

Alina Tejada Hudak

Assistant City Manager, City of Miami Beach

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Mr. Robert Burg
Executive Vice President
Ralph Andersen & Associates

February 26, 2021

Dear Mr. Burg:

By way of this letter, I am pleased to submit my candidacy as the next City Manager of the City of Miami Beach for your consideration.

I believe I am uniquely qualified for this role for several reasons, but especially because I just completed my first year as an Assistant City Manager for Miami Beach after serving for almost a decade as Deputy Mayor and County Manager of Miami-Dade County. Charged with leading the City's COVID-19 response two weeks upon my arrival proved to be an invaluable opportunity to learn firsthand about the City's operation, leadership and culture, and has given me the foundation to lead our City through this difficult time and take Miami Beach into the future as our next City Manager.

Following are a few career highlights I am proudest of and that demonstrate my proven leadership and what I can bring to our residents and government as the City's next leader:

- Together with an outstanding team, I led the County through a governance transition during a time of great economic crisis. Accomplishments during that time include meeting and negotiating with the Federal Transportation Agency (FTA) the release of close to \$400 million federal dollars that had been frozen by the agency. I led a team of professionals that systematically addressed all audit concerns. The Agency authorized the release upon assurance that I would personally review and execute all draw down request, a highly unusual decision. I did, for the following six years.
- In multiple capacities, as Director, Assistant County Manager, Deputy Mayor and County Manager, I was faced with 25 years of hurricane activations and responses to crisis, including the ZIKA outbreak in 2016. In every instance, the record and those involved will attest to the level of hard work, dedication and leadership that allowed for a successful mission on behalf of the people of Miami-Dade County. I would be happy to elaborate in person.
- As a leader in a government the size of Miami-Dade County, I led a multitude of contract negotiations. From the architectural design of our Performing Arts Center to the construction of bridges, my experience in contract management, negotiation and the procurement process is extensive. The County also enjoys a relationship with ten bargaining units. Over the years, my different roles have included the most difficult of labor contract negotiations to the difficult challenge of fairly and justly applying discipline. I would be happy to provide the names of the union leadership with whom that I have formed mutually-respectful relationships.
- The development and implementation of a \$9 billion operational budget is a complex process. Again, I would like to highlight my budgetary experience as well as my experience with financial audits and presentations to rating agencies.

In addition to spending more than three decades working in County government, my time at the City of Miami Beach has allowed me a window into the many challenges facing the City. It is a beautiful place with endless, bright potential. Operationally, the City is privileged to have outstanding senior leadership. Organizationally, there are opportunities to improve the methodology and delivery of service. I believe that those changes are the least of the priorities facing the next Manager. A good leader will identify those with his/her team and implement within a six-month period.

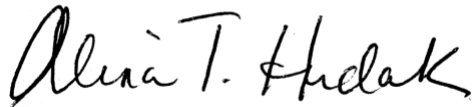
The true challenges are fiscal, physical and philosophical. The fiscal challenges presented by a world pandemic to an economy that is reliant on tourist tax and revenue screams for change. That, combined with the implications of sea level rise to property values and a recent crime wave can be very damaging to the future of any City. All need leadership and immediate action. The next City Manager will need to bring together the leadership to build consensus, action and implementation of plans that will address all of these issues, and I am the right person with the proven experience for this task.

Attached you will find my resume. My resume highlights the more than 36 years of dedicated public service, experience and proven leadership that I bring to Miami Beach for the benefit of the residents we serve, and will continue to bring if I am chosen as your next City Manager.

On a personal note, I pride myself on the basic principles of fairness, hard work, loyalty and dedication. COVID has certainly highlighted to all of us the importance of balance and family. I am a product of this community, having grown up and attended the University of Miami. My childhood memories of Miami Beach inspire me to be a part of the future of this great City. This is where my refugee family came to vacation and found happiness, if for just a few weeks, during the hardest of times. I am forever grateful for those memories and welcome the opportunity to be a part of the future of this spectacular and gorgeous City, and to lead our government and residents through this difficult pandemic and toward a brighter future.

Whatever you decide, I sincerely appreciate your time and consideration and am available to discuss references and my salary history at your pleasure.

Sincerely and respectfully,

A handwritten signature in black ink that reads "Alina T. Hudak". The signature is written in a cursive, flowing style.

Alina T. Hudak

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Highly-respected, well-known and energetic leader with more than **35 years of distinguished public service** in the South Florida community.

—
Strong working relationships and ability to build rapport with elected officials, as well as governmental stakeholders, media outlets, fellow public administrators, and high-level officials in both the public and private sectors.

—
Fully bilingual in **English and Spanish** with strong understanding of multiculturalism and its impact on social, economic and business factors.

—
Proven experience in **financial management, capital planning, organizational development, community outreach, special event management, emergency and crisis management, and operational leadership.**

—
Track record of implementing efficient and effective policies, and providing insightful analysis to make financially-sound decisions and develop innovative solutions to complex issues.

City of Miami Beach, Miami Beach, FL

Vibrant city that encompasses 10 miles of beaches, world famous Art Deco architecture, and internationally renowned events. Responsible for the day-to-day delivery of services to over 90,000 residents and millions of tourists and visitors every year.

Assistant City Manager

February 2020 to Present

- Responsible for overseeing and providing leadership to a large portfolio of departments, including Capital Improvement Projects, Environment and Sustainability, Housing and Community Services, Marketing and Communications, Public Works, and Transportation and Mobility. In addition, responsible for leading the City's COVID-19 response and vaccine implementation.

Miami-Dade County, Miami, Florida

One of the ten largest urban counties in the United States and largest county in the State of Florida with a population of 2.8 million residents, 25 operating departments, an \$8.5 billion budget and 27,000 employees.

Deputy Mayor and Director of Solid Waste Management

November 2012 to August 2019

- Deputy Mayor with direct operational oversight of a portfolio of operating departments including Animal Services, Elections, Transportation and Public Works, and Water and Sewer, and liaison to the County's oversight of the Jackson Health System. Additional community responsibilities include lead role on World Cup Soccer County bid and multiple large scale national events.

- Concurrently served as the Director of Miami-Dade Solid Waste Management with direct responsibility for the operational leadership and management of a department that provides collection and disposal services to 350,000 residents, including 13 trash and recycling centers, 2 landfills, a Waste-to-Energy plant, and a fleet of over 400 heavy equipment assets. Lead County-wide enforcement activities and oversight of mosquito control services provided to 2.8 million residents and the County's public health response to mosquito borne illnesses. Direct reports included a Deputy Director and five Assistant Directors with over 1,000 employees. Developed and administered an annual budget of over \$500 million and over \$80 million in current bond proceeds.

- Significant accomplishments included the nationally-recognized response to the ZIKA emergency and CDC acknowledgment as the only government to eradicate disease transmission successfully; led the country's largest debris removal effort after Hurricane Irma; and led the replacement one of the largest public waste fleets in the country.

County Manager

March 2011 to November 2012

- Successfully led Miami-Dade County government as Chief Executive Officer through a major governance transition. Served as Chief Executive Officer responsible for the operations and policy development across a broad range of public services, including public safety, transit, housing, international airport and seaport, parks, museums, water and sewer utility, and economic development. Accountable for budget development and labor negotiations with 10 unions during an unprecedented economic crisis. Collaborated with 13 elected members of the Board of County Commissioners, as well as leaders in Federal, State and local government. Coordinated with civic and corporate leadership in one of the world's most diverse communities. Managed and resolved a major airport crisis, addressing critical issues with baggage handling system failure and fuel farm fires.

Assistant County Manager

August 1998 to March 2011

- Responsible for the development, implementation, and subsequent management of a wide range of policy directives for a variety of County departments and programs. Notable accomplishments include: procurement reform and the creation of the Department of Procurement Management; oversight of successful elections, including presidential contests in 2004 and 2008; negotiated a multi-million dollar construction contract for the Performing Arts Center; oversaw the new construction of the Crandon Park Tennis Center; coordinated logistics for four Super Bowls (1995, 1999, 2007 and 2010); leadership of the management team assigned to the Public Health Trust.

- Directly responsible for Police, Fire Rescue, Corrections and Rehabilitation, Juvenile Services, Medical Examiner, Emergency Management, Procurement, Small Business Development, Elections, Employee Relations, Fair Employment Practices, Finance, Planning and Zoning, the Office of County-wide Healthcare Planning, and the Agricultural Manager.

Director, General Services Administration

November 1996 to August 1998

- Responsible for the leadership, management and administration of a department that provided support to other County departments for centralized procurement; facilities management and maintenance; security services; fleet management, centralized business services; facilities design; space planning; construction management, renovation, and real estate management and acquisition, disposal, and lease negotiation; materials management; and risk management. Direct reports included four Assistant Directors with over 800 employees, a \$175 million operating budget and over \$25 million capital budget.

Assistant County Manager

April 1993 to November 1996

- Directly responsible for the effective management and the development of programmatic, budgetary, administrative and operational policy directives for a variety of county departments including Consumer Services, Department of Development and Facilities Management, Elections, General Services Administration, Information Technology Department, Medical Examiner's Office, and South Florida Employment and Training Consortium.

Recent Honors

Lifetime Achievement Award, American Society for Public Administration - 2019
University of Miami, Iron Arrow Honor Society - 2018
Miami-Dade County Public Schools Achievement Award - 2012
American Society for Public Administrator, National Public Service Award - 2012
Greater Miami Chamber of Commerce Salute to Miami's Leaders Award - 2011
American Society for Public Administration, Public Administrator of the Year - 2010
Community Partner Award, American Cancer Society - 2007-2008
In the Company of Woman, Pioneer Award - 2005

Civic and Professional Associations

The Underline, Board Member
University of Miami Citizens Advisory Board
Zoo Miami Advisory Board, Mayor's Representative
Public Health Trust General Obligation Bond Advisory Board
Member of the International Women's Forum
Member of the Board of Directors of the University of Miami Alumni Association
Chair of Community Campaign, Making Strides Against Breast Cancer - 2018
United Way of Dade County, Board of Directors - 1994 to 2002
American Society for Public Administration
National Council Member - 1994 to 1998
President, South Florida Chapter - 1994 to 1995

Education

University of Miami

Master of Public Administration, 1984

Bachelor of Business Administration, 1982

Florida International University

Chapmanville Executive Leadership Development Program

Harvard School of Government

Executive Leadership Training