


# Memorandum



**Date:** May 7, 2021

**To:** Honorable Chairman Jose “Pepe” Diaz  
and Members, Board of County Commissioners

**From:** Daniella Levine Cava   
Mayor

**Subject:** Update Regarding the Director of the Internal Services Department

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This memorandum serves to inform you that Tara Smith has submitted her resignation and will be vacating her role as Director of the Internal Services Department, effective July 23, 2021. I want to thank and recognize Tara for her excellent service and many accomplishments in her six years as Director, overseeing a \$317 million operating budget, nearly a thousand employees, more than 60 County facilities vital to County infrastructure and operations, and the contracting of all goods and services contracts estimated at \$3 billion per year. She managed the County’s first Public Private Partnership (P3) project team to finalize a contract to design, build, finance, operate, and maintain the New Civil Courthouse – the County’s first social infrastructure P3 project and one of the first in the country, recognized as a finalist for P3 Project of the Year. Under her leadership, ISD was selected as the 2020 recipient of four prestigious procurement awards. And throughout the pandemic, Tara and her team innovated and collaborated across departments to smoothly transition thousands of employees to work from home while continuing to provide essential functions and services to the community. Up until her departure date, Tara will be assisting with management transition issues.

Effective immediately, pursuant to the authority vested in me under Section 2.02(C) of the Miami-Dade County Home Rule Charter, I hereby appoint Alex Muñoz to the position of Director of the Internal Services Department.

Alex has extensive experience in management and operations. During his time with Miami-Dade he has overseen a broad portfolio of departments and held multiple leadership positions, most recently serving as Director of the Animal Services Department since 2011. In that role he led the restructuring of the Animal Services Department as a priority for Miami-Dade County, rebuilding the organization operationally, administratively, and establishing new departmental goals. He came into the role in a time of economic difficulty and worked within a challenging environment to implement new processes, programs, and efficiencies department-wide and deliver the planning, development, and construction of an overdue new animal shelter, while managing 260 employees and a \$29 million budget. His many other leadership roles across County government include Assistant County Manager, Deputy Director, Planning & Development of the Miami-Dade Park, Recreation and Open Spaces Department, and Director of the Super Bowl Host Committee. In these roles he oversaw and managed both Procurement and Capital Improvement programs; planning, permitting, and development; code enforcement; small business development, and more. Throughout the last year Alex stepped up repeatedly beyond his role as director to lead important COVID response and relief efforts, including directing the SURGE teams that went door-to-door during the height of the pandemic and the VACS NOW vaccine outreach teams working to expand vaccination in underserved communities.

Deputy Director Lorna Mejia will serve as the Interim Director for the Animal Services Department, as we conduct a search for a permanent director.

As Mayor, I’m committed to reimagining County procurement as a strategic opportunity for equitable economic development – and re-aligning procurement with the core values of my administration. I will work with Alex as a partner in this endeavor as we tackle procurement reform in the months ahead. My administration looks forward to working with the Board of County Commissioners as we improve the

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procurement process to deliver effective and efficient services to our residents, business community and visitors.

Please join me in wishing Tara the very best and welcoming Alex to this new role serving the people of Miami-Dade County.

Attachment

c:       Honorable Harvey Ruvlin, Clerk of the Courts  
          Geri Bonzon-Keenan, County Attorney  
          Gerald Sanchez, First Assistant County Attorney  
          Jess McCarty, Executive Assistant County Attorney  
          Office of the Mayor Senior Staff  
          Department Directors  
          Yinka Majekodunmi, Commission Auditor  
          Jennifer Moon, Chief, Office of Policy and Budgetary Affairs  
          Melissa Adames, Director, Clerk of the Board  
          Eugene Love, Agenda Coordinator

# Alex Munoz

## EXPERIENCE

### **Director, Miami-Dade Animal Services Department-August 2011-May 2021**

Oversaw the restructuring of the Animal Services Department as a priority for Miami-Dade County. Rebuilt organization operationally and administratively, and established new mission goals. Assumed role in times of economic difficulties and had to achieve goals within a challenging environment. In addition to day-to-day operational management of 260 employees and \$29 million budget, implemented new processes, programs, efficiencies department wide. Delivered the planning, development and construction of an overdue new animal shelter. Created unprecedented partnerships with leading national pet welfare organizations. Achievements culminated in recognition as Florida agency of the year for 2020 and highest pet-save rates in line with no-kill goals.

### **Deputy Director, Planning & Development, Miami-Dade Park, Recreation and Open Spaces March 2011 – August 2011**

Deputy Director responsible for construction program and development, planning, facilities and natural areas management, management of metropolitan park system comprised of over 12,000 acres of parks and preserves and over 430 facilities. The capital management function included oversight of more than 120 construction projects and approximately \$300 million of improvements. Duties included the direct supervision of architects, engineers and planners. Worked with regulatory agencies for resolution of development-related issues. Assisted with development of budget, management of personnel issues, procurement and media. Direct oversight of \$24 million operational budget and 229 positions.

### **Assistant County Manager - July 2003 – March 2011**

Responsible for various departmental assignments and projects. Primary portfolio oversight included: 1) land use, development and permitting; and 2) recreation, tourism and cultural programs. Also managed 3) transportation and public works infrastructure portfolio during tenure. Each of these strategic areas included management of multiple departments and direct supervision of department directors. Departmental duties for land use, development, and permitting included: Planning and Zoning, Building and Neighborhood Compliance, Consumer Services, Agricultural Manager, Animal Services, and Development Coordination. Recreation, tourism and culture assignments included: Miami-Dade Parks, Recreation and Open Spaces, Cultural Affairs, Miami-Dade Public Library System and other duties such as museums and institutions receiving County support, serving as liaison for various County-partner organizations such as: Miami-Dade Public Schools, Greater Miami Convention and Visitors Bureau, the Adrienne Arsht Performing Arts Center, and the Miami-Dade Sports Commission.

Other assignments/duties included Department of Procurement Management, Department of Environmental Regulation Management, Transit Agency, Office of Capital Improvement, Team Metro, Elections Department, Property Appraisal, Small Business Development, Community Relations Board, Office of Film and Entertainment, Historic Preservation, and Incorporation and Annexation.

Combined scope of fiscal and personnel responsibility exceeded:

- \$500 million operational budgets
- \$1.2 billion capital budgets
- 3,150 personnel

Other Highlights:

- Led migration of departments in my portfolio to County's first-ever performance-based management system. This effort resulted in development of goals and measures by departmental strategic areas to allow for the tracking and evaluation of services and resources.
- Developed and implemented complex departmental policy and addressed operational issues.
- During tenure successfully led management, operational, and process improvement initiatives in areas such as elections, procurement, capital programs, customer service and restructuring of operational departments.

**Director, Team Metro/Code Enforcement and Community Information and Referral Department - December 2001 – July 2003**

Served as Director of Miami-Dade County code enforcement and citizen outreach department. Led innovative mission of community-based code enforcement with an emphasis on education and cooperative solution of issues as a method to achieve compliance. This Department also served as the central intake for public relations, community information and referral services to ensure comprehensive customer service to constituents. Oversaw preparation of annual budget and reviewed revenue and expenditure reports to ensure departmental performance. Worked with elected officials to address community concerns and develop legislation and policies regarding service delivery.

Duties included directing the work of management and supervisory personnel in both code enforcement field operations and professional support services. Oversaw regional offices, customer service call center and central support division including a budget of approximately \$9 million and 140 personnel.

**Assistant to the County Manager - March 1999 – December 2001**

Provided support to the Assistant County Manager in managing multiple departmental responsibilities. Participated in creation of management strategies, policy and procedures and directing department management staff in implementation of Mayoral, County Commission and County Manager directives, initiatives and policies. Oversaw, developed and implemented legislation and organizational objectives. Represented County Manager and Assistant County Manager on committees, working groups and with constituents. Provided staff support to boards and task forces.

**Executive Director, Super Bowl XXXIII Host Committee - January 1998 – March 1999**

Responsible for the management and operation of Host Committee activities in preparation for Super Bowl XXXIII, which attracted an estimated 100,000 visitors to South Florida and provided an economic impact of over \$300 million. Supported the National Football League (NFL) and worked to prepare the community to successfully host the Super Bowl and related activities. Duties included supervision of all employees, coordination of over 9,000 volunteers to support activities, public safety coordination, developing and implementing a minority business program, staffing board of directors and 15 working committees, maintaining corporate and intergovernmental relations, procurement and fundraising.

**Assistant Director, Finance, Transportation and Special Events, Super Bowl**

**Host Committee - May 1997 – January 1998**

Responsible for coordinating and planning all aspects of special events, working with the National Football League (NFL) to develop transportation plan and oversee fiscal operations for Host Committee to include purchasing and projection of revenues and expenditures to ensure successful delivery of multiple activities in a compressed time frame.

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

**February 1994 – May 1997**

Responsible for preparation and analysis of various departmental budgets to ensure efficient allocation of resources and revenues for effective service delivery. Analyzed multi-million dollar operation and capital budgets. Participated in preparation of multi-billion dollar Proposed Operating and Capital Budgets. Duties included making fiscal and operational recommendations regarding the department services, projections and programs, reviewing financial reports. Monitored expenditures to ensure compliance with Board of County Commissioner approved authority. Evaluated program and legislative changes to assess fiscal impacts.

**Chief Financial Officer, Summit of the Americas, Host Committee -**

**August 1994 – February 1995**

While serving as a Budget Analyst, I was appointed by the County Manager to serve as Chief Financial Officer for the Summit of the Americas Host Committee. The role of the Host Committee was to prepare Miami for week-long visit of heads of state from the Western hemisphere, hosted by the President of the United States. Duties included the management of all financial activities, purchasing, preparation and oversight of \$11 million budget and approval of purchasing activity to ensure spending occurred in line with revenues. Supported fundraising efforts. Represented organization in planning sessions with local, state and federal agencies.

**Senior Planner, Metropolitan Planning Organization (MPO) - July 1993 – February 1994**

Served as liaison to MPO Board to address Board members' transportation planning issues. Analyzed and evaluated transportation planning legislation and assisted with studies supporting County's long-range transportation planning.

**Management Trainee - July 1992 – July 1993**

Worked as a management trainee rotating through different departments gaining immediate exposure to complex issues. Acquired training in management, operations and administration. A special assignment during this time included assisting public housing residents and Hurricane Andrew Recovery efforts.

## **EDUCATION**

### **Masters of Science in Urban and Regional Planning, May 1992**

Florida State University, Tallahassee, Florida

### **Bachelor of Arts with triple Major in International Affairs, Spanish and History May 1990**

Florida State University, Tallahassee, Florida

Completed majority of coursework for Spanish Major at the University of Salamanca, Salamanca, Spain

## **PROFESSIONAL AND COMMUNITY AFFILIATIONS**

Florida Animal Control Association, Board Member (Present)

Florida Animal Friends, President (Present)

Parish Council, St. Louis Church, Parish Council, 2013-2016

Boy Scouts of America, Troop 840 / Cub Scouts of America, Pack 840  
Scout Master and various leadership positions 2005 to 2016

Kiwanis Club of Little Havana  
Member 1993 to 2003