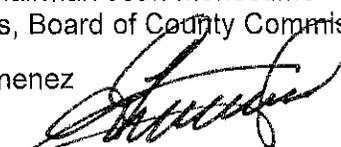


# Memorandum



Date: February 1, 2016

To: Honorable Chairman Jean Monestime  
And Members, Board of County Commissioners

From: Carlos A. Gimenez  
Mayor 

Subject: Mayoral Appointment of New Department Directors – Miami-Dade County  
Director of Solid Waste Management and Miami-Dade County Director of  
Transportation and Public Works

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On October 9, 2015, I announced the reorganization of the transportation and public works functions to align with my vision for a holistic approach to transit and mobility for a better connected Miami-Dade County (see attached memorandum). Implementation of this reorganization will take effect this week as we provide a more responsive, better organized government to our residents and visitors.

Accordingly, pursuant to the authority vested in me under the provisions of Section 2.02-C of the Miami-Dade County Home Rule Charter, the following individuals are hereby appointed to the department director positions specified below, effective February 1, 2016:

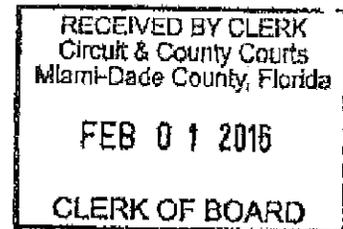
Department of Transportation and Public Works (DTPW): Alice N. Bravo, P.E.  
Department of Solid Waste Management (DSWM): Alina T. Hudak

These individuals are both seasoned professionals. Under their leadership, I am confident we will continue to build upon our mission for a more resilient and sustainable Miami-Dade County.

Their respective resumes are attached for your review.

Attachment

c: Honorable Harvey Ruvin, Clerk  
Abigail Price-Williams, County Attorney  
Office of the Mayor Senior Staff  
Department Directors  
Christopher Agrippa, Clerk of the Board  
Eugene Love, Agenda Coordinator  
Charles Anderson, Commission Auditor



# Memorandum



**Date:** October 9, 2015

**To:** Honorable Chairman Jean Monestime  
and Members, Board of County Commissioners

**From:** Carlos A. Gimenez  
Mayor 

**Subject:** Reorganization of Transportation and Public Works Functions

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In July 2015, I announced my plans to consolidate the functions in Miami-Dade County government that impact the delivery of public transit and surface transportation-related services. Transportation and mobility are critical issues for our community and continue to be top priorities for my administration. We are identifying funding opportunities, service efficiencies, and new concepts for moving our residents and visitors from one place to another. This requires a reorganization of functions within Miami-Dade County government, as well as a new emphasis on the relationships we have with our public and private sector stakeholders. We all have a shared vision to expand our public transit system in one way or another, but we must focus on services beyond our bus and rail systems and work more closely with agencies such as the Florida Department of Transportation, South Florida Regional Transportation Authority (Tri-Rail), and the Miami-Dade Expressway Authority, as well as regional planning boards like the Metropolitan Planning Organization.

Since first being elected Mayor four years ago, my administration has streamlined our government, reducing the previous 46 departments to 25 in an effort to reduce overhead and be more responsive to the needs of our residents. We have made slight adjustments, moving activities from one department to another, to leverage similarities in service delivery and mission. With this reorganization, however, we are making a much more significant change, not only consolidating services, but also changing the reporting structure to have the Director responsible for transportation and mobility services reporting directly to me, rather than through a Deputy Mayor. I believe it is that important.

Effective immediately, I am establishing the Department of Transportation and Public Works (DTPW). This department will include the functions of Miami-Dade Transit, along with the County Engineer, Traffic Operations (to include Traffic Engineering and Traffic Signals and Signs), Construction and Maintenance (to include Road, Bridge and Canal Maintenance), and Highway Planning (to include Roadway Engineering and the Right of Way Division), as well as the Passenger Transportation Regulation function from the Business Affairs Division of the Regulatory and Economic Resources Department (RER). Special Taxing District Management and Causeways will become part of the Parks, Recreation and Open Spaces Department (PROS), and Stormwater Utility and Planning will be transferred to RER. Solid Waste Management and Mosquito Control will continue as the Department of Solid Waste Management (DSWM). I strongly believe that this reorganization is necessary for our residents to have a better organized, more responsive government.

Honorable Chairman Jean Monestime  
and Members, Board of County Commissioners  
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My vision for Miami-Dade County has always been focused on the future and the resilience and sustainability of our region. DTPW will be responsible for our entire surface transportation system. Sustainable public transportation is an important element of a larger plan for community resilience. We must address not only the financial impacts of the delivery of public transportation services both to the County and our riders, but the social, environmental and climate impacts are critical as well. Components for evaluating sustainable transportation include the types of vehicles used, the source of energy, and the infrastructure. Transportation operations and logistics and transit-oriented development are also involved. Transportation sustainability is largely being measured by system effectiveness and efficiency, as well as the environmental and climate impacts of the system.

Public transportation systems exist to provide social and economic connections and riders quickly take advantage of opportunities offered by increased mobility. Traffic congestion imposes social and economic costs by lengthening the time our residents are in traffic and not at work or at home with their families, and by slowing the delivery of goods and services. Traditional transportation planning aims to improve mobility, especially for vehicles, and but may not adequately consider wider impacts. The real purpose of transportation is access - to work or school, moving goods and services, meeting friends and family - and my goal is to improve that access while simultaneously mitigating environmental and social impacts and managing traffic congestion. Communities that are successfully improving the sustainability of their transportation networks are doing so as part of a wider goal of creating more vibrant, livable, sustainable cities and improving the quality of life of their residents. I believe our goal should be the same.

Many transit agencies are embracing the concept of "mobility management," which is a strategic approach to service coordination and customer service that is becoming a worldwide trend in the public transportation sector. Mobility management moves transit agencies away from the traditional role as a fixed-route service operator, and toward collaboration with other transportation providers, both public and private. The idea behind this approach is to create a full range of well-synchronized mobility services within a community. Mobility management starts with the creation of partnerships among transportation providers in a particular region, so as to expand the range of viable options that communities have for transportation. Communication is also a critical component of mobility management. With the mobility management approach, transit resources are efficiently coordinated, enabling customers to make better decisions, and improving customer service.

With these concepts in mind, I am consolidating all functions that have to do with planning, maintaining and operating our roadways, transit system, and taxicab and limousine services into one department, led by Director Alice N. Bravo, P.E., who will report directly to me.

Back in 2007, when I was a member of the Board of County Commissioners, we approved the Miami-Dade County Parks and Open Space System Master Plan. This plan had a vision for a seamless, sustainable parks and open space system and guiding principles that included beauty, access, equity and sustainability. The creation of PROS when I was first elected was an initial step in bringing the responsibility for all publicly-owned green spaces together. Moving the Causeways function to PROS is another step. The causeways are essentially linear parks that serve as greenways connecting our community. They will be important elements as the greenways system grows with the eventual completion of *The Underline* and Ludlam Trail.

Honorable Chairman Jean Monestime  
and Members, Board of County Commissioners  
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Co-locating all special taxing district functions in PROS, which already has the responsibility of managing landscape maintenance special taxing districts, and stormwater utility planning in RER with other planning and development functions, makes good sense both from an operational and a managerial standpoint.

Finally, emphasis will be placed on the solid waste management functions of collection, disposal and enforcement. As DSWM nears the point at which determinations will need to be made regarding future rate increases and service delivery standards, Deputy Mayor Alina Hudak will continue to lead this important regional function in addition to her diverse portfolio.

The financial and budgetary and personnel adjustments necessary to accomplish this reorganization will be a part of a mid-year budget amendment that will be brought to the Board for consideration in the coming months. Analysis is being finalized to ensure that overhead and administrative support for operations is properly allocated amongst these functions.

I look forward to a better-connected Miami-Dade County with a government that is much more responsive to the needs of its residents. I have initiated this reorganization because I believe our county will ultimately become a more resilient and sustainable community as a result of it. I have mentioned this numerous times but it is worth repeating: I first ran for Mayor because I wanted to leave my three children and soon-to-be six grandchildren with a better, more sustainable Miami-Dade County. I know that if we do our work correctly, future generations of residents will enjoy the benefits of our hard work.

c: Abigail Price-Williams, County Attorney  
Office of the Mayor Senior Staff  
Department Directors  
Charles Anderson, Commission Auditor

Mayor00116

# Alina Tejada Hudak

111 NW 1<sup>st</sup> Street, Suite 2910 ♦ Miami, FL 33128 ♦ (305) 375-2531 ♦ ath2@miamidade.gov

## Profile

Alina Tejada Hudak has spent a career making Miami-Dade a stronger government for a better community. For 31 years, she has brought professional administration to the County's leadership team, winning accolades and respect from national organizations, local community organizations and our 2.5 million residents.

## Employment History

### MIAMI-DADE COUNTY – MIAMI, FL – JULY 2011 TO PRESENT

**Deputy Mayor/Interim Director of Public Works and Waste Management (October 2013 thru December 2014)**

**Deputy Mayor/Director of Public Works and Waste Management (December 2014 to present)**

Responsible for direct oversight of the Animal Services Department, Elections Department, Public Works and Waste Management Department, Transit Department, and the Water and Sewer Department, the Office of Countywide Healthcare; and manages the County's oversight of the Jackson Health System. Provided transitional support as County Manager through the abolishment of the position in November 2012. Recently appointed as the Interim Director of the Public Works and Waste Management Department overseeing over 1700 employees within 24 divisions.

### County Manager - March 2011 to July 2011

Chief administrative officer (and interim chief executive) of country's seventh-largest County government, overseeing a \$7.6 billion budget and more than 27,000 full-time employees serving in 50 administrative departments. Responsible for operations and policy development across 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 unprecedented economic crisis. Collaborating with 13 elected members of Board of County Commissioners, as well as leaders in federal, state and local governments. Coordinating with civic and corporate leadership in one of the world's most diverse communities.

### Assistant County Manager - 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 Department; oversight of successful elections, including presidential contests in 2004 and 2008; 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 Countywide Healthcare Planning, and the Agricultural Manager.

### Director, General Services Administration - 1996 to 1998

Responsible for the management and administration of nearly 800 employees and a \$115 million budget, providing internal support to county operations including centralized procurement, facilities management and maintenance, security, fleet management, centralized business services, facility design, space planning, construction, renovation, and real estate acquisition, disposal, and lease negotiation.

### Assistant County Manager - 1993 to 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. Provide staff support for the Government Operations subcommittee of the Board of County Commissioners. Manager's representative on the Public Health Trust, the United Way Campaign Cabinet and other community boards. Coordinator for the dedication of the Tennis Center at Crandon Park in February 1994 and the County's logistical role in the 1995 Super Bowl.

### Executive Assistant, County Manager's Office - 1985 to 1993

Assisted in the effective management of a variety of County departments and programs, including Park and Recreation, Personnel, Libraries, Labor Management, Affirmative Action, Center for the Fine Arts, Historical Museum, Elections, and the South Florida Employment and Training Consortium. Specific duties included day-to-day coordination of commission agenda items, contracts, and the mediation of citizen concerns. Other duties included representing the County Manager before citizen and civic groups, liaison with employment and training programs and the coordination and implementation of special assignments as determined by the County Manager. Responsible for the administration of the County Management Trainee Program.

### Management Trainee, Office of Management and Budget - 1984 to 1985

### Education

UNIVERSITY OF MIAMI – MIAMI, FL

Masters of Public Administration, 1984

Bachelor's of Business Administration, 1982

Finance and Politics & Public Affairs

### Professional Training

Harvard School of Government, Executive Leadership Training

Management Productivity Analyst Training, Metro Dade County

Certificate of Budgeting and Financial Management, University of Miami

Financing for Public Administrators' Survival, Florida International University

### Civic and Professional Associations

Member of the International Women Forum

Member of the Board of Directors of the University of Miami Alumni Association

Chair of Community Campaign, Making Strides Against Breast Cancer, American Cancer Society - 2012

Chair of County Campaign, Making Strides Against Breast Cancer, American Cancer Society - 2007 to 2008

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

President-elect and Board Member, South Florida Chapter - 1984 to 1995

National Campaign for Public Service, Sub-Committee Chair for National Essay Contest - 1991 to 1993

National Conference Steering Committee, Host Committee Chair - 1989 to 1990

National Young Professionals' Forum - Chair - 1992 to 1993

Junior League

Community Advisory Board - 1995 to 1996

Member - 1991 to 1994

National Association of Counties, National Conference Steering Committee, Host Committee Chair - 1990

Hispanic Leadership Program Participant - 1987

Leadership Miami Program Participant - 1989

### Honors

Miami-Dade County Public School 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 Women, Pioneer Award - 2005

National Association of Hispanic Public Administrators, Outstanding Member of the Year - 1994

Metro-Dade Women's Association, Hurricane Heroine - 1993

Coalition of Hispanic American Women, Women's History Month Honoree - 1992

Outstanding Young Women of America - 1991

Certificate of Appreciation, Southern Governor's Association - 1985

Certificate of Appreciation, American Cancer Society, Public Education Program - 1985

International City Management Association (ICMA), Conference Scholarship Recipient - 1985

## Alice N. Bravo, P.E.

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### EDUCATION:

M.B.A., Florida International University, 1996 – Academic Excellence  
B.S., Civil Engineering, University of Miami, 1992 – Cum Laude

### PROFESSIONAL REGISTRATION(S):

P.E.: Florida - No. 51310 (1997)

Puerto Rico - No. 17974 (2000)

### CITY OF MIAMI: (May 2010 to Present)

Deputy City Manager/Chief of Infrastructure (February 2014 to present) Assistant City Manager/Chief of Infrastructure (June 2011 to February 2014). – Responsible for management and oversight of six City departments with over 350 employees combined:

- Capital Improvements and Transportation Department – responsible for operation of the City Trolley system, the Red Light Camera Safety Program, as well as procurement, design permitting, and construction of all city roadway and building projects (\$573 million program), and oversight of bond funds used towards capital improvements. Also responsible for city transportation related planning and analysis activities, as well as pursuit of grant funding for city transportation initiatives. Responsible for overseeing city-wide park remediation efforts.
- Public Works - responsible for maintenance and operations of City infrastructure within the right-of-way including roadway, lighting, drainage, pump stations, canals, etc., and all permitting aspects for private development involving the City's right-of-way.
- Planning & Zoning – responsible for providing guidance for the future development of the City and review of all submissions for development and redevelopment within the City including major area projects such as Brickell City Centre which consists of 5.5 million square feet of development.
- Building Department – responsible for plan review and building inspections for private construction activities within the City of Miami while enforcing the Florida Building Code.
- Real Estate Asset Management – responsible for day to day operations of four city marinas, the James L. Knight Convention Center, and the Little Haiti Cultural Center. Also responsible for the procurement and property/lease management of over 100 city properties currently under lease. Responsible for leading Public-Private-Partnerships for the long term lease and development of city properties such as the Flagstone/Island Gardens Development at Watson Island.
- Information Technology- responsible for providing development and technical support for the City's internet, telecommunications, network, GIS, database, and Oracle systems.

In this capacity, have also played a significant role in the development of the annual City budget, union negotiations, as well as negotiations with external agencies, the State of Florida and Miami-Dade County. Coordinate closely with various City departments to identify new revenue opportunities. Also responsible for outdoor advertising activities within the City of Miami.

Director of Capital Improvement Program (May 2010 to June 2011) – Responsible for overseeing a \$573 Million capital improvement program: procurement, design, permitting and construction of numerous facilities such as transportation improvements, the Marlins Ballpark parking garages, parks, fire & police stations, water parks, recreational centers, the Museum Park complex, development of a trolley system with multiple routes, planning of the City's bicycle facilities and implementation of a Red Light Infraction Camera System.

### FLORIDA DEPARTMENT OF TRANSPORTATION (FDOT) – District VI: (August 2003 to May 2010)

District Director of Transportation Development (March 2007 to May 2010) – Responsible for all production aspects of the District including Planning, Public Transportation, Environmental Management, Design and Right

Alice N. Bravo, P.E.

of Way activities. Coordinated directly with the State Secretary of Transportation, Assistant Secretaries, District Secretary, the Federal Highway Administration (FHWA), the Miami-Dade County Metropolitan Planning Organization (MPO) and elected officials regarding policy, funding, and legislative issues. Planned and facilitated the development of key projects and programs to advance the Department's transportation objectives. Responsibilities extended to Miami-Dade and Monroe counties facilitated by a staff of 155 professionals.

Accomplishments:

- Responsible for development of the 95 Express HOT Lanes Public Private Partnership - U.S. Department of Transportation - Awarded an Urban Partnership Agreement (UPA) and \$62.9 million of federal funding towards project implementation. Responsible for initial concept development including evaluation of traffic and revenue forecasts of various alternatives; development of UPA application, development of necessary NEPA documentation, deployment of public outreach strategies, organization of project management structure and teams, coordination between FDOT District 4, District 6, Turnpike and Central Office.
- Responsible for the Port of Miami Tunnel project including evaluation of various project concepts and funding strategies, project implementation strategies, coordination with local governments for funding agreements, contract negotiations with best value proposer, and development of Public Private Partnership project management structure.
- Responsible for guiding the development of FDOT Tentative Work Program.
- Responsible for developing innovative funding strategies, including Public Private Partnerships to support major projects in the District's Work Program including: the SR 826/Bird Rd., SR 874, Miller Drive Interchange (nearly \$200M), the SR 826/SR 836 Interchange (over \$500M), and 25<sup>th</sup> Street Truck Viaduct - Phase 2 (over \$100M).
- Responsible for implementation and oversight of nearly 200 stimulus projects with 35 different agencies for the American Recovery and Reinvestment Act of 2009.
- Represented the Department on the South Florida Regional Transportation Authority as a Board Member.

**District Planning & Environmental Management Engineer (August 2003 to March 2007)** - As manager of the District Planning & Environmental Management Office, coordinated directly with, and advised, the District Secretary and the Director of Transportation Development on many policy issues that affect work program development, coordination with elected officials/municipal governments; long-range project development, and short-term funding/ prioritization of projects. Also coordinated directly with FDOT Central Office, the Federal Highway Administration (FHWA), the Miami-Dade County Metropolitan Planning Organization (MPO) and elected officials regarding policy, funding, and legislative issues. Planned and facilitated the development of key projects and programs to advance the Department's transportation objectives. Coordinated directly with media, federal, state and local agencies, and elected officials on critical projects.

**GANNETT FLEMING, Inc.: (September 1997 to August 2003)**

**Vice-President and South Florida Regional Manager.** Gannett Fleming is a national engineering firm with over 2000 employees and is consistently ranked by Engineering News Record as one of the top 50 firms in the United States. As Regional Manager, was responsible for growing the South Florida operations from a four-person office to an established multi-disciplined engineering office consisting of over 30 professionals. Established, managed and became President of GF Caribe, a wholly owned subsidiary, with a satellite office in San Juan, P.R. to provide design services for the Puerto Rico Highway and Transportation Authority. Responsible for strategic planning, business plan development, marketing, all finances, hiring/directing personnel, project development, quality control, and corporate interaction. The office pursued and performed multi-million dollar projects for the following clients: the Florida Department of Transportation (Districts 4, 5, 6, and the Florida Turnpike Enterprise), Miami-Dade Expressway Authority, Miami-Dade County (MPO, Public Works, Office of Public Transportation Management, and Department of Parks and Recreation) and the Puerto Rico Highway and Transportation Authority.

**Alice N. Bravo, P.E.**

**Sample of Key Projects:**

**Palmetto Expressway (S.R. 826) and Coral Way Interchange, Miami-Dade County, FL, FDOT, District 6.** Project Engineer for the design of this 1.2-mile divided highway and interchange in a highly constrained urban area. The design included replacing the S.R. 826 Bridge and providing directional ramps, two pedestrian bridges, culverts, mechanically stabilized earth walls, bulkhead walls with prestressed soil anchors, and precast noise walls with special supports; and signalization, signing and marking, lighting, and National Pollution Discharge Elimination System (NPDES) plans. The project involved extensive utility relocations, including high voltage overhead electric lines, a 12-inch force main, and drainage conflict structures.

**Miami 2025 Long-Range Transportation Planning Study, Miami, FL, Metropolitan Planning Organization for the Miami Urbanized Area.** Participated in the development of the needs plan, the cost-feasible plan, project cost estimates, evaluation of modeling forecasts to identify project improvements and project evaluations. Also coordinated and participated in public involvement and steering committee meetings.

**Development of Transit Guidelines, Southeast, FL, FDOT, District 4.** Project Manager for the development of transit facility guidelines for FDOT's Public Transportation Office. Work included conducting research on transit facilities, the requirements of transit agencies, and local regulations. The guidelines address design criteria for bus stops, bus bays, bus shelters, pedestrian facilities, and other amenities for future FDOT design projects. The guidelines received an award from District 4.

**Palm Tran Main Facility at Technology Place, West Palm Beach, FL, Palm Beach County.** Assistant Project Manager for the design of the civil site work for a 10.3-acre bus maintenance facility complex. This complex consisted of twin bus washes, with pollution containment features, and a two-story administrative and maintenance facility building. Services provided included designing more than six acres of parking aprons for buses, employees, and visitors; a bus wash facility; the parking area layout; site grading; the stormwater management system; pavement sections; and water and sewer utility infrastructure. Also provided environmental permitting support and coordination.

**Post, Buckley, Schuh & Jernigan, Inc. (July 1991 to August 1997)**

**Senior Engineer - Project/Production Manager** responsible for diversified civil engineering projects with particular emphasis on transportation planning, structural design, and roadway design. Supervised a staff of four to six engineers.

**Sample of Key Projects:**

**East-West Multimodal Corridor Study, Miami, FL, FDOT, District 6.** Lead Highway Engineer and transit alignment coordinator. Project included the reconstruction of 11 miles of central Miami-Dade County's only east-west expressway facility (S.R. 836) and a proposed transit line creating a parallel corridor for which numerous alignments were developed. As an author of the Final Environmental Impact Statement, studied issues and alternatives related to the use of high-occupancy vehicle (HOV) lanes, HOV access ramps, innovative ramp metering and HOV access strategies, heavy and light rail transit alignments, traffic system management (TSM) improvements, and supervised traffic modeling efforts. Additional issues involved designs for existing interchanges, sound barriers, the staged phasing of major improvements, maintenance of traffic, public involvement, and the overall implementation of Florida Intrastate Highway System (FIHS) policy in conjunction with more than five major overlapping studies/projects. Transit activities included development of alignments, coordination with highway alternatives, and development of station layouts.

**Brickell Extension of the Miami Metromover, Miami, FL, Miami-Dade Transit Agency.** Design Engineer during construction for the extension of the Miami Metromover from the original loop to Brickell Avenue, including the Miami River crossing. Responsibilities included reviewing all guideway superstructure shop drawings, verifying horizontal and vertical alignments, redesigning footings to accommodate improperly driven

**Alice N. Bravo, P.E.**

piles, responding to requests for information from the contractor, and analyzing changes to the superstructure design proposed by the contractor.

**Palmetto Expressway Improvement Program, Section 2, Miami, FL, FDOT, District 6.** Assistant Project Manager responsible for developing the conceptual roadway design and concept report for a three-mile section of S.R. 826 that included two service interchanges (Miller Drive and Bird Road) and one system interchange (S.R. 874). This project required the complete reconstruction of the roadway without impacting the surrounding urban area, including Tropical Park, and provisions for direct high-occupancy vehicle (HOV) access from the S.R. 874 facility to the S.R. 826 facility.

**PROFESSIONAL AFFILIATIONS:**

- South Florida Chapter of Women's Transportation Seminar (WTS)
- University of Miami, Division of Continuing and International Education - Transportation Management Certificate Program - Advisory Board Member 2007-2008.
- University of Miami, Civil, Architectural and Environmental Engineering Department Industrial Advisory Board Member – Chairperson 2006-2008.
- American Society of Civil Engineers - Miami-Dade Branch. Served as President during 1999/2000 term. Served as Branch Director during 2001/2002 and 2003/2004 terms.
- Leadership Florida – Class XXVI

**AWARDS:**

- 2009 – Ing. Luis P. Saenz Award – Cuban-American Association of Civil Engineers
- 2008 Woman of the Year – South Florida Chapter of Women's Transportation Seminar (WTS)
- 2005 FDOT Exceptional Contribution Award (honoring Jon S. Beazley)
- 1997 Young Engineer of the Year Award for Professional Achievement - American Society of Civil Engineers, Miami-Dade Branch.
- 1997 Academic Excellence Award - Florida International University, College of Business Administration.

**COMMUNITY SERVICE:**

- Girl Scout Council of Tropical Florida - Board Member, 3<sup>rd</sup> Vice-Chair
- "Making Strides Against Breast Cancer"-2007 Miami Walk Co-Chair
- Greater Miami Chamber of Commerce

**LANGUAGES:**

Fluent in English and Spanish