leadership qualities.
- Organized, highly self-motivated, and detailed problem solver.
- Experienced in managing unionized solid waste operations.

Education ***B.B.A., Bachelor of Business Administration***
Majors: Management & International Business, Florida International University

- *Dean's List Recipient*

Relevant Experience & Accomplishments

Employment

2018 - Present **Deputy Director, Department of Solid Waste Management, Miami, Florida**

- Oversee and direct Miami Dade County's Collections and Disposal Operations, to include the collection of garbage and recycling for over 340,000 customers, operation of 13 Trash and Recycling Centers, litter collection, enforcement of solid waste code regulations, provide bulky waste collection, manage the solid waste and household hazardous waste disposal needs for over 2.7 million residents with the operation of a Waste-to-Energy facility, three regional transfer stations, Home Chemical Centers, and three active landfills (Class 1, 3, & ash monofill).
- Administer an operating budget of approximately \$235 million, assets of over \$584 million, with approximately 987 employees comprised of operational and administrative staff, to include three collective bargaining agreements.
- Waste360 40 Under 40 Award Recipient – Top 40 Waste Professionals in the Country.
- Chairman of the Illegal Dumping Task Force.
- Vice Director of the Collection & Transfer Technical Division for the Solid Waste Association of North America (SWANA).
- Improve efficiencies using aluminum trailers, lighter fleet, electric vehicles, optimized cranes, and technology.

2014-2018 **Assistant Director, Department of Solid Waste Management, Miami, Florida**

- Oversee and direct Miami Dade County's Disposal Operations, to include three regional transfer stations, three active landfills and two closed landfills, and the enforcement of solid waste regulations.
- Administer a \$ 50 million operating budget with approximately 300 employees composed of three collective bargaining agreements.
- Manage Put or Pay Agreements of over 1.5 million tons of solid waste (Waste Management and Covanta Energy).
- Coordinated the removal of over 3.5 million cubic yards of storm debris during the recovery of Hurricane Irma 2017.
- Led the takeover of the City of Opa-Locka residential garbage and trash collection.
- Supported Mosquito Control operations during the Zika Virus outbreak.

2008-2014

Senior Division Director, Department of Solid Waste Management, Miami, Florida

- Managed the transportation of over 1 million tons of solid waste per year.

Michael Jesus Fernandez

Michael.fernandez@miamidade.gov

- Implemented a night shift transportation system that increased productivity by more than 40 percent.
- Reduced overtime expenses by \$ 1 million with improved efficiencies.
- Established an onboard scale system with an annual savings of over \$ 250,000.
- Presented at the 2014 Florida Sterling Award – Best Use of Data Recipient Award.
- Developed nationally recognized programs that were awarded Achievement Awards by the National Association of Counties (NACO).
- 2013 Unsung Heroes Departmental Award – Pioneer’s Award.

2005-2008

Sanitation Superintendent, *City of Hallandale Beach*, Hallandale, Florida

- Full Waste Service Municipality – Automation, Rear load, Frontload, Commercial & Residential, Garbage, Trash and Recycling.
- Established routing system using WAM software.
- Developed an automated “Single Stream” recycling program.
- Revised the franchise fee structure to increase revenues by over 300 percent.
- Established and coordinated “Cash-for-Trash” and “Adopt-A-Street” community programs.
- Coordinated the removal of over 250,000 cubic yards during Wilma and Katrina.

1998-2004

Operations Manager, *BFI Waste Systems*, Miami, Florida

- Operating budget of over \$ 20 million.
- Recognized as the most productive and efficient Rolloff operations in the Southeast Region.
- Safety: lowered rate of accidents and injuries with implementation of new safety standards.
- Achieved strategic implementation of same day service resulting in a 14 percent EBITDA.

1997-1998

Dispatch Supervisor, *BFI Waste Systems*, Miami, Florida

- Converted routes from REL to FEL service with increased productivity and efficiency.
- Handled & coordinated the dispatch process for over 100 routes; Commercial, Residential, Recycling and Roll off.
- Directed the largest dispatching & check-in process in the Southeast Region.
- Sequenced and audited routes, resulting in increased productivity and lower labor expenditures.

1996-1997

Customer Service/ Sales Representative, *BFI Waste Systems*, Miami, Florida

- Handled over 2,500 calls per month.
- Awarded “Best Call Center”.
- Coordinated responses to customer complaints and inquires ensuring customer satisfaction for all lines of business.

Michael Jesus Fernandez

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**Community
Involvement
& Others**

Collections and Transfer Technical Board, Vice Director, SWANA
Let's Clean Things Up, Solid Waste Management, Miami Dade County
Illegal Dumping Task Force, Chairman, Solid Waste Management, Miami Dade County
IT Steering Committee, Solid Waste Management, Miami Dade County
Technical Advisory Group Member, Single Stream Recycling Contamination, University of Miami, Department of Industrial Engineering
United Way, Leadership, Miami Dade County
Accident Review Committee, Public Works Representative, City of Hallandale Beach
Broward County Adopt-A-Street, City Representative, City of Hallandale Beach
Cash for Trash, Coordinator, City of Hallandale Beach
SWANA, Member, City of Hallandale Beach and Miami Dade County
Broward County Resource Recovery Board, City Representative, City of Hallandale Beach
Broward County Technical Advisory Committee, City Representative, City of Hallandale Beach
The Executive's Club, Representative, BFI Waste Systems
BOMA, Representative, BFI Waste Systems
Miami Beach Chamber of Commerce, Representative, BFI Waste Systems
Hispanic Chamber of Commerce, Representative, BFI Waste Systems

Certificates Furnished upon request
