


Date: February 16, 2018

To: Honorable Chairman Esteban L. Bovo, Jr.,
And Members, Board of County Commissioners

From: Carlos A. Gimenez 
Mayor

Subject: Mayoral Appointment — Director, Miami-Dade Aviation Department

Pursuant to the authority vested in me under the provisions of Section 2.02-C of the Miami-Dade County Home Rule Charter, effective February 16, 2018, I hereby appoint Lester Sola to the position of Director of the Miami-Dade Aviation Department (MDAD).

Mr. Sola has served Miami-Dade County for more than 26 years, most recently as the Director of the Water and Sewer Department (WASD), where he was responsible for providing high-quality drinking water and wastewater disposal services to more than 2.3 million residents, businesses and visitors daily, managed more than 2,700 employees and an annual operating budget of \$796 million, and led the largest capital improvement program in County history. Since Mr. Sola's appointment to WASD in 2015, nearly 1,000 projects have been completed, resulting in more than \$1.1 billion in assets for the department. This includes certification of 63 pump stations out of moratorium, allowing for community growth and economic development.

Mr. Sola began his career with Miami-Dade County Government in 1992 as a member of the County Manager Management Training Program. Since then, he has held several high-level positions, including Assistant to the County Manager, Associate Director for the Aviation Department, Deputy Director for the Department of Business Development, Supervisor of Elections, and Director of the Internal Services Department. During his more than two decades of public service, Mr. Sola has been responsible for the reorganization of several county departments; coordination and refocusing of the capital program at Miami International Airport; the establishment of small and minority-based programs for the procurement of goods and services; establishment of centralized systems for the tracking of County capital expansion programs and professional services; the provision of management direction to County Departments, Management Agreements, and agencies including Aviation, Seaport, Beacon Council, the Performing Arts Center and American Airlines Arena.

Mr. Sola holds a master's degree and bachelor's degree in public administration with a minor in organizational psychology from Florida International University.

Mr. Sola's resume is attached for your review. I am confident that his experience in County operations, capital design, construction management, contract administration and negotiations will prove invaluable to MDAD and the residents of Miami-Dade County.

Please join me in congratulating Mr. Sola on his appointment.

Attachment

C: Honorable Harvey Ruvlin, Clerk of the Courts
Abigail Price-Williams, County Attorney
Geri Bonzon-Keenan, First Assistant County Attorney
Office of the Mayor Senior Staff
Department Directors
Cathy Jackson, Interim Commission Auditor
Christopher Agrippa, Clerk of the Board
Eugene Love, Agenda Coordinator

Lester Sola
Miami-Dade County
786-552-8200

Experience

January 2015 – Present
Director, Water and Sewer Department
Miami-Dade County

- Manage over 2,700 employees
- Manage annual operating budget of \$796
- Manage capital program of \$12 billion
- Recipient of J.D. Power Awards (2016 & 2017) for highest ranking customer satisfaction in Southern region of the US.
- Established the Small Business Initiatives Office to achieve over 70% participation in all projects and contracts by small businesses
- Restructured rules and procedures for water and wastewater infrastructure construction development to facilitate economic growth
- Selected by the Environmental Protection Agency (EPA) as a Water Infrastructure Finance and Innovation Act finalist
- Perform press conferences and media interviews
- Brief and interact with elected officials (local, state and federal) and the public

August 2011 – May 2015
Director, Internal Services Department
Miami-Dade County

- Manage over 1,000 employees
- Manage annual operating budget of \$330 million
- Manage capital budget of \$400 million
- Oversee policy and procedures for the County's capital program
- Responsible for Purchasing, Capital and Maintenance Program, Human Resources, General Services, Fleet Management, Real Estate Program Development
- Direct comprehensive reviews of the department's organizational structure, process flow and staff competencies to effectively achieve goals
- Perform press conferences and media interviews
- Brief and interact with elected officials (local, state and federal) and the public
- Formulate revisions to local, state and federal laws

Special Achievements

- Consolidated four departments into one in order to achieve savings
- Responsible for all countywide procurement, Architectural and Engineering contracts
- Oversee countywide Constructions policies and procedures
- Oversee Small Business Programs
- Developed policies and legislation

January 2003 – August 2011
Supervisor of Elections/Director
Miami-Dade County Elections Department

- Oversaw up to 120 full-time and 1,000 seasonal staff members
- Managed annual budget up to \$27 million and ensured maximum productivity at minimal cost
- Supervised five divisions responsible for Information Technology, Education and Outreach, Voter Services, Operations, and Election Coordination, Campaigns, and Compliance
- Conducted elections with 829 precincts, 20 Early Voting sites and up to 10,000 poll workers per election
- Directed comprehensive reviews of the department's organizational structure, process flow and staff competencies to effectively achieve goals
- Performed press conferences and media interviews during major election cycles and regularly met with candidates, elected officials, and the public
- Formulated and lobbied for revisions to federal and state laws
- Served on several State of Florida Planning Committees

Special Achievements

- Restructured the department's Table of Organization and streamlined policies and procedures
- Executed a complete equipment conversion in an expedited timeframe
- Planned, procured and implemented several new technologies: new systems, asset management tracking and electronic document management system
- Developed training program to include a Certification Program
- Recipient of the County Manager's Award of Excellence 2007
- Recipient of several NACo Achievement Awards

July 2001 – January 2003
Department of Business Development
Deputy Director

- Administered 106-person department
- Managed and directed five Division Directors responsible for Administration, Information Technology, Contract Compliance, Certification, Education and Outreach
- Administered \$6.3 million annual budget
- Served as departmental representative on the County's Review Committee
- Managed administration of the consultant selection appointment process
- Managed the application of measures for Miami-Dade County's small and minority business programs
- Administered the certification processes for disadvantaged, small and minority businesses, including technical certification for architectural/engineering firms
- Administered contract compliance, monitoring, investigative and appeal processes
- Administered the County's debarment and anti-discrimination processes
- Organizational structure review

March 2001 – August 2001
Department of Procurement Management
Assistant Director

- Administered 90-person department
- Developed new consultant selection legislation and procedures
- RFP/Q process administration
- Reviewed Request for Proposal and Request for Qualification selection process
- Reviewed bids and contracts process
- Organizational structure review
- Workflow analysis

February 2001 – May 2001
Aviation Department
Associate Director, Business and Economic Development

- Developed and implemented the Aviation Department's Business and Economic Development Program to bring businesses to Miami International and the General Aviation Airports
- Coordinated, analyzed and disseminated information relating to Aviation Department Capital Program Expansion
- Coordinated Aviation expansion with the County Manager's Office and the Beacon Council
- Developed a consistent approach to opportunities available to the Aviation Department
- Monitored legislative decisions and their impact to the Aviation Department
- Provided executive level support with the transition of the Aviation Director
- County Manager's Office liaison for the Aviation Department

December 1998 – February 2001
Office of the County Manager
Assistant to the County Manager

- Served as liaison between the County Manager's Office and the following county departments: Aviation, Seaport and Performing Arts Center
- Provided direct executive support to Assistant County Manager and the County Manager
- Reviewed all agenda items for consideration by the Board of County Commissioners.
- Served as Executive Assistant to Aviation Director

Special Projects

- American Airlines Arena Construction
- Dade Aviation Consultants contract restructuring
- Performing Arts Center Project
- Miami International Airport Capital Improvement Program
- Negotiation Team – User Agreement for all Airlines at Miami International Airport
- Community Improvement Authority

May 1996 – December 1998
Department of Business and Economic Development
Division Director

- Director of the Architectural / Engineering and Certification Division
- Coordinated countywide selection process for consultants
- Established outreach office to increase the number of firms certified
- Developed and implemented new Small Business Enterprise program
- Coordinated minority and small business certification of firms interested in doing business with the County
- Managed a staff of 20 individuals
- Direct support to the department director and the Assistant County Manager
- Developed and implemented procedures to improve the department
- Represent the Department Director in their absence at departmental and public meetings
- Implemented training program for new employees

Special Projects

- BBE/HBE/WBE & DBE program administration
- SBE program Development
- Design-Build Consultant Selection Coordinator
- Architectural / Engineering Consultant
- Architectural and Engineering Trade Organization Representative
- Performing Arts Center Consultant Selection
- Departmental Restructuring
- Policy Development and Implementation

July 1993 – May 1996
Office of the County Manager
Administrative Assistant 2

- Established Contract Coordination Office
- Developed and managed the countywide construction process
- Produced reports for the Board of County Commissioners
- Administered the Countywide Design-Build Consultant Coordination
- Developed capital projects policies for county departments and provided implementation procedures.
- Ordinances and Administrative Order Development
- Development and implementation of the County's Debarment Ordinance, Value Engineering and Partnering Program

Special Projects

- Dade Aviation Consultants – Program Reorganization
- Aviation Department – Capital Program Realignment

February 1992 – July 1993
Office of the County Manager
Management Trainee

- One-year rotation program through the following County departments: Aviation, Public Health Trust, Office of Management and Budget and Development and Facilities Management

Special Projects

- Hurricane Andrew Recovery Team
- Personnel Recruitment
- Job Fair Coordinator
- Total Quality Management Coordinator
- Developed Departmental Budgets

June 1985- February 1987
Florida Federal Savings Bank
Mortgage Loan Office Manager

- Staffing
- Development of new Markets
- Marketing Strategies
- Real Estate and Commercial Financial Instruments

Education

Florida International University, Miami, Florida

- M.P.A., Public Administration (Graduated with Honors)
- B.A., Public Administration, Minor in Psychology

Harvard University John F. Kennedy School of Government

- Certificate in Driving Government Performance