

Diaz-Greco, Gilma M. (COE)

From: Centorino, Joseph (COE)
Sent: Monday, March 03, 2014 4:41 PM
To: Garcia, Vicky (Aviation)
Cc: Diaz-Greco, Gilma M. (COE); Sanchez, Gerald (CAO); Murray, David M. (Aviation)
Subject: INQ - Dan Agostino, Assistant Director of Operations, Miami-Dade Aviation Department

Ms. Garcia,

Please forward this to response to Mr. Pyatt's attention., in response to the letter forwarded by you from Mr. Pyatt.

This inquiry was received through Ken Pyatt, Deputy Director, Miami-Dade Aviation Department (MDAD). It concerns whether appropriate safeguards are in place at MDAD to insure that Dan Agostino, newly-hired Assistant Director of Operations at MDAD, will not be in violation of the reverse two-year rule embodied in Section 2-11.1(x) of the Miami-Dade County Conflict of Interest and Code of Ethics Ordinance. Mr. Agostino was previously the local Director of Tower and Ramp Operations for American Airlines. In his new position he would have extensive responsibilities regarding the overall operations at MIA. Section 2-11.1(x) provides that a person who was previously employed in a business entity "shall, for a period of two years following termination of his or her prior relationship with the business entity, perform any County contract-related duties regarding the business entity, or successor in interest, where the business entity is a County bidder, proposer, service provider, contractor or vendor." American Airlines, which has the largest operation of any airline in MIA, qualifies as a county contractor or vendor due to its lease agreement at the airport.

Following his being apprised of the application of Section 2-11.1(x) to Mr. Agostino, Mr. Pyatt forwarded a letter dated February 25, 2014 to this writer's attention, which shall be included in the file of this INQ. The letter outlined certain conditions of employment regarding Mr. Agostino's position at the airport that would apply during the relevant two-year period. The intent of these conditions is to restrict Mr. Agostino from being in a position where he would be interacting with American Airlines or its employees in such a way as to violate Section 2-11.1(x). In particular, the letter stated that, "Dan will not be authorized to take any action with respect to American Airlines, including, but not limited to, gate or hardstand assignments, baggage system modifications, ticket counter staffing, cargo or baggage handling, or otherwise. All such actions will originate from and be handled by me [Pyatt] or my designee. All issues related to American's compliance with the Airline Use Agreement, Chapter 25 of the County Code, any Operational Directive, or any lease will also be handled by me or my designee. Dan will use good faith effort to limit his interactions with American, barring interactions needed to avert an imminent risk to life or safety." The letter goes further in setting Mr. Agostino's limitations concerning his job responsibilities, attendance at meetings, and other aspects of the MIA's operations. It indicates that American Airlines has agreed to abide by the limitations in the letter.

Under the terms set forth in Mr. Pyatt's letter of February 25, I find that Mr. Agostino may serve in his current position as long as he complies with those conditions.

Sincerely,

Joseph M. Centorino
Executive Director and General Counsel
Miami-Dade Commission on Ethics and Public Trust

From: Garcia, Vicky (Aviation) [<mailto:MVGarcia@miami-airport.com>]
Sent: Wednesday, February 26, 2014 11:17 AM
To: Centorino, Joseph (COE)
Subject: Dan Agostino

Good morning Mr. Centorino,

This email is sent on behalf of Ken A. Pyatt, Deputy Director at Miami-Dade Aviation Department. The original document is being sent to your office via messenger. Should you have any questions regarding this matter, please feel free to contact Mr. Pyatt. He can be reached at 305.876.7129 or email KPyatt@miami-airport.com.

Thank you.

Vicky Garcia

Executive Secretary

Miami-Dade Aviation Department

P.O. Box 025504

Miami, FL 33102-5504

Office: (305) 876-0266

Fax: (305) 876-0948

"Delivering Excellence Every Day"

www.miami-airport.com

Connect with us:  





Miami-Dade Aviation Department

P.O. Box 025504

Miami, Florida 33102-5504

T 305-876-7000 F 305-876-0948

www.miami-airport.com

Commercial Airport:
Miami International Airport

miamidade.gov

General Aviation Airports:
Dade-Collier Training & Transition
Homestead General
Kendall-Tamiami Executive
Opa-locka Executive

February 25, 2014

Mr. Joseph M. Centorino
Executive Director
Miami-Dade Commission on Ethics and Public Trust
19 West Flagler, Suite 820
Miami, FL 33130

Dear Mr. Centorino:

As you know, on February 3rd, 2014, Dan Agostino joined the MDAD team as the Assistant Director for Operations. Prior to his employment with MDAD, Dan was the local Director of Tower and Ramp Operations for American Airlines. The purpose of this memorandum is to clarify the manner in which Dan will be allowed to interact with American Airlines in his new role with the Aviation Department, consistent with the requirements of the Conflict of Interest and Code of Ethics Ordinance.

As an initial matter, our intent is to minimize any perceived favoritism between Dan and American Airlines. We have no doubts as to Dan's integrity in this matter; however, Miami International Airport services numerous airlines and other stakeholders, and propriety demands that we not take actions which could appear to favor one airline over another. Accordingly, these limitations are designed to minimize even the potential appearance of favoritism.

Dan will not be authorized to take any action with respect to American Airlines, including but not limited to, gate or hardstand assignments, baggage system modifications, ticket counter staffing, cargo or baggage handling, or otherwise. All such actions will originate from and be handled by me or my designee. All issues related to American's compliance with the Airline Use Agreement, Chapter 25 of the County Code, any Operational Directive, or any lease will also be handled by me or my designee. Dan will use good faith efforts to limit his interactions with American, barring interactions needed to avert an imminent risk to life or safety.

Mr. Joseph Centorino
Page 2

Dan will be authorized to direct, consistent with his job responsibilities, the deployment of MDAD forces throughout Miami International Airport, including those common use areas where American is operational, so as to ensure the facility is in good operating condition. This includes, but is not limited to: directing maintenance of the facility, directing MDAD staffing throughout the facility, directing janitorial services, and directing improvements to security and/or customs checkpoints. In pursuit of this goal, Dan may speak to or direct various third part entities, including but not limited to Federal entities, contractors, and/or permittees.

Dan may attend Miami Airport Affairs Committee meetings and other meetings at which American Airlines is in attendance with other airline tenants or stakeholders, so long as Dan is not chairing such meeting. We have asked Dan to confine his role in such meetings to an observational role, to the extent possible.

Dan will be authorized to engage in the development, drafting, issuance, and enforcement of common airport rules, regulations, plans, and/or policies. If such policies will have an impact on American Airlines, the review, issuance, and/or enforcement of such rule, regulation, plan, or policy will be by me or my designee.

Dan may, consistent with this job responsibilities, exercise full authority with respect to: ground transportation, Americans with Disabilities Act compliance, MDAD's Operations Control Center and Paging and Information Center, interactions with TSA and/or CBP, ramp and airfield safety and maintenance, the South and Central Baggage Handling System, the Fuel Farm, and all other airlines using MIA, or MDAD employee policies.

Lastly, please note that we have spoken to American Airlines with respect to this issue. They have agreed to abide by these terms. We have also advised our other airline partners about Dan's role with MDAD in this matter.

We hope that these restrictions address your concerns regarding Mr. Agostino's employment and will be happy to discuss these with you as necessary. Thank you for your assistance in this matter.

Sincerely,

A handwritten signature in black ink, appearing to read "K. A. Pyatt". The signature is written in a cursive, flowing style.

K. A. Pyatt
Deputy Aviation Director

c: Dave Murray – Assistant County Attorney

Diaz-Greco, Gilma M. (COE)

From: Murawski, Michael P. (COE)
Sent: Wednesday, January 15, 2014 1:37 PM
To: Centorino, Joseph (COE); Ramos, Miriam S. (COE); Diaz-Greco, Gilma M. (COE); Batista, Sylvia (COE)
Subject: FW: Request for Opinion from the Ethics commission
Importance: High

Joe: [here's the request for opinion we discussed](#)

From: Pyatt, Ken (Aviation) [<mailto:Kpyatt@miami-airport.com>]
Sent: Wednesday, January 15, 2014 1:12 PM
To: Batista, Sylvia (COE); Murawski, Michael P. (COE)
Subject: Request for Opinion from the Ethics commission

Ms. Sylvia Battista
Mr. Michael P. Murawski:

Recently, you met with me to discuss application of the Code of Ethics, particularly Section 2-11.1(x), to the Aviation Department's hiring of Daniel Agostino. As we see it, the relevant portions of subsection (x) are the following:

No [county employee], who was previously employed by...a for-profit firm,...shall, for a period of two years following termination of his...prior relationship with the [firm], perform any county contract-related duties regarding the [firm, *where the [firm] is a county bidder, proposer, service provider, contractor or vendor.* As used in this subsection (x), "contract-related duties" include, but are not limited to: service as a member of a county...committee; approval or recommendation of award of contract; *contract enforcement, oversight or administration; amendment, extension or termination of contract; or forbearance regarding any contract.*

Mr. Agostino had been employed by American Airlines (AA) prior to his joining the Aviation Department. AA is not a bidder, proposer, service provider, contractor or vendor to the County or the Aviation Department; rather, the County and MDAD are required under federal law to allow AA to access all public portions of the airport, and is not required to be a bidder, proposer, service provider, contractor, or vendor in exercising its federal rights to access the airport. All services provided by AA are to the traveling public, and not to the County or MDAD. Accordingly, we believe that subsection (x) does not apply to Mr. Agostino.

We do recognize, however, that airlines—including AA—use the airport under various leases and contracts that are largely the same for all airlines. AA uses airport facilities under various leases and accesses the airport in general through the Board-approved Airline Use Agreement (the AUA). The bulk of the matters that will be attended to by Mr. Agostino with AA will involve airport and inter-airline operational issues that are not covered or addressed by these contract documents. To avoid any appearance of a conflict of interest, and to the extent subsection (x) is applicable to Mr. Agostino, we are willing to avoid assigning to him during the two year period to any enforcement or oversight of a matter with AA that is directly covered by an AA lease or the AUA. This is in consideration of the fact that all of our contract documents with the airlines require the airlines to comply generally with County ordinances, policies, and procedures, and any matter that comes up with an airline may technically fall under this generalized contract requirement. This generalized contract provision

though, is not what we're referring to; rather, what we're saying is, that, if subsection (x) is applicable to him, Mr. Agostino will not be assigned to a matter that is directly covered by the remainder of the contract provisions.

We therefore respectfully request an opinion that Section 2-11(x) is not applicable to Mr. Agostino. If you determine that it is or may be applicable, we request an opinion that subsection (x) is satisfied by Mr. Agostino's not being assigned during the two-year period to a matter with AA that is directly covered by an AA contract document.

I thank you for your attention to this matter.

Ken Pyatt
Deputy Director
Miami-Dade Aviation Department
Tel: (305) 876-7129
Fax: (305) 876-0948
Email: kpyatt@miami-airport.com

"Delivering Excellence Every Day"

www.miami-airport.com

Connect with us:  



POSITION QUESTIONNAIRE

Div 56

PART 1 - TO BE COMPLETED BY EMPLOYEE

Employee Name / SS # Vacant	Present Job Title / Occ. Code Training Specialist 3
Department / Division / Locator 063-56-000	Present Annual Salary \$51,778.48 - \$87,108.58
Name of Immediate Supervisor / Job Title Ken Pyatt, Deputy Director	Requested Title / Requested Salary Assistant Director of Operations - Grade 11 \$108,709 - \$174,518

General Responsibilities: Indicate The General Responsibilities And Broad Objectives Of The Work You And The Organizational Units Reporting To You Perform

The incumbent is responsible for organizing, planning, managing, and directing Airside, Noise Abatement, Landside, Terminal Operations, and four general aviation airports in the Miami-Dade County system of airports. This position is also responsible for the development and implementation of policies and procedures involving airfield operations at MIA and GAA.

Formulates, interprets and implements Federal, State and Local policies and procedures as they apply to the operation, administration and development of the airport system, also develops policies and procedures to direct project activities.

Incumbent coordinates the development of specialized training of subordinate staff to enhance the day-to-day operations of a complex operational staff structure. This includes assisting in the development and coordination of complex tabletop exercises as required by the FAA, disaster preparedness and response exercises involving the operations.

Considerable independent judgment is exercised in establishing and obtaining an effective working relationship with officials of various public and private organizations. Must possess ability to direct critical operations units who are very much in the public eye. Supervision is exercised over a staff of specialized employees, through the respective Division Directors to insure the effective, efficient and secure operation of MIA & the GAA's.

Date Audited: _____ Field Audit _____ Desk Audit _____

Remarks: _____

Description of Duties. List the duties you perform - Indicate approximate percentage of your time devoted to each of them. Begin each statement with an action verb (Plans, Supervises, Analyzes, etc.)	Approximate Percentage of Time (Should total 100%)
Reviews and evaluates Department needs and develops new policies and procedures to improve effectiveness; ensures that the department is operated in full compliance with all applicable Federal, State and local codes, standards and mandates. Responsibilities include coordinating and directing the operations divisions. Represents the Department at meetings and conferences with airport tenants, airlines, federal, state and local officials. Represents the Department concerning noise issues, land use and zoning issues before municipalities and zoning boards. Represents the Department at the Board of County Commissioners/Transportation Aviation Committee (TAC) meetings as required. Interprets FAA regulations to provide clarification of complex provisions, resolve disputes and provide as required direction and information to subordinates, industry professionals, the BCC, the Mayor's Office, governmental agencies and the general public.	35%
The incumbent serves as liaison and contact for all federal, state and local law enforcement and regulatory agencies interacting with the Aviation Department regarding operational issues. Incumbent is responsible for approving all access vehicular permits and access points into the airfield and insuring that the airfield is secure from intrusion. Incumbent reviews, approves, and implements all airfield and safety plans relating to construction projects on the airfield at MIA and the GAA's.	25%
Confers and participates with airline officials and local, state and federal lawmakers in order to develop or approve legislation beneficial to the County airport system. Monitors performance and enforces policies, procedures and guidelines in accordance with FAA and other applicable federal, state and local regulations.	20%
Directs the development and implementation of policies, procedures and programs to ensure the safe, reliable and efficient day-to-day operations at Miami International Airport and the four auxiliary airports to include aircraft operations, airport tenants, airside, landside, terminal to ensure compliance with Chapter 25 of the Miami-Dade County Code and all other federal, state and local policies. Ensures the enforcement of applicable laws, rules, regulations, secure operation of the airfield, landside, terminal, the protection of persons and property, and the investigation of incidents related to these enforcement and protection activities.	10%
Develops accurate operational management cost controls in an effort to analyze and maximize revenues and expenditures to ensure that sound business practices are followed by the Operations Divisions. Incumbent serves as member of the Delinquent Accounts Committee which closely monitors financial activity of all airfield users. Approves the bi-annual aviation fees and aircraft weights and ensure through subordinates that such fees and weights are disseminated to all operators.	5%
Directs the planning, execution and preparation of the required table top drills and rehearsal drills as required by the FAA to prepare for emergencies at MIA and/or one of the four auxiliary airports. Incumbent ensures through subordinates that the occupant emergency plan and the contingency procedures are regularly reviewed and updated for thoroughness and to reflect the current security climate. Incumbent ensures that security procedures are audited for receiving/shipping and that improved procedures are implemented for added security.	5%

What are the three most important responsibilities of your job?
1. See Above - Description of Duties
2. See Above - Description of Duties
3. See Above - Description of Duties

PART 1 (Cont'd)		
Impact and Accountability: Please Indicate the Dollar Limitations on your Authority to:		
(1) Incur Expenses:	Limited to approved budget	
(2) Purchase material and supplies	Limited to approved budget	
Please indicate the size of Annual Expense Budget for which you are Responsible:		
In what way can your own Performance of the Duties and Responsibilities of your Position, Increase the Level and Effectiveness of County Services. Reduce Costs and/or Prevent Losses?		
A failure to adhere to the strict compliance of FAA/TSA regulations concerning airfield safety and security could have disastrous effects on the Airport and the County. A safe and secure, as well as an efficient airport is a tremendous asset. A safe and secure airport attracts new service and aviation related companies to the community. Additionally, efficient execution of sound business practices for management and operational control will ensure continued growth and development of airport operations. Failure to control revenues can result in unnecessary operational increases, rental fees and airline usage charges.		
What kind of errors can occur in your Position? What are the Probable Results of such errors and What Supervisory and Procedural Safeguards are available to prevent or diminish such errors?		
An error in Operations concerning bad judgment and a failure to follow FAA/TSA guidelines can cause catastrophic results. Operations deals with the preservation of human life and limb in which lives could be lost due to negligence. Fortunately, and experienced management team monitors airfield, landside, terminal, General Aviation Airports, and compliance of rules and regulations. Failure to properly plan, recommend and implement sound business programs can result in a negative impact of the overall revenue base which could interrupt the Department's long range plans for expansion and public service.		
Relationships: Indicate people inside or outside of the County Organization you contact regularly as part of your job. — Exclude your Supervisor and employees you may supervise.		
Regular Dealings With	Subject Matter	Frequency

Aviation Director	Various	Daily
Deputy Director	Various	Daily
Senior Aviation Staff	Various	Daily
County Commissioners	Agenda Items	Weekly
County Attorney	Legal counsel & regulatory information	As needed
Airline Station Managers	Events/problems	Daily
Airport Tenants	Events/problems	Daily
Customs and Border Protection, Agriculture, TSA, Secret Service, FBI, FDLE, FAA, and other federal agencies	Law enforcement, events, coordination and regulatory issues	Daily

PART 1 (Cont'd)

Supervisory Responsibility: List the Departments, Units or Job Titles you supervise and the number of employees supervised.

Department, Unit or Title	Number of Employees in Each	Department, Unit or Title	Number of Employees in Each
Airside/GAA's/Noise Abatement	126		
Landside	127		
Terminal	151		

Indicate the Personnel Actions (*Hire, Suspend, Promote, Discipline, etc.*) you have authority to take for these jobs.

Department, Unit or Title	Personnel Action Authority
Airside/GAA's/Noise Abatement	Hire, Evaluate, Suspend, Promote, Discipline
Landside	Hire, Evaluate, Suspend, Promote, Discipline
Terminal	Hire, Evaluate, Suspend, Promote, Discipline

Comments: List any additional information you feel would be helpful in understanding and evaluating your job. Use extra sheets if necessary, but be sure to write your name on each sheet and attach them to this questionnaire.

A thorough knowledge of the aviation industry, especially in a rapidly changing environment is essential for the successful operation of our airports. The ability to spot trends early and react is very important. This position must also be the "what if" person in the organization who must continue to contemplate what could happen at any given moment and how to prepare personnel to react properly to any operational situation.

Do not complete Part II on the back of this form. Please sign this form and forward it to your immediate Supervisor or Department Head for completion.

Signature: _____ Date: _____

PART 2
(TO BE COMPLETED BY IMMEDIATE SUPERVISOR OR DEPARTMENT HEAD)

COMPLETION INSTRUCTIONS

This section is to be completed by the immediate supervisor or department head. It should contain the best estimate of the minimum amount of knowledge, training, experience and special attributes needed to qualify a person to fill the position. This estimate should be made by considering what qualifications would be the minimum acceptable for satisfactory performance if the position were vacant and it were necessary to select an individual to fill it.

A. MINIMUM GENERAL EDUCATION

Indicate the level of education that a person would be expected to have in order to qualify for the position.

This education can be acquired through home study, special courses, or in ways other than the usual processes. The level required, however, should be expressed in terms of years of academic study and degree in order to provide a uniform basis for analysis. (If education beyond the minimum required is considered desirable but not essential, enter the additional amount, but indicate that it is not part of the basic requirements)

B. SPECIALIZED EDUCATION OR TRAINING

Identify required special courses covered during formal education, as well as through additional specialized training that are considered essential to qualify for the position.

C. MINIMUM PREVIOUS WORK EXPERIENCE

Identify the occupations or fields of specialization in which experience is needed in order to qualify an individual for the position. Also enter the minimum desirable amount of such experience, expressed in years.

D. TYPICAL LINE OF PROGRESSION

Indicate positions typically held before promotion to this position.

E. SPECIAL KNOWLEDGE OR ATTRIBUTES REQUIRED

Indicate any special knowledge such as fluency in a foreign language, or attributes, such as the ability to communicate effectively with the public, which are required for this position.

F. IMMEDIATE SUPERVISOR'S OR DEPARTMENT HEAD'S COMMENTS

Upon completion of the "qualifications" section of the questionnaire, add any additional information considered pertinent and any exceptions to statements made by the employee. The statements as entered by the employee are not to be altered. The questionnaire should then be signed, dated and forwarded to the Employee Relations Department.

**PART 3 – TO BE COMPLETED BY EMPLOYEE'S IMMEDIATE SUPERVISOR
OR DEPARTMENT HEAD.**

Qualifications Required: Base your comments on the assumption that the position is vacant and it is necessary to select an individual to fill it.

A. Minimum General Education

Bachelor's Degree in Business or Public Administration or Marketing.

B. Specialized Training Programs

Be able to pass and maintain a high security clearance by the Federal government.

C. Minimum Previous Work Experience

Kind of Experience	Years
Management and administrative	8
Airport or Airline operations	6

D. Typical Line of Progression, Positions Typically Held Prior to this Position

Prior Position	Years
Assistant Aviation Director or Managing Director	6
Manager	4
Chief/ Airport or Airline Sales Representative	4

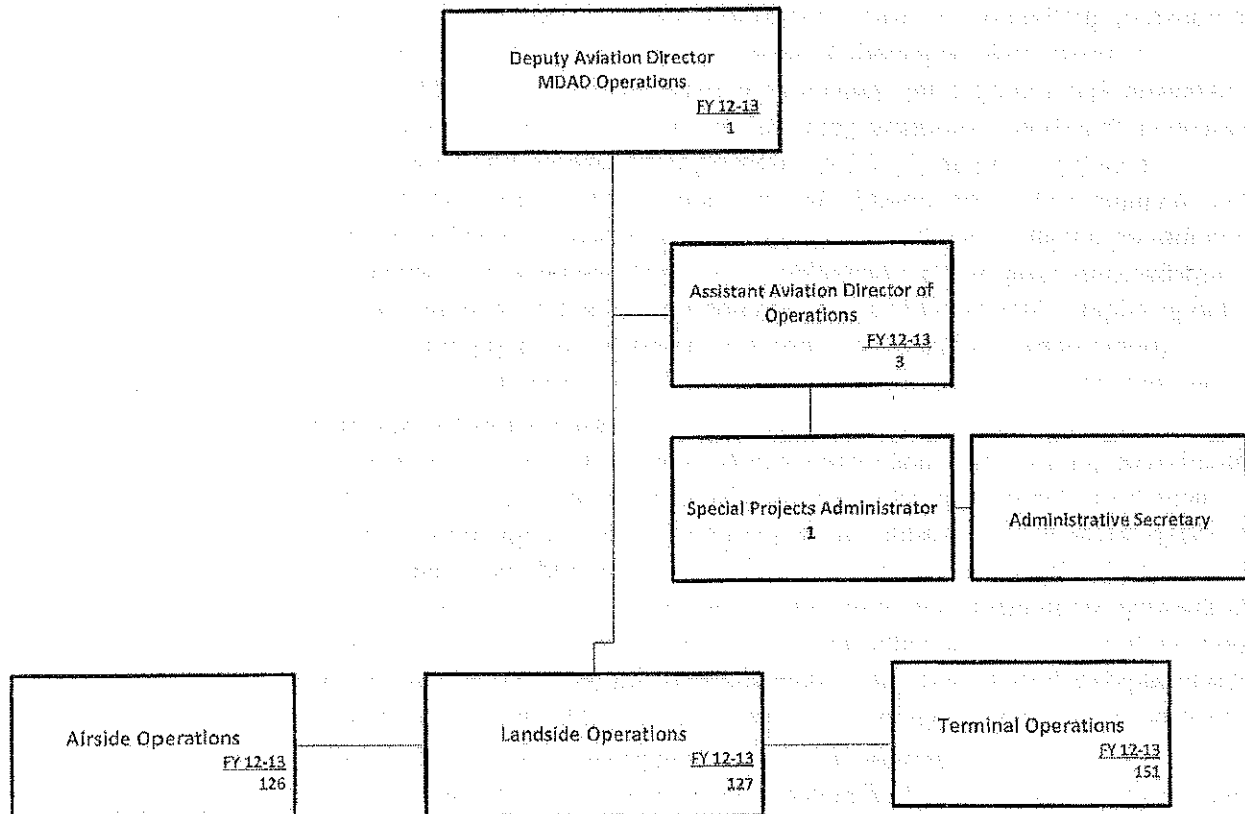
E. Special Knowledge or Attributes Needed.

F. Comments on Employee's Description of Duties

IMMEDIATE SUPERVISOR OR DEPARTMENT HEAD'S SIGNATURE

DATE: 8-29-13

Operations



Total Positions
FY 12-13
407

POSITION QUESTIONNAIRE

PART 1 – TO BE COMPLETED BY EMPLOYEE

Employee Name / SS #	Present Job Title / Occ. Code Airport Operations Specialist / 5205
Department / Division / Locator	Present Annual Salary \$35,742.73 - \$54,122.00
Name of Immediate Supervisor / Job Title Ken Pyatt, Deputy Aviation Director	Requested Title / Requested Salary Director of Public and Consumer Relations / \$110,922 – \$160,785 (Grade 10)

General Responsibilities: Indicate The General Responsibilities And Broad Objectives Of The Work You And The Organizational Units Reporting To You Perform

See Attachment 1

Date Audited: _____ Field Audit _____ Desk Audit _____

Remarks: _____

Description of Duties. List the duties you perform - Indicate approximate percentage of your time devoted to each of them. Begin each statement with an action verb (Plans, Supervises, Analyzes, etc.)	Approximate Percentage of Time (Should total 100%)
See Attachment 2	

(Use and attach additional sheets if necessary)

What are the three most important responsibilities of your job?

1. See paragraphs 1, 2 and 3 on Attachment 2.

2

3

PART 1 (Cont'd)

Impact and Accountability: Please Indicate the Dollar Limitations on your Authority to:

(1) Incur Expenses: Limited to approved budget

(2) Purchase material and supplies Limited to approved budget

Please indicate the size of Annual Expense Budget for which you are Responsible:

\$2 Million Annual

In what way can your own Performance of the Duties and Responsibilities of your Position. Increase the Level and Effectiveness of County Services. Reduce Costs and/or Prevent Losses?

By troubleshooting operational and administrative issues, missed deadlines, waste and loss of revenue and services can be avoided. Providing the Deputy with careful staff oversight, policy advice and analyses of procedures and issues will also ensure achievement of Department goals. In a safety-oriented airport operation, errors can result in serious loss of property or life. Support and policy advice to MIA's Deputy is essential in MIA's complex operating environment. Further, by providing analytical review of issues, policies and procedures, damage to the Department's and MIA's image can be averted. By directing the creation of innovative programming, the Department's mission and goals are achieved. By monitoring consumer sentiment and opinion, the Department's image can also be enhanced and MIA's competitive advantage can be increased. In addition, directing creative outreach on social platforms and on electronic and emerging social media requires a complete understanding of MIA's complex inner workings. Programing and messaging must be relevant, creative and grounded in a solid understanding of aviation, MIA's business practices and the latest industry practices and trends. Directing public and community relations is also key to maintaining and enhancing MIA's competitive advantage.

What kind of errors can occur in your Position? What are the Probable Results of such errors and What Supervisory and Procedural Safeguards are available to prevent or diminish such errors?

Failure to properly plan, recommend and execute sound business practices or failure to recognize and address problems could result in negative impact to passengers, business partners and the community. Negative impact to Department's image and service could result if attention to details, policies and procedures were not properly evaluated and implemented. There could also be a loss to MIA's competitive edge and standing.

Relationships: Indicate people inside or outside of the County Organization you contact regularly as part of your job. – Exclude your Supervisor and employees you may supervise.

Regular Dealings With	Subject Matter	Frequency
Department Director	Programs/Projects & policy directives	Daily
Deputy Director	Respond to requests, follow up on assignment, liaison with staff	Daily
Office of the Mayor	As Directed	As needed
Board of County Commissioners	Agenda Items	As needed
Office of the County Attorney	Legal counsel, regulatory	As needed
Federal, State & Local Agencies (TSA, FAA, MDPD, MDFD) etc.	Policy, procedures, operational issues, initiatives	As needed
Airline Station Managers	Operational issues, initiatives, consumer issues,	As needed
Tenants/Concessionaires	Operational issues, initiatives, consumer issues,	As needed
Local Chamber of Commerce	Initiatives, events, programs, policy	As needed
Greater Miami Convention & Visitors Bureau	Policy, programs, initiatives	As needed
MDAD executive staff	Various issues such as operational/policy matters, programs	As needed
Other County Departments	Aviation consumer or Department concerns	As needed
Industry Organizations (AAAE, ACI, PRSA)	Various Issues	As needed
Contractors and consultants	Various issues	As needed
Management of other U.S. airports	Various issues	As needed

PART 1 (Cont'd)

Supervisory Responsibility: List the Departments, Units or Job Titles you supervise and the number of employees supervised.

Department, Unit or Title	Number of Employees in Each.	Department, Unit or Title	Number of Employees in Each
Creative Services	4		
Customer Service	4		
Social & Digital Media	1		
Consumer Relations	1		

Department, Unit or Title	Personnel Action Authority
All of the above:	Hire, promote, discipline and suspend.

Blank lined paper.

Signature: _____ Date: _____

COMPLETION INSTRUCTIONS

This section is to be completed by the immediate supervisor or department head. It should contain the best estimate of the minimum amount of knowledge, training, experience and special attributes needed to qualify a person to fill the position. This estimate should be made by considering what qualifications would be the minimum acceptable for satisfactory performance if the position were vacant and it were necessary to select an individual to fill it.

A. MINIMUM GENERAL EDUCATION

Indicate the level of education that a person would be expected to have in order to qualify for the position. This education can be acquired through home study, special courses, or in ways other than the usual processes. The level required, however, should be expressed in terms of years of academic study and degree in order to provide a uniform basis for analysis. (If education beyond the minimum required is considered desirable but not essential, enter the additional amount, but indicate that it is not part of the basic requirements)

B. SPECIALIZED EDUCATION OR TRAINING

Identify required special courses covered during formal education, as well as through additional specialized training that is considered essential to qualify for the position.

C. MINIMUM PREVIOUS WORK EXPERIENCE

Identify the occupations or fields of specialization in which experience is needed in order to qualify an individual for the position. Also enter the minimum desirable amount of such experience, expressed in years.

D. TYPICAL LINE OF PROGRESSION

Indicate positions typically held before promotion to this position.

E. SPECIAL KNOWLEDGE OR ATTRIBUTES REQUIRED

Indicate any special knowledge such as fluency in a foreign language, or attributes, such as the ability to communicate effectively with the public, which are required for this position.

F. IMMEDIATE SUPERVISOR'S OR DEPARTMENT HEAD'S COMMENTS

Upon completion of the "qualifications" section of the questionnaire, add any additional information considered pertinent and any exceptions to statements made by the employee. The statements as entered by the employee are **not** to be altered. The questionnaire should then be signed, dated and forwarded to the Employee Relations Department.

**PART 3 – TO BE COMPLETED BY EMPLOYEE'S IMMEDIATE SUPERVISOR
OR DEPARTMENT HEAD.**

Qualifications Required: Base your comments on the assumption that the position is vacant and it is necessary to select an individual to fill it.

A: Minimum General Education

B.A. Degree in Business or Mass Communications

B: Specialized Training Programs

C. <u>Minimum Previous Work Experience</u>	
Kind of Experience	Years
Manager of airport operations	5 yrs.
Experience in customer service or customer relations	5 yrs.
D. <u>Typical Line of Progression. Positions Typically Held Prior to this Position</u>	
Prior Position	Years
Airport Operations Supervisor	5
Airport Operations Manager/Division Director	5
E. <u>Special Knowledge or Attributes Needed.</u>	
Extensive knowledge of airport operations, federal policies relating to international travel, etc. Knowledge of social media management tools such as Hootsuite, Sprout, etc. Knowledge of social media platforms such as Facebook, Twitter, Instagram. Exceptional writing and creative skills.	
F. <u>Comments on Employee's Description of Duties</u>	

IMMEDIATE SUPERVISOR OR DEPARTMENT HEAD'S SIGNATURE

DATE: 8-29-13

Attachment 1

This is an executive level position that reports to the Deputy Aviation Director and serves as his principal policy advisor. Incumbent reviews policies and procedures on behalf of the Deputy Director and ensures that the Department's goals are met by his command staff. Incumbent also directs all administrative, operational and public/consumer related activities and initiatives on behalf of the Deputy and the Department. Incumbent serves as the principle point-of-contact with all levels of staff and between top management and other stakeholders on behalf of the Deputy Director. Incumbent provides oversight and guidance to projects of high importance and exercises a wide-degree of creativity, latitude and independent judgment in the performance of duties. Incumbent is responsible for directing all public relations, community and consumer/customer relations and directs all new customer initiatives, services, programs and outreach. Incumbent crafts point-of-view documents on behalf of the Aviation Director and Deputy Director. It should be noted that the Deputy directs a large, complex organization with over 800 FTE's under his command. Incumbent also suggests strategies and provides planning and analyses on policy matters and matters affecting MIA's image with passengers, internal business partners and the community. Incumbent must have strong management skills and expertise, must be able to multi-task and must possess a high-level of decision making.

The incumbent must possess exceptional communication skills. Incumbent directs all social/digital media and programming, all internet (web) and intranet content and branding, and all e-initiatives. Incumbent is responsible for all public relations and consumers initiatives. Incumbent is also responsible for ensuring that project deadlines and goals are met at all levels of staff on behalf of the Deputy Director. Incumbent provides exceptional leadership and effective management in all areas of staffing, personnel, administration, and project completion. Incumbent acts as the lead on projects for the Deputy Director and troubleshoots operational and administrative matters.

An employee in this classification suggests policy changes and assists the Department and the Deputy Director in the development of new initiatives and procedures. Incumbent is responsible for staffing related issues for the Deputy Director. The incumbent must possess analytical skills and have the ability to analyze critical issues in order to make sound recommendations regarding policy matters and matters affecting the Department or MIA's public/consumer image. Incumbent is responsible for MIA's oversight of MIA's brand and for ensuring brand consistency of the highest standards. Incumbent directs all service recovery initiatives and responses to consumer complaints for the Aviation Director and Deputy Director.

Incumbent is responsible for all contacts, surveys and research relating to consumer image, customer service and satisfaction surveys or other data collection re image. Provides strategic insight to Deputy and Director's office relative to how policy changes might be perceived by consumers and suggests programs and community initiatives regarding the same. Incumbent directs the Department's public relations efforts with the community, consumers and internal customers and directs all materials produced by the Department to ensure brand consistency and quality control.

Provides managerial oversight in ensuring divisions adhere to budgets. In the absence of the Deputy, represents the Department at meetings of the airlines, boards, consumers, tenants, governmental agencies, community groups or the general public meetings.

Attachment 2- Duties and Approx. Percentages

30%	Provides leadership and advice on policy matters and initiatives that have Department-wide impact. Suggests policy and strategic direction for the Deputy Director and provides issue analyses on matters affecting the Department, MIA, consumers, business partners, and the community. Consults with the Deputy Director on setting and monitoring the strategic direction for the Department. Provides recommendations to the Deputy Director on administration and operational activities for the Department. Provides guidance and direction to all levels of the organization on behalf of the Deputy Director. Responsive for insuring that deadlines, project status reports and project goals are met at all levels in the Deputy Director's large, complex organization. Incumbent acts as the point-of-contact for the Deputy with staff, business partners and consumers. On the Deputy's behalf, ensures that directives and policies are carried out and provides policy interpretation, as needed. Represents the Deputy Director in resolving problems and conflicts. Ensures deadlines, goals and projects are met at all levels. Responsible for suggesting policies and programming to advocate for the community, consumers and MIA's internal customers. Also responsible for suggesting innovations and service offerings to enhance and upgrade MIA's image. MIA is one of the top airports in the U.S. and operates in a highly-competitive environment. Cutting-edge public relations programs, initiatives and offerings are critical to business strategy and to shape consumer perspective.
25%	Provides management direction and oversight for areas of Creative Services, Customer Service and Social, Digital and Emerging Media. Directs the planning and implementation of work performed by the above referenced areas. Responsible for directing and overseeing all new initiatives and programming including public relations and community outreach. Incumbent must keep abreast of current trends in public relations, digital and social media and aviation which could impact the Department.
20%	Directs and suggests policies and programming to advocate for passengers, business partners, and the community. Incumbent is also responsible for suggesting and implementing innovations and service enhancements. Through Customer Service staff, incumbent directs MIA's Rewards Programs and Volunteer Program. Directs and participates in difficult and detailed analytical studies involving issues having major impact on the operations, staff, public, stakeholders, consumers and the community. Suggests innovations based on market research, trends, current events, industry conditions and best practices. Serves as point-of-contact with all consultants and service providers for customer satisfaction and public relations initiatives. Suggests programming and policies regarding the same. Directs all service recovery initiatives and consumer/business partner complaint resolution efforts.
15%	Provides managerial oversight in the development and preparation of the annual budget and other budgetary matters. Provides administrative support to Deputy Director in policy initiatives.
10%	Represents the Department and Deputy Director at public appearances, chambers, events and the like. Also represents the Deputy and the Department at meetings with

executive staff, divisional staff, various governmental agencies, airlines, tenants, consultants, concessions, industry groups, tourism officials, competitor airports and consumer representatives. Represents the Department and the Deputy Director with other officials as necessary.