

Memorandum



Date: September 13, 2021

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

From: Daniella Levine Cava 
Mayor

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

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 Director of the Aviation Department, effective immediately.

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. Prior to serving as Interim Director of the Aviation Department, Ralph 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 has served as Interim Director since June, demonstrating his great expertise and professionalism, and his clear qualifications to serve in this important role.

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 Ralph 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 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

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 (30 years' experience)
- Microsoft Power Point

OTHER SKILLS

Excellent oral and written communication skills

EXPERIENCE HIGHLIGHTS

Overview

- Possess more than **33** years' professional experience in management including the planning, organizing, directing, management and maintenance of large-scale facility and capital improvement engineering/construction projects including:
 - Currently serving as **Interim Aviation Director and Chief Executive Officer for Miami-Dade Aviation Department**. Responsible for overall management of Miami International Airport (MIA) and it's four General Aviation Airports (GAA). Responsible for the General Operations of MIA and the GAAs, which together generate \$31.9 billion in business revenue and support more than 275,000 direct and indirect jobs. Miami International Airport handles more than 46 million passengers and more than two million tons of cargo annually, placing it among America's busiest international passenger and cargo airports.
 - **4.5 years' Management experience** as 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' Management experience** as the Division Director for MDAD's Facilities Maintenance Planning, Engineering and Construction (MPEC) Division within 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 MDAD Maintenance Construction Program.
- **16 years of Management, Project Controls 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' Management experience** 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 implementation of the County's \$2.9 Billion Building Better Communities – General Obligation Bond (BBC-GOB) Program;
- **1.5 years' Management experience** 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;
- **2 years' Management experience** in the private sector as a construction cost estimator and project manager for a specialty contractor;
- 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;

Employment History (Detail)

Interim Director and Chief Executive Officer

Miami-Dade Aviation Department

June 2021 to Present

2 months' Management Experience

- Appointed Interim Director and Chief Executive Officer of MDAD on June 22, 2021.
- Responsible for overall management of Miami International Airport (MIA) and its four General Aviation Airports (GAA). Responsible for the General Operations of MIA and the GAAs, which together generate \$31.9 billion in business revenue and support more than 275,000 direct and indirect jobs. Miami International Airport handles more than 46 million passengers and more than two million tons of cargo annually, placing it among America's busiest international passenger and cargo airports.
- Currently handling/resolving numerous high priority items including but not limited to:
 - MCC-8/MCC-9 negotiations/award
 - Concessionaires Relief Extensions
 - Parking Access and Revenue Control System (PARCS) Project
 - Capital Improvement Program (CIP) Re-start and implementation
 - MIA COVID 19 pandemic recovery and employee testing
 - Vertical Integrated Cargo Center (VICC) Unsolicited Proposal
 - Baggage Handling System Solicitation/Award
 - AFSCME and GSAF Union negotiations
 - Oracle Elevator conveyance analysis
 - Expansion of Opa Locka and Miami Executive (Tamiami) GA Airports
 - Electric Vertical Take-Off and Landing (e-VTOL) aircraft initiative
 - Provided Surfside Debris Site and Evidentiary Debris Warehouse and subsequent support services for Surfside Collapse clean-up and investigation

Miami-Dade Aviation Department (MDAD)

Facilities Management and Engineering Division

Assistant Director– Facilities Management & Engineering Division

(March 2017 to June 2021)

4.3 years' Management Experience

- Responsible for the largest and most diverse division within the Aviation Department, comprised of nearly **450** employees grouped into Facilities Maintenance - Utilities, Maintenance Planning, Engineering and Construction (MPEC), Terminal Maintenance and General Aviation Airports (GA) Maintenance with a budget of more than \$180 million (\$150 million operating and \$30 million in Reserve Maintenance [RM]).
- 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)

4 years' Management Experience

- 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. More than 100 employees.
- Implementation and management of the very successful (2017 NACO Award Winning) MCC 7040 MDAD Maintenance Construction Program of Contractors for On-Call Priority/Emergency Maintenance Work at MDAD's facilities (approx.60 SBE-C 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)

1.5 years' Management Experience

Major Responsibilities (OCI):

- Supervise Construction Management Section;
- Management of the County's *Miscellaneous Construction Contracts (MCC 7040) 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 expert 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 7040 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)

5.5 years' Management Experience

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 7040 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)

1.5 years' Management Experience

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 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)

4.5 years' Management Experience

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)
4 months' Management Experience

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)
6 years' Management Experience

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)
2.5 years' Management Experience

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.

REFERENCES

To be furnished upon request