




**MEMORANDUM  
OFFICE OF THE MAYOR**

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**DATE:** July 24, 2007

**TO:** Honorable Bruno A. Barreiro and Members,  
Board of County Commissioners

**FROM:**   
Carlos Alvarez, Mayor  
Miami-Dade County

**SUBJECT:** Appointment of Interim Director – Office of Capital Improvements

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I am pleased to announce the appointment of Ian H. Yorty as Interim Office of Capital Improvements Director, as detailed in the attached memorandum from the County Manager. I am quite confident in Ian's experience with bond programs and construction through his work in the Finance Department in addition to his knowledge of the County's internal and financial processes.

Please join me in congratulating him in this new role and thanking him for taking on this assignment.

Attachments


C: Honorable Bennett Brummer, Public Defender  
Honorable Joseph P. Farina, Chief Judge, Eleventh Judicial Circuit  
Honorable Katherine Fernandez-Rundle, State Attorney  
Honorable Harvey Ruvlin, Clerk, Circuit and County Courts  
Marvin O'Quinn, President and CEO, Public Health Trust  
Robert Cuevas, County Attorney  
George M. Burgess, County Manager  
Denis Morales, Chief of Staff, Office of the Mayor  
Assistant County Managers  
Robert Meyers, Executive Director, Commission on Ethics and Public Trust  
Christopher Mazzella, Inspector General  
Charles Anderson, Commission Auditor  
Department Directors

# Memorandum



**Date:** July 24, 2007

**To:** Honorable Carlos Alvarez, Mayor

**From:** George M. Burgess  
County Manager 

**Subject:** Office of Capital Improvements

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As you know, Roger Hernstadt, Director of the Office of Capital Improvements (OCI), has accepted the position of Chief of Staff for City of Miami Manager Pete Hernandez (attached). I have enjoyed working with Roger for more than 25 years. I am most proud of having worked side-by-side with him on the passage of the Building Better Communities (BBC) Bond Program. Through Roger's leadership, the County has successfully begun the implementation of a bond program that will have significant impacts in our community for many years to come. While this is a major loss for the County family, this will even further strengthen our relationship with our friends at the City of Miami.

In light of the leaner budget that we are moving into next year, I am taking every opportunity to evaluate our resources and maximize the use of our talent. Therefore, I have asked Assistant County Manager Ian H. Yorty to serve as the Special Assistant/Interim Director for Capital Improvements. Ian has been serving as a member of my executive team since March of this year, overseeing the County's cultural and financial operations. Ian has been with the County for nearly 10 years, primarily serving as the County's Tax Collector. From this experience, as well as while working in the Finance Department and the Office of Strategic Business Management, Ian brings with him solid knowledge of the County's internal and financial processes which will assist in making process improvements in our capital program. Ian has gained valuable experience on bond programs and construction through his work in the Finance Department, baseball negotiations and most recently in negotiations with the cultural community and Museum Park.

As we move forward with implementing property tax reform, I have asked Ian to review countywide capital construction activities, as well as its organization, to identify efficiencies and ways to streamline our development processes. I want Ian to aggressively pursue the implementation of the Building Better Communities Bond program and other County capital development programs. Ian will report directly to me and will continue to work on special projects and assignments for me, such as the Marlins ballpark project. I thank him for accepting this challenge and opportunity.

Attachment

C: Denis Morales, Chief of Staff, Office of the Mayor  
Susanne M. Torriente, Assistant County Manager



June 14, 2007

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- Cultural Affairs
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- Historic Preservation
- Homeless Trust
- Housing Agency
- Housing Finance Authority
- Human Services
- Independent Review Panel
- International Trade Consortium
- Juvenile Assessment Center
- Medical Examiner
- Metro-Miami Action Plan
- Metropolitan Planning Organization
- Park and Recreation
- Planning and Zoning
- Police
- Procurement Management
- Property Appraisal
- Public Library System
- Public Works
- Safe Neighborhood Parks
- Seaport
- Solid Waste Management
- Strategic Business Management
- Team Metro
- Transit
- Task Force on Urban Economic Revitalization
- Vizcaya Museum And Gardens
- Water & Sewer

Mr. George M. Burgess  
County Manager  
Miami-Dade County  
111 NW 1 Street, Suite 2910  
Miami, FL 33128-1994

Dear Mr. Burgess:

During our recent meeting, I informed you that I received a written offer to join the City of Miami administration upon completing my thirtieth year of public service to the residents of Miami-Dade County. After much reflection, I have reached a decision. I want to make it crystal clear from the onset that my decision to accept the position of Chief of Staff at the City of Miami is purely based on the prospect of new challenges associated with a new position. The Mayor, Board of County Commissioners, you and your management team have always been supportive of me and my efforts to provide excellent services everyday to our residents. For almost 25 years, the vast majority of our careers, we have worked together and I am extremely proud of what has been accomplished by Miami-Dade County and the groundwork that has been laid out for the future.

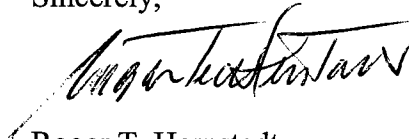
I will always remember my County career highlights; such as, the \$51 million Hurricane Andrew closeout, \$271 million in the Quality Neighborhoods Improvements Program, the Equitable Distribution Program\* implementation and issuing more than 80% of the almost \$10 million in service orders to certified small architectural and engineering firms annually, growing the Certified Small Business Enterprise Miscellaneous Construction Program for projects less than \$1 million from \$31 to \$65 million per year, reducing the time for A/E selection process from more than one year to less than 120 days, creation of the comprehensive A.O. 3-39, which standardized capital improvement project implementation, the Expedite Ordinance that reduced processing time from almost one year to 36 days for more than 386 contract awards totaling almost \$900 million, the comprehensive Capital Improvements Information System\* and of course, the overwhelming voter approval of the Building Better Communities Bond Program\* and the contracting of the first \$263 million of the \$2.9 billion program. To date, \$110 million of Building Better Communities funds have been spent on approved projects and we are ready to award \$30 million to 32 not-for-profit agencies to improve their facilities.

*William B. Lawrence, County Manager*

It almost goes without saying that I will hold most close to my heart all the unselfish, dedicated public servants of our County family that I proudly consider my friends, as well as my coworkers. With the greatest respect to all, I want to especially thank the staff of OCI and my current Assistant County Manager, Susy Torriente, collectively the most supportive professionals with which I have had the privilege of working. I would be remiss if I didn't highlight all my mentors and coworkers at the Public Works Department where I spent almost 20 years of my County career starting with Director William M. Powell, who hired me from the County office that was the precursor to Team Metro – an office like no other for a new public administrator to directly interface with our residents and learn the rewards and challenges of public service.

Although the prospect of leaving County service is extremely bittersweet, I am excited that my new position will afford me the opportunity to collaborate with the County on numerous exciting projects to a successful completion for the residents of the County and the City. Lastly, it is a pleasure to call your attention to my coworker of almost twenty years, Ms. Mary Hansbury. Mary has impeccable work habits, broad public administration experience, extraordinary skills and dedication to public service. Her contribution to my accomplishments including my selection as the 2005 Public Administrator of the Year (South Florida Chapter ASPA) should not go unheralded.

Sincerely,

A handwritten signature in black ink, appearing to read "Roger T. Hernstadt". The signature is written in a cursive style with a prominent horizontal line across the top.

Roger T. Hernstadt  
Director