
EXPERIENCED GOVERNMENT MANAGEMENT PROFESSIONAL

- An **enthusiastic, dedicated, and passionate leader**, focused on implementing government strategies, building teams and getting things done
- **Innovator** - Proven track record in implementing efficient business processes; supplying a balanced mix of analytical, management, coaching and technical skills with a transparency focus
- **Experienced and knowledgeable on latest government efficiency topics** – SmartCities, Digital Citizen engagement, Sustainability, Inclusiveness

GOVERNMENT MANAGEMENT EXPERIENCE HIGHLIGHTS

CITY OF FORT LAUDERDALE

Sep 2020 - Present

ASSISTANT CITY MANAGER

- Oversee General Aviation Airport, IT, Development Services, Transportation and Mobility, Housing and Community Development departments and public functions.
- Developed improved strategic communications operational plans that include government social media best practices and promote inclusive messaging for improved citizen engagement
- Coordination of Transportation Tunnel Proposal: gathered initial information, worked with vendor in validating assumptions and mapped out permitting process.
- Support development of initiatives to improve the Digital Divide. Applied for DEO CDBG grants that support improving broadband access for communities with limited resources
- Serve as Executive Sponsor for ERP implementation. \$10m + multi-year project duties include contract management, validating deliverables, supporting strategic planning and organizational change management
- Led coordination of COVID-19 testing and vaccine site deployments at various public facilities. Planning support included development of staff assignments, resource allocation, legal coordination, traffic control and community messaging.
- Provided Homeless Mitigation Support by working closely with the Neighbor Support Division to develop partnerships, programs, and initiatives for providing relief to the ongoing homeless conditions taking place within the community.
- Provide integration and project management support for new Police Headquarters. Support includes coordinating operational plans for staff throughout the construction life cycle, funding allocation and contract expenditure review and quality control of public outreach.
- Assist Economic Development efforts to attract new businesses to the City and supported various initiatives to improve collaboration across business support partnerships.
- Tasked to lead Noise Control Advisory Committee to improve noise conditions within urban mixed-use environments

CITY OF HALLANDALE BEACH

May 2017 – Sep 2020

CITY MANAGER

- Managed day to day operations of a full-service city with annual budget of \$ 145 M +, population of 38,000, and 490+ staff members
- Updated vision and organizational strategy which established new key performance metrics to provide transparent performance measures and greater accountability
- Performed various fiscal stabilization activities to include first-time ever balancing of budget, without using carry forward savings. Stabilization methods resulted in improved General Fund City reserves increase by 36%, which surpasses two months of annual operation costs.
- Negotiated multi-year union contracts with Fire Union and General Employees for improved benefits, pension reform, and sustainable compensation plans.

CITY MANAGER(Continued)

- Implemented 4 day work week to improve efficiencies in facility use, resource allocation, and extended hours for City Hall Public Access in early evenings.
- Initiated Police Reform actions by reviewing and reassessing community needs to improve optimal public safety delivery and resource allocation
- Improved employee engagement by implementing employee recognition programs such as public safety employee of the quarter and various citywide professional development programs
- Consolidated various service divisions across departments to improve cost efficiency, standardization, and service delivery.
- Developed new Emergency Management Division with processes and resources to address emergency management during COVID-19 pandemic.
- Enhanced Grants Management delivery which has achieved 90% grant success rate. Improved documentation and reimbursement processes achieved consecutive “no-findings” audit.
- Accelerated the completion of two General Obligation Bond Park Projects (> \$20M+). Finalized YMCA partnership contract for new park site.
- Enhanced community initiatives for a diverse, active, and engaged community. Programs include meals on wheels, senior programs, vulnerably population programs, and virtual social services during pandemic.
- Overhauled communications and digital engagement team to provide proactive and mobile friendly methods for improving transparency, accountability, and trust with the public.
- Spearheaded digital transformation across various departments for virtual access to City Hall. Recent implementation includes new website upgrades, e-Plans review, constituent communication tools, and cloud-based Phone management system.

ASSISTANT CITY MANAGER

- Oversee IT, Public Relations, City Clerk Office, Parks & Recreation, and Procurement departments and public functions.
- Provide strategic budget oversight, review and approval for various department budgets, projects and financial transactions. Assist in prioritizing projects, operational expenditures by monitoring and forecasting year-end reports.
- Served as interim Chief Financial Officer in first two quarters of 2018. Coached Finance department employees and helped earn designation of “Most Spirited Department” for 2018.
- Assisted in centralizing communications for emergency management to provide constant updates for community, employees to facilitate relevant information through various channels.
- Implemented citizen-first strategies to improve engagement and customer which via social media, responsive website improvements, mobile apps, transparency and digital intake portals
- Improved performance measurements with upgraded customer service focus processes to streamline reporting and increase public transparency and accountability.
- Integrate departmental processes for improved turnaround time for resolving constituent complaints via myHB app and City Commission After Action Items processes.
- Assist in enhancing workforce by delivering training programs and providing skills development for staff and department directors through mentoring and coaching.
- Developed Smart City strategy for Public Safety: Project Sponsor for City-wide License Plate Recognition technology strategy to create virtual perimeter across city. Deployed comprehensive digital surveillance program to include Police Body Worn Cameras (1st City in Broward County), Smart Surveillance systems, and vehicle dash cams.
- Develop, Negotiate, validate, and manage all technical expenditures, SLA, technical leases, contracts for the City to leverage pricing, economies of scale and predictable procurement of technical hardware & software.

CHIEF INFORMATION OFFICER

- Provide strategic technical support & solutions for core city functions such as Emergency Management, legislation & public transparency, fiduciary duties, public safety and citizen support services
- Enhanced citizen engagement & external communications by implementing new social media channels, website upgrades, deploying functional specific mobile apps, transparency portals, & integrating public information services under the innovation technology department.
- Implemented Cloud Based ERP system to include integration of Payroll, Finance, Utility Billing, Development Services, HR, Public Safety, Plan Review, Work order and GIS mapping capabilities. Transitioned from legacy mainframe systems to new improved with greater public accessibility to information and improved accountability and reporting mechanisms.
- Consolidate technical expenditures for all city departments to leverage pricing, economies of scale and predictable procurement of technical hardware & software
- Enhanced internal customer service experience & improved accessibility for external stakeholders.
- Coach, motivate and lead change management across organization to ensure continuous improvement and increase efficiencies.
- Manage and negotiate multiyear contracts and vendor service level agreements for cost efficiency and service delivery assurance.

CITY OF DORAL**August 2013 – January 2015****IT DIRECTOR**

- Manage \$2.7M budget for Information Technology Services for the City; prepared comprehensive plans for the improvement and expansion of citizen engagement, transparency and collaboration activities.
- Enhanced electronic communications strategy to engage with City Constituents via new media channels such as Doral TV transmission via AT&T, Smartphone apps, Automated Emergency Notification systems and Enhanced A/V Services for Commission Meetings
- Assisted in City Strategy development; aid in administrative decision making processes with other City departments through collaborative measures.
- Authored new policies and procedures to improve operational efficiency and customer service effectiveness across City Departments
- Lead the deployment of automated systems to improve customer service for public facing departments such as Building Department's Interactive Voice Response system and the online payment modules for Burglar Alarms and Parks Department registration system.
- Managed capital improvement projects for city infrastructure such as wireless line of sight mesh network project and physical security camera deployments within planned budget and scheduled.

UNICOM Government**May 2012 - August 2013****PROJECT MANAGER**

- Managed \$25M+ of IT service delivery contracts across the globe in the areas of system development, product management, and system integration for Homeland Security Projects
- Organize and supervise Services Delivery team of 50+ professionals comprised of technical leads, security team managers, IT service delivery personnel, network technicians, procurement management team, technical SMEs and physical installation team
- Deliver cost and budgetary analysis support for project stakeholders, specifically, developing cost estimates for various procurement scenarios, providing direct input and support during the development of cost estimates, and working closely with the customer to develop the budget formulations and documentation

CHIEF INFORMATION OFFICER

- Lead Technology Executive position managing IT Services Delivery for Court Operations and Judicial Government. Internal Customer base included 123 elected officials (Judges), service support personnel and judicial partner agencies
- Draft and Publish technical policies to improve systems security and accountability
- Prioritized projects schedules and operating expenses to focus on core court government services
- Implementation of Cost Savings and Accountable Solutions which include eCourt, eCourtesy, and Strategic reporting Dashboard for Executives and Judges.
- Implementation of Multi-Function Devices across enterprise that reduced isolated printing and allowed for shared printing functionality. This initiative alone has saved \$80K in one year and improved electronic document collaboration.
- Achieved IT Operational Budget Savings by 30% within first 6 months

MIAMI POLICE DEPARTMENT**August 2008 - February 2011****IT MANAGER (SECTION COMMANDER)**

- Managed critical 911 Public Safety Applications. Responsible for implementing successful service level agreements Police and Fire Department Systems. Manage the IT operations for hardware, software, network and security for public safety infrastructure > 1500+ users
- Developed, reviewed and implemented information security strategies and information security privacy policies to meet Public Safety agency compliance requirements
- Administer lean budget for IT Purchases and IT contracts. Negotiated cost savings contracts saving more than 15% in operational costs
- Saved over \$2.5 M / year by implementing custom online solutions. Provided Solution architecture for enterprise information sharing efforts.
- Provided innovative and administration leadership for achieving the organizations balanced score card goals. Surpassed goals by 15% every quarter.
- Implemented Lean process to abolish lengthy and redundant processes. Reduced resource logging time to 1/3 of original time by analyzing and recommending best business practices.

CITY OF MIAMI I.T. DEPARTMENT, Miami, FL**October 2005 – August 2008****PROJECT MANAGER**

- Supervised & Managed IT Project Development teams for completion of enterprise wide scale projects. Received department award for from Fire Dept. completing tasks and assignments on time, within budget and scope
- Planned, schedule and managed software application projects. Developed cost breakdown schedules and developed project charters and specifications IT projects.
- Trained and mentored users in security best practices, documented procedures for new systems and facilitated transition of new information systems.
- Developed process to incorporate Fire Union business rules within system. This saved more than \$60K in consulting fees.
- Successfully managed web and database system solutions to improve operations saving more than \$1.2 M in Software purchases and recurring software maintenance fees.

CITY OF MIAMI I.T. DEPARTMENT, Miami, FL

August 2002 – September 2005

SENIOR PROGRAMMER

- Optimized existing web solutions to provide easier access, efficient connectivity and faster processing
- Implemented HIPPA compliant information security methods for integrity of data transmission from vendor sites to enterprise information servers
- Obtained high merit recognition for reducing software deployment updates to 1/5 of development time.
- Provided Business Intelligence support by improving work flow and streamlining processes
- Achieved nomination for “Employee of the year” 2003

CITY OF MIAMI I.T. DEPARTMENT, Miami, FL

June 2000 – August 2002

PROGRAMMER

- Developed Web first ever web based systems that reduced finance function processes
- Streamlined application development by implementing new programming methodology
- Performed Data conversions from legacy mainframe systems to new online systems
- Obtained “High Customer Service” award for help desk support. Nominated for employee of the year.

CITY OF MIAMI PUBLIC WORKS DEPARTMENT, Miami, FL May 1999 – June 2000

CIVIL ENGINEER

- Worked closely with outside contractors and government agencies to ensure overall project coordination and completion. Developed specifications, participated in vendor selection, managed projects, and communicated with supervisor’s project progress.
- Managed roadway engineering and facility construction projects from concept to fruition.
- Delivered engineering design of Storm Sewer and Highway construction projects. Managed multiple project portfolio for Capital Improvement Programs.

MIAMI DADE COUNTY PUBLIC WORKS, Miami, FL

May 1996 – Sept 1996

May 1997 – Sept 1997

ENGINEER INTERN

- Performed traffic analysis studies for new construction for sites across the county
- Assisted with inspection process to ensure that contractors complied with construction requirements
- Electronically Drafted designs for new storm sewer systems
- Designed underground utility easements and conduits for new construction

EDUCATION

Doctor of Philosophy in General Psychology, Grand Canyon University – 2023 (expected)

Master of Science, Management Information Systems, Florida International University - 2001

Bachelor of Science, Civil Engineering, University of Miami – 1999

Bachelor of Science, Environmental Engineering, University of Miami – 1999

PROFESSIONAL CERTIFICATIONS & MEMBERSHIPS

ICMA Member

Certified Information Systems Security Professional (**CISSP**)

ITIL Foundations V3 Certification (**ITIL**)

PMI Certified Project Management Professional (**PMP**)

REFERENCES

NAME	TITLE	CONTACT INFORMATION
Reginald Duren	Assistant County Manager Palm Beach	954-258-5204
Frank Fernandez	Former Assistant City Manager of Coral Gables	305-986-5182
Adam Burden	Assistant City Manager Miramar	305-216-5925
Hon. Carlos Martinez	Public Defender Miami Dade County	cmartinez@pdmiami.com
Sergio Booth	Organization Development Consultant	786-473-5077

PROFESSIONAL ASSOCIATION AFFILIATIONS

Merit Reviewer, National Telecommunications and Information Administration 2022

Mentor, Kids and the Power of Work (KAPOW) – 2021, 2022

Tri County Representative, National Forum for Black Public Administrators (NFBPA) – 2021, 2022

Guest Speaker Business and Community Recovery FCCMA – 2021

Guest Speaker Smart Cities Summit – 2018

Mentor, Florida International University – 2014, 2018-2020

Guest Speaker Government Social Media, FMCA – 2018

Guest Speaker Cyber Security, Palm Beach State College – 2017

Guest Speaker on Mobile Strategies, Premier CIO Forum – 2016

Guest Speaker at Women Empowerment Conference, Broward College – 2016

Member, International City/County Management Association **ICMA** 2014-present

President (volunteer position), South Florida Project Management Institute Chapter – 2013

Miami Central High School Academy Advisory Board Member 2013

Governing Body Member, Florida Chief Information Officer Executive Summit, 2012

Vested Member, Miami Crimes Electronic Task Force – 2011, 2012

Guest Speaker on IT Strategy, CIO Summit – 2011

Guest Speaker on IT Security and Governance, Healthcare Information Systems Society – 2010

VP of Education, South Florida Project Management Institute Regional Chapter – 2008

Volunteer Mentor – Big Brothers Big Sisters of Miami 2003-2011

Volunteer Educator – Sierra Club of Miami (1998-1999)

Volunteer – Habitat for Humanity 1996-1998, 2002, 2005