


Memorandum



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 Water and Sewer 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 Kevin Lynskey to the position of Director of the Miami-Dade Water and Sewer Department (WASD).

Mr. Lynskey has more than 24 years of experience with Miami-Dade County government. Most recently, he served as the Deputy Director of PortMiami, Miami-Dade County's second-largest economic engine. During his four-year tenure as Deputy Director, Mr. Lynskey was responsible for finance and administration, architecture and engineering, cargo and cruise contract development, as well planning. Among his many accomplishments, Mr. Lynskey negotiated the first-ever PortMiami P3 cruise terminal facility for Royal Caribbean Cruises LTD and multiple new cruise guarantees for Carnival Cruise Line, MSC Cruises and Disney Cruise Line, in addition to developing a Commercial Paper financing program. He was also the point person for the PortMiami Tunnel project and the intermodal rail program. Mr. Lynskey's prior experience at WASD included a year-long engagement reviewing all professional service agreements, making recommendations reorganizing the department's organizational structure, and designing an employee gainsharing program. In 2005, he updated WASD's multi-tiered rate structure and established the wholesale rates for water and sewer customers.

Prior to his employment at PortMiami, Mr. Lynskey supervised an internal consultancy for Miami-Dade County for nearly a decade. He has also worked at the U.S. Department of State in the Presidential Management Program. Mr. Lynskey holds a bachelor's degree from Georgetown in Foreign Service and a master's degree from Columbia University in International Affairs.

Mr. Lynskey's resume is attached for your review. I am confident that under his leadership, we will continue to renew and strengthen our infrastructure, and ultimately create a more resilient Miami-Dade County for current and future generations.

Please join me in congratulating Mr. Lynskey 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

EXPERTISE

- Financial Analysis
- Contract Development and Management
- Public-Private Partnerships
- Organizational Recovery
- Strategic and Performance Management Systems

EMPLOYMENT

MIAMI-DADE COUNTY (FL)

- Port of Miami
 - Deputy Dir. ('14-Present)
 - Asst. Dir., Business Development ('06-2014)
- Performance Improvement
 - Director ('03-06)
 - Manager ('98-02)
 - Consultant Supervisor ('94-97)

U.S. DEPARTMENT OF STATE (DC)

- Bureau of Information Management
- Presidential Management Intern ('89-91)
- Management Analyst ('92-94)

IBM (DC)

- Governmental Relations Division
- Internship ('86)

EDUCATION

COLUMBIA UNIVERSITY (NY)

- Masters International Affairs ('89)
- School of International and Public Affairs
- Concentration: International Business (School of Business)

GEORGETOWN UNIVERSITY (DC)

- BS Foreign Service ('85)
- School of Foreign Service
- Concentration: International Relations, Law & Organization

Twenty-two years of professional management experience involving financial analysis, business development, and large-scale contract management. Significant experience in Public-Private Partnerships (P3s) (from the governmental perspective) and in the financial recovery of failing enterprises.

PORTMIAMI: DEPUTY DIRECTOR ('14-18)

- Responsible for: Finance & Administration Architecture & Engineering Business Development Planning
- Negotiated first ever PortMiami P3 cruise terminal facility for RCCL.
- Negotiated multiple new cruise guarantees (CCL, MSC, Disney).
- Developed Commercial Paper financing program.

ASSISTANT DIRECTOR, BUSINESS INITIATIVES ('06-14)

- Responsible for all commercial development activities spanning cargo, cruise and port real estate.
- Supervise the Marketing function; negotiate business contracts.
- Supervise the Planning Division: manage planning and engineering studies for 538 acre facility, including for the Port's Master Plan, cargo and cruise terminal capacity modeling and infrastructure layouts, intermodal rail yard design and operation, real estate master planning, marina development, zoning and signage.
- Develop PortMiami's financial strategies and align with capital program.

PortMiami: Financial Recovery Experience

- PortMiami was losing \$1 million a month in 2006, with only 18 months of reserves. All major landlord assets were under long-term contracts.
- Created a strategy to 'un-lock' contracts and renegotiate business terms.
- Increased the net yield of two cargo terminal contracts by \$8 million annually (from approximately \$12 million to \$20 million).
- Increased contractually guaranteed revenues from cruise activities by approximately \$14 million.
- With nearly 70% (\$72 million) of port revenues now guaranteed through multiple long-term contracts, PortMiami went from a position of impending insolvency to being able to issue \$365 million in revenue bonds in 2013.

Port Tunnel

- Developed financial and business terms for county participation in a \$1 billion Public-Private Partnership (P3) to design, build, operate, maintain and finance a tunnel to the PortMiami.
- Developed county financing alternatives employing general obligation bonds, special taxing districts, gas taxes, tolls, letters of credit, etc.
- Work with port engineers and consultants to protect PortMiami's interests during construction period.

Other Port Responsibilities and Accomplishments

- TIGER Grant: Led effort to secure a TIGER Grant to create an on-dock rail system, resulting in largest-ever award to a port. Managed design phase.
- Foreign Trade Zone: Established PortMiami as an FTZ Administrator, breaking open FTZ potential for Miami-Dade County.
- National Freight Advisory Committee: Represent Mayor on the DOT's NFAC.

MIAMI-DADE COUNTY INTERNAL CONSULTANCY ('94-06)

ASSIGNMENTS OF NOTE / SPECIAL RECOGNITION

MAYOR'S ADVISOR: NATIONAL FREIGHT ADVISORY COMMITTEE	(15)
FOREIGN TRADE ZONE AWARD	(12)
TIGER GRANT AWARD	(11)
CARGO AND CRUISE CONTRACT NEGOTIATIONS	(07-PRESENT)
PORT TUNNEL NEGOTIATIONS	(07)
MAYOR'S PERMITTING SERVICES INITIATIVE	(05)
TRANSIT DEPARTMENT REORGANIZATION	(03)
CITY OF HOMESTEAD FINANCIAL RECOVERY TEAM	(01)
MIAMI-DADE COUNTY STRATEGIC PLANNING	(00)
SEAPORT TRANSITION TEAM	(98)
WATER & SEWER RECOVERY TEAM	(98)
MIAMI-DADE CORRECTIONS TASK FORCE	(97)
CITY OF MIAMI BUDGET ADVISORY COMMITTEE	(97)
CITY OF MIAMI FINANCIAL RECOVERY TEAM	(96)
ARENA (AAA) NEGOTIATIONS	(96)
WHITE HOUSE PRE-ADVANCE TEAM (PARIS)	(94)
DESERT STORM INFORMATION OFFICER (VOLUNTEER)	(91)
TOP SECRET CLEARANCE	(89-94)
STATE DEPARTMENT PERFORMANCE AWARD RECIPIENT	(89-93)
PRESIDENTIAL MANAGEMENT PROGRAM INTERNSHIP RECIPIENT	(89-91)
COLUMBIA U. FELLOWSHIP	(88)

- Worked in various supervisory capacities, including Director, of an internal consultancy for Miami-Dade County. Directed up to 15 management consultants and industrial engineers across a broad range of projects.
- Frequently on-loan for special projects and high-profile organizational and financial recovery efforts.

Mayor's Permitting Services Initiative ('05)

- Led Mayor's first year initiative to streamline the county's permitting process. Worked with private sector developers, architects and building association representatives to streamline highly complex permitting processes.

Miami-Dade Transit Reorganization ('03)

- Led an intensive effort in a highly politicized environment to reorganize one of the largest transit departments in the United States.

City of Homestead Financial Recovery Team ('01)

- Led a team of county professionals, with private sector counter-parts, to reestablish city's financial integrity. Homestead had a structurally unbalanced budget, unknown cash flows, poor budgeting practices and depleted reserves.
- Developed Homestead's first ever cash flow, a fiscally constrained and balanced budget, and overhauled its Finance Department.

Water & Sewer Transition Team ('98)

- Participated in a top-to-bottom review and reorganization of the department following revelations of large-scale contract fraud and faltering finances. Led to the restructuring of the \$300M(+) operating department, multiple follow-up audits, and substantial changes to contract management practices.
- Established an employee bonus program based on financial and other performance objectives (balanced scorecard). Later provided the financial analysis to establish a new, multi-tiered customer rate schedule in 2005.

Miami-Dade Corrections Task Force ('97)

- Served on a task force to help stabilize the operational and financial conditions of the Corrections Department.
- Instituted a successful *fee-for-service* medical program for inmates, and later instituted an employee bonus program reducing inmate meal costs.

City of Miami Financial Recovery Team ('96)

- Loaned executive participating in the recovery of the City of Miami from a well-publicized financial and ethical crisis.

STATE DEPARTMENT PRESIDENTIAL MANAGEMENT PROGRAM (89-94)

- Presidential Management Program award recipient
- Performed various management analyst functions within the State Department's domestic service branch.
- Pre-White House Advance Team, 50th Anniversary of D-Day.