


# Memorandum



**Date:** June 29, 2021

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

**From:** Daniella Levine Cava  
Mayor 

**Subject:** Mayoral Appointment – Interim Director of the Miami-Dade Aviation Department

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Pursuant to the authority vested in me under Section 2.02(C) of the Miami-Dade County Home Rule Charter, I hereby appoint Ralph Cutié to the position of Interim Director of the Aviation Department, effective June 22, 2021. Ralph will serve in this interim capacity while we conduct a formal search for a new director.

Ralph is a 30-year County veteran with more than 32 years of experience in departments spanning Miami-Dade Transit, the Office of Capital Improvements, and the Internal Services Department. He most recently served as Assistant Director for Facilities Management and Engineering, overseeing the largest and most diverse division within the Aviation Department, comprised of more than 440 employees, an annual operating budget of nearly \$123 million and a reserve maintenance budget of \$30 million. This division – which includes facilities maintenance planning, engineering and construction, facilities maintenance and utilities, terminal maintenance, and general aviation airports maintenance – provides maintenance services as well as utilities, public works, and cargo area support to MIA and the County’s four GA airports, responds to emergencies and critical issues that require engineering expertise, and is responsible for all in-house maintenance-related engineering, architecture, construction and interior design projects

Ralph holds a Bachelor of Science in Construction Management from Florida International University. His resume is attached for your reference.

MIA is the County’s largest economic engine. I’m committed to working closely with the new Director to ensure we are providing a safe and positive workplace for thousands of employees and contractors, and leveraging contracting opportunities to expand equitable economic development for more small and local businesses, as we continue to grow tourism and trade at one of the nation’s busiest international airports.

Please join me once again in congratulating Ralph on this appointment and in thanking him for his service to Miami-Dade County.

## Attachment

c: Honorable Harvey Ruvin, 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

## RAFAEL A. CUTIE

### **ACADEMIC BACKGROUND**

#### **Florida International University**

B.S. Construction Management - 1989

#### **University of Miami**

1.5 years coursework in Architecture - 1985-86

**Christopher Columbus High School** - 1984

### **EDUCATIONAL SEMINARS**

- Primavera Project Planner for Windows Scheduling Software (November, 1994)
- Metro-Dade County Supervisor Certification Program (Completed in November, 1993)
- Primavera Project Planner-DOS Version (November, 1991)

### **COMPUTER SKILLS**

Very proficient in the following computer software:

- Primavera Project Planner Scheduling Software for Windows (16 years experience),
- Microsoft Project Scheduling Software (22 years' experience),
- Microsoft Office Software including Microsoft Excel and Microsoft Word (25 years' experience)
- Microsoft Power Point

### **OTHER SKILLS**

**Excellent** oral and written communication skills

### **EXPERIENCE HIGHLIGHTS**

#### Overview

- Possess more than **33** years' professional experience in the planning, organizing, directing, management and maintenance of large-scale facility and capital improvement engineering/construction projects including:
  - Currently Assistant Director MDAD Facilities Management and Engineering Division. This is the largest and most diverse division within the Aviation Department, comprised of nearly **450** employees grouped into Facilities Maintenance, Planning, Engineering and Construction (FMPEC), Terminal Maintenance and General Aviation Airports Maintenance with a budget of more than **\$180 million**. The division provides engineering, construction, utilities, public works and cargo area support to MIA and the County's four general aviation (GA) airports. The Division also responds to emergencies and critical issues that require engineering expertise and are responsible for all in-house architecture and interior design projects. Responsibilities also include hurricane planning and preparation, construction, project management, estimates, life safety/OSHA compliance, divisional budget/cost controls, facility management, and mechanical, electrical and plumbing systems, including computer design applications.
  - **4** years' experience managing the MDAD Facilities Maintenance Planning, Engineering and Construction (MPEC) Division of the MDAD Facilities Management & Engineering Directorate. Division responsible for security infrastructure, signage, maintenance engineering, maintenance construction & contracts, administrative/QA/safety services and technical support sections. Implemented award-winning (NACO 2017) MCC-7040 Maintenance Construction Program.

- **16** years of Project Control and Project Management experience with Miami-Dade Transit (MDT) on large complex construction projects such as the Metromover Extension Project (\$248 million), Metrorail Extension to the Palmetto Expressway (\$88 million) and Busway Extension to Florida City (\$106 million);
- **5.5** years with the Office of Capital Improvements (OCI) managing the County's Economic Stimulus Plan (ESP) and Construction Manager Training Programs, developing the Standard Construction Contract approved by the Board of County Commissioners in November 2012, and working on implementation of the County's \$2.9 Billion Building Better Communities – General Obligation Bond (BBC-GOB) Program;
- Two (**2**) years in the private sector as a construction cost estimator and project manager for a specialty contractor;
- One (**1.5**) years in the Internal Services Department's (ISD's) Design & Construction Services and Procurement Divisions managing the County's ESP, MCC and CM Training Programs and supervising the Construction Management Section;
- Extensive practical experience with "cost-loaded" critical path method (CPM) schedules, related advanced project management techniques and claims & disputes analysis, administration and resolution;
- **27** years of County supervisory experience obtained working in four different County departments;
- Extensive experience in the development and maintenance of standard contract language and specifications for capital projects including development of the **Standard Construction Contract** approved by the Board of County Commissioners on November 8, 2012;
- Extensive experience providing scheduling and project management support for MDT divisions during the planning, design, bid & award and construction phases of MDT Capital projects;
- Extensive experience in ensuring contractor and consultant compliance with all specified scheduling requirements.

Employment History (Detail)

**Miami-Dade Aviation Department (MDAD)**

**Facilities Management and Engineering Division**

**Assistant Director– Facilities Management & Engineering Division**

(March 2017 to Present)

- Responsible for the largest and most diverse division within the Aviation Department, comprised of nearly 450 employees grouped into Facilities Maintenance, Planning, Engineering and Construction (FMPEC), Terminal Maintenance and General Aviation Airports Maintenance with a budget of more than \$117 million.
- Duties also include Hurricane Coordinator including hurricane planning and preparation, maintenance engineering and construction, project management, estimates, life safety/OSHA compliance, divisional budget/cost controls, facility management, and mechanical, electrical and plumbing systems, including computer design applications.

**Miami-Dade Aviation Department (MDAD)**

**Facilities Management Division**

**Division Director 3 – Facilities Maintenance Planning, Engineering and Construction (MPEC) Division**

(May 2013 to March 2017)

- Management of the Maintenance Construction & Contracts (including the Interiors and Roofing Maintenance Units), Maintenance Engineering, Security Infrastructure, Signage Design, QA/Safety and Technical Support Sections;
- Implementation and management of the very successful (2017 NACO Award Winning) MCC 7040 Maintenance Construction Program of Contractors for On-Call Priority/Emergency Maintenance Work at MDAD's facilities (approx.60 contractors).
- Establishment and execution of project development, contracting and control mechanisms to ensure the timely completion of projects implemented by the various divisions within the Facilities Management Directorate;
- Oversight and monitoring of the projects within the Facilities Management Directorate to ensure their timely implementation;
- Oversight of Operating Budget and Reserve maintenance Fund (RM) project funding and expenditures related to MPEC projects.

**Miami-Dade Internal Services Department (ISD)**  
**Procurement Management Services Division (PMS)**  
**Manager, Project Scheduling and Compliance**  
(October 2011 to May 2013)

Major Responsibilities (OCI):

- Supervise Construction Management Section;
- Management of the County's *Miscellaneous Construction Contracts (MCC) Program*;
- Development of the *Standard Construction Contract* to be adopted by all County capital departments (Approved by the Board of County Commissioners via Implementing Order in November 2012);
- Function as construction subject matter resource for ISD-PMS Division;
- Management of the County's *Economic Stimulus Plan (ESP) Program* (\$992 million in projects expedited of which \$890 million were awarded under my tenure);
- Management of the County's *Construction Manager Training Program* (300 employees trained under my tenure);
- Serve as Hearing Officer for construction disputes as assigned by the Mayor's Office;
- Providing assistance to departments in review and resolution of construction *Claims and Disputes* under the MCC Contract;
- As per AO 3-42, serve as chairperson for *Firm Performance Review Committee Hearings* which are conducted to determine the status of contractors and consultants with unsatisfactory performance evaluations;
- Contracting Officer for construction-related Request-for-Proposal (RFP) solicitation (MDPD/MDFR Cafeterias);
- Review of proposed legislation for impact to County procurement and construction processes;
- Development of in-house schedules and assisting departments with the development of project implementation schedules.

**Miami-Dade Office of Capital Improvements (OCI)**  
**Manager, Project Scheduling and Compliance**  
(May 2006 to October 2011)

Major Responsibilities (OCI):

- Management of the County's *Economic Stimulus Plan (ESP) Program* (\$992 million in projects expedited of which \$890 million have been awarded);
- Development of the *Standard Construction Contract* for adoption by all County capital departments;
- Management of the County's *Construction Manager Training Program* (300 employees trained to date);
- Providing assistance to departments in resolving construction *Claims and Disputes* under the MCC Contract;
- As per AO 3-42, serve as chairperson for *Firm Performance Review Committee Hearings* which are conducted to determine status of contractors and consultants with unsatisfactory performance evaluations;
- Project management, Project schedule analysis, monitoring and progress reporting functions for Building Better Communities – General Obligation Bond (BBC-GOB) Program including the preparation of weekly, quarterly and annual reports to upper management on the status of the BBC-GOB Program;
- Development of in-house schedules and assisting departments with the development of project implementation schedules, monitoring of stakeholder compliance with implementation schedules;
- Preparation of “significant modification” agenda items for BCC approval;

**Miami-Dade Transit (MDT)**  
**Chief, Transit Project Control Division**  
(December 2004 to May 2006)

Second stint as Chief of Transit's Project Control Division. Previous acting assignment as Chief, Transit Project Control Division from June 2000 to October 2000 while predecessor, Mr. George Navarrete, was under temporary assignment as Assistant Director for Design and Development of the Miami-Dade Parks and Recreation Department. (See below).

Major Responsibilities:

- Planning, directing and coordinating all Project Control functions for all MDT capital projects;
- Project management of all phases of project implementation
- Development of project schedules and budgets;
- Review and monitor contractor schedules;
- Supervised cost control functions;
- Supervised preparation of non-technical contract terms and conditions;
- Coordinated the advertising and award of transit capital construction projects and the development of agenda items for presentation to the Board of County Commissioners and the Citizens Independent Transportation Trust (CITT);

- Exercised considerable independent judgment and technical expertise in organizing and managing Project Control functions to ensure the completion of transit capital projects in accordance with established schedules and within budgetary constraints;
- Supervised a Division of **11** professional MDT employees including a Division Manager-Cost & Scheduling, Manager-Contract Administration, Manager-Project Budget Control, an Engineering Cost & Scheduling Specialist, three Administrative Officer 3s, one Administrative Officer 2, a Division Secretary and two Office Support Specialist 2s.

## **Miami-Dade Transit**

### **Manager, Transit Cost and Scheduling Section**

(June 2000 to December 2004)

#### Major Responsibilities:

- Project management of all phases of major engineering and construction projects for MDT;
- Development, implementation and monitoring of all schedules for all transit capital construction projects for MDT;
- Progress reporting for the Engineering, Planning & Development Directorate for all MDT Capital projects;
- Review of contractor requests for time extension including providing recommendations to upper management regarding the validity of said requests for projects such as the \$248 million Metromover Extension Project, the \$87 million Metrorail Extension to the Palmetto Expressway and the \$105 million Busway Extension to Florida City;
- **Served as MDT's Corporate Representative and County Attorney's Office liaison during the dispute resolution hearings with the civil contractor for the Metrorail Extension to the Palmetto Expressway;**
- Review and administration of construction claims including the management of the claims consultant's work;
- Provided Scheduling and Claims Administration support for County Attorney's Office during litigation and claims resolution phases of projects;
- Responsible for the maintenance of cost control reports for major capital projects;
- Supervised a staff of **three (3)** including a Manager, Project Budget Control, an Engineering Cost & Scheduling Specialist and an Office Support Specialist 2.

**Miami-Dade Transit (MDT)**  
**Chief, Transit Project Control Division (Acting)**  
(June 2000 to October 2000)

Served as the Chief, Transit Project Control Division (Acting) from June 2000 to October 2000 while predecessor, was under temporary assignment as Assistant Director for Design and Development of the Miami-Dade Parks and Recreation Department.

Major Responsibilities:

- See above.

**Miami-Dade Transit (MDT)**  
**Manager, Transit Cost and Scheduling Section**  
(June 1994 to June 2000)

Major Responsibilities:

- See above.

**Miami-Dade Transit (MDT)**  
**MDTA Engineering Cost and Scheduling Specialist**  
(November 1990 to June 1994)

Major Responsibilities:

- Project oversight and management during various phases of project implementation;
- Development of schedules for MDT capital design and construction projects;
- Review and approval of contractor and consultant schedules including review and approval of the baseline schedules submitted by contractors and consultants prior to commencement of the work and monitoring the contractor's progress against these baseline schedules on a monthly basis;
- **Reviewed, approved and monitored construction schedules for Metromover Extension Project in Downtown Miami which was completed on-schedule in May, 1994;**
- Update of in-house schedules based on progress information received from individual project managers;
- Preparation and distribution of quarterly, monthly and weekly reports which included the status of all capital projects being administered by MDT;
- Review of contractor requests for time extension;
- Coordination with MDT Planning, Design and Construction Divisions during those individual phases of the work;
- Provided scheduling support to other divisions within MDT as required.

**Total Drywall and Stucco Corp.**  
**Chief Cost Estimator and Assistant Project Manager**  
(June 1988 to November 1990)

Major Responsibilities:

- All cost estimating including performance of quantity take-offs for large multi-unit residential and commercial projects;
- Job pricing;

- Bid preparation;
- Writing and submitting bid proposals;
- Negotiation and preparation of change orders;
- Negotiation with prime and subcontractors and material suppliers;
- Participation in project progress meetings and;
- Scheduling, field supervision and management of various projects once construction commenced.

**PERSONAL**

Married, Three Children (25, 22 and 15)

Age: 53

1985-1986, Offensive Guard, University of Miami Football, Sugar Bowl Team

Very fluent in both English and Spanish.

**REFERENCES**

To be furnished upon request