

Memorandum



Date: July 13, 2015

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

From: Carlos A. Gimenez
Mayor 

Subject: Mayoral Appointment – Director of Miami-Dade Transit

Pursuant to the authority vested in me under the provisions of Section 2.02-C of the Miami-Dade County Home Rule Charter, effective July 20, 2015, I hereby appoint Ms. Alice N. Bravo, P.E., as the Director of Miami-Dade Transit.

Ms. Bravo began her career with Port, Buckley, Schuh & Jernigan, Inc. as a Senior Engineer and Project/Production Manager. In this capacity, she supervised the design element of numerous projects, including the Brickell Extension of the Miami Metromover and the Palmetto Expressway Improvement Program, Section 2. She then became the Vice-President and South Florida Regional Manager for Gannett Fleming, Inc., where, she worked on such diverse programs as the Miami 2025 Long-Range Transportation Planning Study and the Palmetto Expressway (S.R. 826) and Coral Way Interchange.

Upon leaving, Gannett Fleming, Inc., Ms. Bravo became the District Planning and Environmental Management Engineer and later District Director of Transportation Development for the Florida Department of Transportation (FDOT). At FDOT, she continued working on large-scale transportation and mobility projects. Additionally, she worked with partners from all levels of government and within the private sector as well to meet the needs of the residents of Florida.

Following her work for FDOT, Ms. Bravo joined the City of Miami as the Director of Capital Improvement Program. In this capacity, she was responsible for overseeing a \$573 million dollar capital improvement program. This program has upgraded numerous facilities, including parking, public safety, and recreational facilities. Ms. Bravo was then elevated to Deputy City Manager/Chief of Infrastructure, where she oversaw the Capital Improvements and Transportation, the Public Works, the Planning and Zoning, the Building, the Real Estate Management, and the Information Technology Departments. Within the Improvements and Transportation Department, she supervised the operation of the City Trolley system, the Red Light Camera Safety Program, and the construction of city roadway and building projects.

As I have previously stated, improving all aspects of our comprehensive approach to transportation is a top priority for my administration. Ms. Bravo will be reviewing all of the surface transportation components that our County is responsible for, as well as those agencies that provide transportation service in this community, both locally and regionally, in order to more aggressively and globally address the connection between all modes of surface mobility. I am confident that Ms. Bravo will successfully lead Miami-Dade Transit.

Attached for your information is Ms. Bravo's resume.

c: Honorable Harvey Ruvin, Clerk
R. A. Cuevas, Jr., County Attorney
Department Directors
Office of the Mayor Senior Staff
Christopher Agrippa, Clerk of the Board
Eugene Love, Agenda Coordinator
Charles Anderson, Commission Auditor

Alice N. Bravo, P.E.

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

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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 25th 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.

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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

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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, 3rd Vice-Chair
- "Making Strides Against Breast Cancer"-2007 Miami Walk Co-Chair
- Greater Miami Chamber of Commerce

LANGUAGES:

Fluent in English and Spanish