

KEMARR L. BROWN

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December 2025

CITY MANAGER

December 8, 2025

City Hall

1565 1st Street,

Sarasota, FL 34236

Dear Members of the Search Committee:

I am pleased to submit my application for the City Manager position with the City of Sarasota. As a Deputy City Manager who leads with balance, authenticity, and a highly collaborative style, I have built a reputation as a charismatic, situational leader who brings people together, translates complex municipal issues into relatable terms, and advances a clear vision rooted in operational excellence and community trust. Most recently, I have overseen a municipal budget of \$348 million, ensuring the responsible stewardship of public funds while driving strategic initiatives that strengthen infrastructure, enhance service delivery, and improve the quality of life for residents.

Having spent the majority of my career in coastal communities, emergency management preparedness is one of my core strengths. I possess deep experience in preparing for, responding to, and coordinating recovery efforts for hurricanes, flooding events, and fire emergencies. I have overseen annual hurricane preparedness planning, community communications, interagency coordination, and after-action improvements to strengthen readiness. Additionally, I have ensured seamless public safety and emergency operations for large-scale public events, balancing risk mitigation with the community's need for safe and enjoyable experiences. This background has shaped my understanding of Sarasota's unique vulnerabilities and the critical importance of resilience, decisive leadership, and proactive planning in a coastal city.

A major focus of my professional career has been guiding cities through the challenges of modern infrastructure demands. My experience spans funding, planning, and implementing improvements across energy, water, wastewater, stormwater, and public transit systems, including trolleys. I have consistently delivered solutions that address both immediate needs and long-term resiliency, built strong partnerships, secured substantial external funding, and communicated transparently with elected officials and the public.

In the City of Homestead, where I currently serve, my leadership has shaped transformative progress. One of the accomplishments of which I am most proud is guiding the development, adoption, and implementation of the City's first Strategic Plan. For the first time, Homestead now benefits from a clearly articulated mission, vision, set of core values, and strategic priority areas, giving residents and employees a shared roadmap for our future. This initiative strengthened internal alignment while increasing government transparency and accountability.

My approach to operational excellence centers on leveraging technology to optimize processes, enhance transparency, and elevate customer service. In development services, I implemented systems that streamlined permitting, improved turnaround times, and created user-friendly experiences for residents, businesses, and developers. These advancements have earned me recognition as a leader who uses technology to drive process improvement, reduce inefficiencies, and encourage collaboration across departments and with the public.

During my tenure in Homestead, I have led several significant achievements, including:

- Securing a \$275 million private investment to redevelop a major sports performance hub, catalyzing economic growth and expanding regional visibility
- Implemented a Permitting, Licensing, Code Compliance, and Electronic Plans Review solution to streamline and create predictability in the city's permitting process.
- Obtaining more than \$25 million in grant funding to execute critical infrastructure upgrades, including bridge widening, pump station enhancements, force main improvements, and numerous capacity-planning projects.
- Launching Discover Homestead, a place-branding and economic development marketing initiative designed to position Homestead as a competitive regional hub. This launch of the campaign included a 60-day community activation featuring a real ice-skating rink—an initiative that energized residents, attracted visitors, and strengthened civic pride.
- Providing oversight and operational leadership for a historic performing arts theater, balancing historic preservation with modern programming and community engagement.

These accomplishments reflect not only my technical knowledge of municipal operations but also my deep commitment to civic engagement and resilience. I believe that successful city management is built on listening, accessibility, and an inclusive approach that values the voice of every resident. Whether collaborating with regional partners, leading employees, or engaging directly with the community, I strive to create an environment where people feel heard, respected, and connected to their local government.

As a professional manager, I am dedicated to carrying out the policies of the City Commission with integrity, balance, and unwavering professionalism. I take pride in maintaining stable, values-driven leadership for employees at all levels while advancing initiatives that promote innovation, transparency, and long-term resilience.

I am inspired by the City of Sarasota's rich cultural identity, natural beauty, and commitment to strategic growth. I would be honored to bring my experience, passion for public service, and community-focused leadership to the role of City Manager.

Thank you for your consideration. I welcome the opportunity to further discuss how my experience and vision align with Sarasota's goals and aspirations.

Sincerely,


Kemarr L. Brown, LLM. MAIA

Kemarr L. Brown

Charismatic, Passionate, Innovative, result-driven public administrator with technical expertise in Development Services, Public Infrastructure (Water, Wastewater, Roadway, Stormwater, and Power Treatment Plants), Economic Development, Strategic Planning, Enterprise-wide Program Management, Communication & Process Reengineering for Municipal Government.

305-319-9830

Miami/Ft. Lauderdale, FL

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CORE STRENGTHS + ATTRIBUTES

17+ years in State/City Management experience including responsibilities in all phases of government operations and services. Extensive experience in implementing citywide strategic initiatives that requires consensus building and technology to deliver constituent services and improve city operations, budget development, community and economic development, land use and development services, sanitation, infrastructure and public utilities, organizational development, and social services. Demonstrated excellence in change management at all levels, purpose-driven performance, team-building, and public relations. Deputy City Manager of 500+ employees and an annual operating budget of \$348 million. Excellent presentation skills; speaker at local and corporate partners' national conferences.

Highlights of Organization Competencies: Strategic Business Planning and Execution, Portfolio & Program Management, Organizational Process Transformation, Capital and Operating Budget Planning, Labor Union Negotiations- AFSCME & IUPA, Public Utilities & Sanitation Integration, Transition, & Management, Contract Compliance, Business Process Re-Engineering, Change Management, Development of Organization Road Map, Decision Making, Business and

Work Experience

February 2025 - Present

DEPUTY CITY MANAGER

City of Homestead

Executive Summary

Forward-thinking and Strategic Deputy City Manager with a proven record of advancing citywide priorities through visionary planning, cross-departmental leadership, and innovative public-private partnerships. Skilled in driving economic development, modernizing municipal systems, and enhancing community engagement. Recognized for securing major private investment, leading transformative branding initiatives, and implementing data-driven technologies that strengthen organizational performance and improve quality of life for residents.

Key Accomplishments

- **Led the development and implementation of the City's Strategic Plan**, establishing a unified vision, mission, core values, tagline, strategic priorities, and a performance framework used across all municipal departments.
- **Supported securing \$275 million in private investment** for development of a world-class sport performance hub, delivering modern amenities, enhancing regional competitiveness, and expanding accessible green space for residents.
- **Implemented Enterprise, Permitting, Licensing, Code Compliance, and Digital Plans Review** to streamline citywide permitting processes and functions.
- **Facilitated the rezoning of a 2.5-acre city-owned property**, enabling the development of *Flanigan*, a new destination restaurant that will stimulate economic activity and activate a key commercial corridor.
- **Launched the City's first digital monthly newsletter**, expanding civic communication, improving transparency, and strengthening long-term resident engagement.
- **Led and launched the City's "Discover Homestead" brand**, positioning the region as a destination for emerging industries and serving as an umbrella platform for all economic development initiatives.
- **Implemented the City's first enterprise Geographic Information System (GIS)**, enhancing internal analytics, public transparency, and strategic planning capabilities.
- **Served as lead negotiator for the Management Agreement of the Historic Seminole Theatre**, ensuring sustainable operations, cultural programming, and responsible stewardship of a key city asset.

May 2024 - February 2025

ASSISTANT CITY MANAGER

City of Homestead

Executive Summary

Forward-thinking municipal executive with extensive experience leading complex city operations, driving organizational transformation, and elevating service delivery across diverse public-sector departments. Proven track record of strengthening financial stewardship, modernizing regulatory frameworks, enhancing operational efficiency, and advancing strategic initiatives that position the City of Homestead for sustainable growth, economic vitality, and long-term community impact.

Key Achievements-Assistant City Manager

- Provided strategic leadership and daily oversight of a broad municipal portfolio, including Homestead Public Service (Energy Department), Public Works, Code

Data Analysis, Talent Training and Development, Vendor Management, Risk Management, Performance Metrics, State & County Legislative Policy, & Grants Management

Organizational Change Management: I possess a deep understanding of the complexities involved in implementing organizational change. By leveraging my expertise, I have successfully led and executed large-scale initiatives that drive efficiency, improve service delivery, and enhance the overall effectiveness of public administration.

Strategic Vision and Planning: As a strategic thinker, I possess the ability to envision future goals and develop comprehensive plans to achieve them. By aligning strategies with the broader mission and goals of a city, I have consistently delivered forward-thinking solutions and positioned organizations for sustainable growth and success.

Innovative Technology Implementation: Recognizing the transformative power of technology, I have spearheaded the adoption and integration of cutting-edge systems and processes to streamline operations, enhance service delivery, and maximize efficiency. Through leveraging innovative technology solutions, I have driven significant improvements in productivity, data analysis, and decision-making.

Leadership and Team Management: I am skilled in building and leading high-performing teams. By fostering a collaborative and inclusive work environment, I have cultivated a culture of excellence, engagement, and innovation. I am passionate about empowering individuals, developing talent, and nurturing future leaders.

Public Administration Expertise: With extensive experience in municipal leadership, I possess a comprehensive understanding of the challenges and opportunities within the public sector. I am well-versed in

Compliance, Customer Service, CRA, Development Services, Economic Development, Emergency Management, General Services & Administration, Innovation & Technology, Procurement & Contract Services, Communications, Parks, Recreation & Open Spaces (PROS), and Solid Waste Management.

- Strengthened citywide operational performance by driving innovation, improving service delivery standards, and ensuring regulatory compliance across all assigned departments.
- Presented legislation to introduce Affordable Housing options into City ordinance, established an Affordable Housing Advisory Committee, and qualified for State Housing Initiatives Partnership program (SHIP) Funds.
- Led modernization of customer service operations, establishing clear performance standards, enhancing responsiveness, and improving the resident experience.
- Streamlined code enforcement operations, reducing response times, increasing transparency, and improving the consistency of resident interactions.
- Oversaw solid waste and sanitation services with a focus on operational efficiency, sustainability, and citywide cleanliness.
- Directed all ARPA-funded project management efforts and collaborated with Finance & Budget to implement Phase I of the City's organizational restructuring.
- Improved insurance, procurement, and vendor management processes by partnering with Procurement, Contract Services, and Risk Management to bring clarity, predictability, and business-friendly practices to City operations.
- Modernized Development Services by initiating efforts to rewrite the City Code, update and digitize the Comprehensive Plan, and develop long-term legislation supporting growth and redevelopment goals.
- Spearheaded initiatives to implement enterprise permitting and licensing systems, transforming workflow efficiency and improving service accessibility for residents and businesses.
- Launched an internal employee hub and strengthened digital communications in partnership with the Communications Division to enhance internal transparency and community engagement.
- Launched a Bi-monthly City Manager Report where every department shares key accomplishments, aligning their work with strategic goals, and elected officials are informed in a unified, accessible format.
- Advanced major quality-of-life initiatives by collaborating with PROS to implement Parks Master Plan capital projects and elevate park safety, accessibility, and aesthetics.
- Drove cross-functional coordination and alignment across departments to support broader economic development, infrastructure planning, and community-focused policy initiatives.
- Recognized for exceptional leadership, resulting in promotion from Assistant City Manager to Deputy City Manager within 10 months.

September 2023 - May 2024

VICE PRESIDENT OF TECHNOLOGY INTEGRATIONS

CES Consultants, inc.

I was responsible for driving transformative change through the development, communication, and implementation of strategic and innovative initiatives on behalf of our clients. In this role, I am responsible for developing digital approaches to systematically identify opportunities for government agencies to benefit from digital technologies and prioritize initiatives that generate the most value. I lead multiple interdisciplinary project teams, both onsite and virtual, to understand the needs of end users and align digital requirements with existing plans for digitalization to ensure a

regulatory compliance, budget management, stakeholder engagement, and fostering public trust.

Education and Certifications

Masters of International Administration, University of Miami

Masters of Law in Intercultural Human Rights Law, St. Thomas University School of Law

Bachelor of Arts – Government & Political Science, St. Thomas University

Executive Project Management – Florida Atlantic University

Certified Scrum Master (CSM) – KnowledgeHut Solutions, Pvt. Ltd

Certified Business Analysis Professional (CBAP) – Watermark Learning, an International Institute Business Analysis accredited Institution

SOFT SKILLS

Adaptability

Build & Develop High Performing Teams

Change Management

Collaboration

Communication

Decision Making

Emotional Intelligence

Ethical Leadership

Influence & Persuasion

Negotiation

Problem Solving

Strategic Thinking & Planning

TECHNICAL SKILLS

Budgeting & Financial Management Tools- Oracle, Munis

Change Management Tools

cohesive and effective approach to deliver cutting-edge digital solutions. I was a key player in pre-sales activities, marketing support, proposal development, and establishing crucial partnerships. Managing digital solutions contracts, ensuring client satisfaction, and achieving business growth targets was integral to my responsibilities.

Key Responsibilities:

- **Business Growth and Revenue Expansion:**

Execute pre-sales strategies that lead to significant business growth and revenue expansion.

Play a pivotal role in securing major projects through innovative marketing support and compelling proposal development.

- **Client Relationship Management**

Establish and maintain key client relationships, ensuring high levels of satisfaction. Identify future business opportunities through effective client engagement.

- **Operational Oversight**

Implement operational control, managing all aspects of digital solutions contracts.

Ensure financial stability through meticulous contract management.

- **Strategic Leadership**

Facilitate the execution of organizational strategies by collaborating with the Executive Team.

Lead cross-functional teams, fostering collaboration and achieving project milestones on large-scale programs.

- **Internal and Client Organization Strategy**

Refine the company's internal and client organization strategy.

Oversee implementation planning and execution activities aligned with the strategic vision.

- **Theory of Change and Programmatic Framework**

Define the company's internal and client's theory of change and programmatic framework.

Develop tools, methodologies, and a partnership strategy to enable the new framework.

- **Change Management and Planning**

Develop and oversee the implementation of a change management program to support the new strategy.

Lead the annual planning process, ensuring alignment with organizational goals.

- **Program Evaluation and Innovation**

Develop and oversee the implementation of a program evaluation capability across all practice areas.

Oversee pilots and other key program and partnership innovations.

- **Knowledge Sharing and Performance Metrics**

Develop a knowledge-sharing approach to support the new strategy.

Implement performance metrics to drive results and measure success.

February 2022 - May 2023

DEPUTY CITY MANAGER

City of North Miami Beach

Responsible for the day-to day city-wide operations for a full-service city with a permanent population of approximately 46,000, 550+ employees, an operating budget of \$164+ million, \$39+ million capital improvement budget, and \$68.7 million special revenue funds. Served as Chief Operating Officer. Responsible for coordination of policy development, planning, and implementation of City goals and objectives; policies and procedures for providing City services; management and economic analysis of programs and services. Supervised the preparation and execution of the City's annual operating, capital and grant program budgets. Represented the City to business organizations, civic associations, developers, other governmental entities and the general public. Served as City Manager during the absence of the City Manager.

Communication & Collaboration

Tools-Slack, Teams, SharePoint

Data Analysis & Reporting Tools**Knowledge Management Tools -**

SharePoint, LMS

PMS-Asana, Trello, Microsoft

Projects

Project Management (Agile &

Waterfall Methodology)

Process Mapping & Workflow**Requirements Gathering and Analysis****Software Development Lifecycle-**

Agile, Waterfall, Scrum

Technical Writing**User Interface/User Experience****Prototyping & MockUp Tools**

- Direct management responsibilities for providing leadership and strategic direction to the departments of Building, Public Works, Community Development, Procurement, Information Technology, Communications, and Community Redevelopment Agency.
- Coordinated the preparation and execution of the City's annual operating, capital and grant program budgets which totaled approximately \$164 million. Negotiated land development contracts, land acquisition for parks, public facilities, housing and economic development projects for the City and Community Redevelopment Agency.
- Rebalanced and restructured the Sanitation Fund to eliminate \$6M deficit in five years.
- Successfully analyzed the financial position of the City. Made a recommendation to refund a General Obligation Note, Series 2022, in the amount of \$9,190,000. The refinancing of this bond resulted in savings of \$1,379,164, or 15.32%, over the remaining life of the loan to the residents.
- Manage the second-largest Water Utility in Miami-Dade County, servicing over 180,000 customers. Managed the procurement of the Norwood Water Treatment Plant \$34M dollar capital project, which entailed rehab of major components in the lime softening process, additional storage capacity, and needed electrical and instrumentation system improvements.
- Successfully negotiated bargaining agreements between the City of North Miami Beach and the American Federation of State County and Municipal Employees, Local 3293, Bargaining Unit ("AFSCME"), and International Union of Police Associations ("IUPA").
- Developed citywide procedures and controls that required each department to have written processes and procedures for functional responsibilities.
- Reviewed and negotiated public benefits proposals to address parking, transportation, and stormwater infrastructure improvement initiatives as a part of the planning & community development process.
- Influenced an innovative problem-solving culture through the use of technology. This resulted in the elimination of manual punch cards for time and attendance tracking and the implementation of Executime, a solution the City has tried to implement for 5+ years. To reduce the time for review and contract execution, DocuSign was implemented to streamline this process. Implemented enterprise citizen's services platform through the use of Energov, a project that was on hold for over eight years. To reduce the time customers needed to wait, we implemented Tyler Cashiering, a platform to facilitate online payment for city related services.
- Managed and orchestrated the successful evacuation of a multi-unit residential tower (Bayview 60) due to unsafe structural and electrical concerns. Partnered with Owner's Representative and Miami-Dade County Homeless Trust to ensure residents had housing options.
- Oversaw \$21+ million of ARPA project portfolio that cut across infrastructure improvements, economic development, technological improvements, and human services initiatives.
- Supervised the citywide emergency response for 2022 Hurricane season. Standardized citywide emergency response through the development and implementation of a Continuity of Operations Plan (COOP).
- Worked with elected officials to adopt public policy (living wage, public utility water bill relief, property rights element, affordable housing legislation, active design standards, administrative site plan review process, fee structure updates, Right of Way abandonments and maintenance, community/public benefits, Multi-modal Transportation Solutions)
- Improved the CRS classification from an eight to a seven, which resulted in residents receiving a 15% discount on their FEMA insurance premiums.
- Revamped a dormant CRA, which the Florida Redevelopment Association awarded the 2022 Cultural Enhancement Award.

- Facilitated land and building acquisition to increase the City's real estate portfolio with a vision of eliminating slum and blight from the community and constructing new Parks & Recreation facilities.
- Created and implemented the City Managers Monthly Report to provide a transparent communication outlet on city operations to elected officials.
- Led the implementation of the City's first performance evaluation process to align employees' goals and objectives to that of the organization's strategic plan while also providing a systematic method of merit based pay increases.
- Oversaw a task force to address homelessness throughout the City through partnership with city departments, non-profit organizations, and resources from Miami-Dade County and the State of Florida.
- Spearheaded The Children Trust (TCT) grant application. Awarded \$2.5 million dollars for children programming in city ran facilities.

July 2019 - February 2022

ASSISTANT DIRECTOR OF PLANNING/ENTERPRISE PROGRAM MANAGER

City of Miami

- Planning Assistant Director Responsibilities
 - Assisted developers in ensuring their development strategies aligned with city land development regulations and guidelines, providing guidance and support throughout the entitlement approval process.
 - Conducted thorough reviews of development applications, evaluating their compliance with zoning codes, building regulations, and environmental standards.
 - Collaborated with cross-functional teams and external stakeholders to streamline the development review process, identifying opportunities for efficiency and improvement.
 - Led the implementation of system enhancements for the city's enterprise permitting and digital plans system.
 - Led the change management governing committee for all changes and improvements for the City's enterprise permitting and digital plans review system.
 - Acted as a liaison between developers and city departments, facilitating communication, resolving issues, and ensuring project timelines and deliverables were met.
 - Managed department budgets, monitored expenditures, and implementing cost-saving measures to optimize financial resources.
 - Directly supervised 50+ department employees to ensure the accomplishment of established department goals and objectives.
 - Managed annual department operating (\$5.9 million), capital (\$1.9 million), and special revenue (\$26 million) budget.
 - Prepared, reviewed, and socialized Miami 21 text amendments and City resolutions with Commissioners, City Administrators, special interest groups, and constituents.
 - Designed and developed in coordination with the Department of Innovation & Technology (DoIT) a GIS Application to track permit activities across all phases of the development process.
 - Designed and developed the department's first end to end online application to administer special permits and entitlements administered by the Planning and Zoning Departments.
 - Led a joint interdepartmental committee to resolve cross-departmental inefficiencies.
 - Prepared annual efficiency and compliance report.
 - Established community engagement platform to inform and engage with residents and constituents on proposed city and private developments.

Enterprise Program Manager Responsibilities

- Implemented eBuilder, a web-based Project Management Information System (PMIS), across multiple departments, including the Office of Capital Improvements, Parks & Recreation, Finance, Office of Management and Budget, and Office of Resilience and Sustainability.
- Oversaw the configuration, customization, and deployment of eBuilder, ensuring it met the specific project and reporting needs of each department.
- Managed vendor relationships, collaborating with external providers to ensure seamless integration, system functionality, and technical support.
- Developed and maintained project schedules, resource allocation plans, and budgets within the PMIS system.
- Monitored project performance, tracked deliverables, and provided regular updates to stakeholders regarding project status, milestones, and risks.
- Conducted negotiations with vendors and contractors, ensuring favorable contract terms, cost-effective solutions, and adherence to quality standards.
- Implemented robust change management processes, facilitating smooth transitions, and minimizing disruptions during system upgrades or process changes.
- Led continuous improvement initiatives, identifying areas for optimization and implementing enhancements to increase efficiency and effectiveness.
- Provided leadership and guidance to project teams, promoting a collaborative and high-performance culture, fostering professional growth and development.
- Conducted regular performance evaluations, provided feedback, and identified training needs to ensure the team's success.

June 2017 - July 2019

CHIEF OF STAFF/STRATEGIC ENTERPRISE PROGRAM MANAGER

City of Miami

- City of Miami lead for all citywide transformation process changes and technology implementations.
- Enterprise Program Management Function Lead the development of strategy and execution plan for citywide business and technology changes.
- Managed city portfolios and provide recommendations to senior leadership of programs and projects that are ripe to initiate consider public interest, funding, resources and strategic alignment with organization priorities.
- Developed and implement a change management framework that improves stakeholder adoption. Manage projects using agile, waterfall or a hybrid methodology depending on the initiative.
- Established a governance process for department assets (templates, change requests etc.)
- Electronic Plans Review and Capital Construction Program Management (eBuilder) Lead program-change manager for City of Miami \$10 million enterprise implementation of Electronic Plans Review program.
- Re-engineered processes to streamline the City of Miami's development (building, planning and zoning, public works, fire) and public utilities.
- Presented and reported department and program activities to community leaders, industry practitioners, Mayor, and City Commissioners.
- Lead more than 100+ community meetings to ensure there was clear understanding of external/community stakeholders needs.
- Managed 7,140 lines of communication with more than 120 stakeholders.
- Lead Project Manager for a \$2 million remodeling capital construction project for the ePlan implementation.
- Lead technical project manager for the upgrade of the City's technology infrastructure (enterprise firewall, network, internet) to ensure the City's departments had the necessary throughput to manage expected volume and traffic.

- Conducted gap analysis in current processes to identify areas for process improvements.
- Authored 80 system enhancements for city applications that included iBuild, iPublic Works, ArcGIS, DocuSign, Point of Sale (POS), LaserFiche etc.)
- Engineered enterprise process to deploy digital certificates across the City of Miami using Federal Public Key Infrastructure (FPKI)
- Evaluated and establish policies and procedures for the City of Miami to assess the scope of implementation of an identity and access management system (IAMS) to be compliant with federal state regulations.
- Developed business process, data flow, system integration, customer journey maps and info-graphs using Microsoft Visio to represent processes, systems, and the customers interactions in the process.
- Created and implement future state processes for departments by facilitating joint application design sessions, with subject matter experts (SMEs).
- Conducted elicitation sessions to capture business, functional requirements.
- Developed and executed project communication plan that included more than 100 focus group, project status updates, community outreach, training sessions with impacted stakeholders,
- Created a one-stop shop process for customers who may need City of Miami and Miami-Dade County approvals for their permits by partnering with Miami-Dade County Department of Regulatory and Economic Resources.
- Created and influenced the adoption of the user-centered design methodology.
- Oversaw and optimized the Electronic Plans Review platform, architect the integration points between three home- grown solutions and third party cloud solution.
- Oversaw vendor contract and implementation duties and responsibilities throughout project implementation phase.
- Participated in development of RFPs. Develop strong relationship with City employees at all levels to aid in the strengthening the value of enterprise projects approach.
- Developed, implement and execute change management plan for all projects within Enterprise Program Develop training program with curriculum delivered in-person, videos, or webinar.
- Facilitated round-table workshops for end user(s) to provide feedback on progress of implementation, implemented change etc. Communicate complex technical solutions, structures and interfaces to business leaders using layman (nontechnical) manner.
- Managed dependencies with business process, legacy systems (homegrown or third party) during implementation of change. Conduct user Experience Sessions with City of Miami staff and external customers.
- Conducted construction project data migration.
- Designed Project Request Creation, Contract Compliance, Request for Leave, Project Status Update, processes using eBuilder application.

September 2015 - June 2017

BUSINESS ANALYST MANAGER

City of Miami

- Analyzed developed, and improved managerial policies, processes, practices, methods, and procedures; conducting organizational studies; identify business services that could benefit from digitization; recommend innovative solutions to address business and community needs; and forecasting the financial impact of future Information Technology system investments.
- Develop and enforce governance over critical business processes, standards and policies and procedures documentation referenced for the implementation of department/citywide software solution.

- Plan, organize, direct, and control programs and projects with Citywide implications; provide expert professional assistance to City management staff;
- Review and incorporate city code, administrative policies, procedures, and operations in processes and solutions; ensure that internal and externally imposed program requirements are met.
- Championed change management efforts for technology solution implementations.
- Reviewed and develop RFP, RFQs, Sole Source scope, evaluation criteria matrix
- Developed preliminary cost estimates for budget allocations.
- Managed teams in the identification of business requirements, functional design, process design (scenario design, flow mapping), prototyping, testing, training and defining support procedures.
- Performed business evaluations on innovative technologies for possible investment.
- Prepared, presented and communicated progressive project status reports related to programs and activities.
- Spearhead the assessment, procurement and implementation of an enterprise-wide initiative to improve the City's permitting process.
- Oversaw and ensured that integration efforts were performed to delivery improved services to constituents and businesses within the City.
- Developed an online homeless service application for Miami Police Department in conjunction with IT Department to capture encounters and document services rendered.

November 2010 - Present

FOUNDER & CHIEF VISIONARY OFFICER

PointTech Business Solutions

Digital transformation and change management consulting firm that provides professional managed services to local and state government organizations.

Business Development and Strategy:

- Lead business development efforts, forging partnerships with contracted agencies to develop and implement their digital transformation corporate strategies.
- Conduct thorough needs assessments, identifying areas for digital transformation and creating tailored strategies to drive organizational growth and innovation.
- Collaborate with clients to understand their business objectives, challenges, and opportunities, aligning digital solutions to meet their specific needs.
- Develop and present comprehensive proposals, showcasing the value and impact of digital transformation initiatives, and securing new contracts and partnerships.

Project and Change Management:

- Serve as the project and change manager for large-scale complex projects across diverse lines of business and services delivered by city and county agencies.
- Develop and implement project management methodologies, ensuring adherence to timelines, budgets, and quality standards.
- Lead cross-functional teams, providing clear direction, guidance, and support throughout the project lifecycle, fostering collaboration and empowering team members to achieve project objectives.
- Oversee vendor relationships, negotiating contracts and managing vendor performance to ensure timely and successful project delivery.
- Implement robust change management strategies, facilitating smooth transitions and minimizing resistance during periods of organizational change.
- Conduct change impact assessments, developed communication plans, and implemented training programs to support user adoption and drive successful change initiatives.
- Implement continuous improvement processes, identifying areas for optimization, and implementing enhancements to increase operational efficiency and effectiveness.

People and Process Management:

- Manage a team of professionals, providing leadership, guidance, and support to foster a high-performance culture and drive individual and team success.
- Conduct performance evaluations, provided feedback, and identified training and development opportunities to enhance skills and capabilities.
- Develop and implemented process improvement initiatives, streamlining workflows, and optimizing operational efficiency.
- Implement budget controls, monitoring project expenditures, and ensuring financial accountability throughout project lifecycles.
- Negotiate contracts and managed vendor relationships, ensuring compliance, timely delivery of services, and cost-effectiveness.
- Champion a culture of continuous improvement, promoting innovation and leveraging emerging technologies to drive digital transformation and business growth.

2013 - 2014

Customer Relations & Mediation Manager

Aldridge Connors, LLC

- Slashed -\$80,000 in firm cost by implementing an outlook shared calendar and alert system to eliminate missed mediation hearings.
- Established and maintained strong business relationship with 67 county court appointed ADR organizations to ensure law firm had the most updated communications in order to comply with judicial/court orders;
- Communicated and tracked department(s) progress made in meeting firm's KPI.
- Streamlined work process by implementing department standardized process and procedures;
- Developed business efficiencies by utilizing six sigma lean methods- to ensure timely deliverable per client's requirement(s);
- Created Mediation playbook that included client-specific compliance requirement;
- Served as special projects coordinator for portfolio scrubs and backlog;
- Automated reporting to reduce duplication remove waste from work production;
- Increased productivity and department business practices that resulted in being ranked the number one firm for compliance and metric deliverable for five consecutive months;
- Oversaw personnel for fee approval, new hire orientation, and circuit training;
- Prepared and published compliance and quality assurance audits monthly.

2011 - 2012

Florida Gubernatorial Fellow- Agency Redesign Consultant

State of Florida

- Supported senior staff with general project planning and professional development for agency wide re-structuring from 14 areas to 7 regions.
- Served as the direct liaison for State of Florida Agency for Persons with Disabilities to the State of Delaware, New Mexico, California, State of Ohio, Tennessee, and New York in conducting due diligence research for CRM technology.
- Supported the development and implementation of department goals and programs ensuring the most cost effective means of service delivery that enhance the quality of life and self-sufficiency of the most underserved- persons with disabilities (critical care).
- Developed uniformed policies and procedures for 7 regional offices including documentation product.
- Coordinated and spearheaded process mapping sessions with agency experts.
- Oversaw administrative functions and offered primary assistance to the Director of Performance and Business Accountability.

- Developed training curriculum (Identifying Victims of Human Trafficking) for service providers, waiver support coordinators within the Agency for Persons with Disabilities.
- Conducted strategic planning with state agencies central office for Human Trafficking Awareness Month.
- Identified gaps and worked with internal staffs to train the gaps to improve agency Quality Assurance for group home and nursing home facilities that houses minor children.
- Identified communication tools to assist in ensuring early detection of minors in threat of being trafficked institutionally.
- Assist in the development of measurable performance based outcomes.
- Analyzed quarterly data retrieved from Human Trafficking Department of Children & Families reporting hotline to determine claims.
- Coordinated outreach (in-person, radio, and TV) and message development to communicate the effect the issue of Human Trafficking has on Floridians to legislators.

Professional Affiliation & Activities

International City/County Management Association (ICMA) Member

Florida County and City Management Association (FCCMA)

Miami-Dade City and County Management Association (MDCCMA)

American Association of Municipal Executives (AAME)

National Forum for Black Public Administrators (NFBPA)

American Society of Public Administrators (ASPA)

Florida League of Cities Member

National League of Cities Member

Project Management Institute (PMI)

National Association of Realtors

SOFTWARE

Project & Team Management: Slack, Asana, Monday.com, Trello, Office 365, (Word, Excel, SharePoint, Microsoft Planner, PowerPoint, Publisher, Teams, One Drive, Microsoft Projects etc.) DropBox, Google Docs.

Business Process Mapping & Documentation: Microsoft Visio, JIRA, Confluence, iRise, PowerPoint, Microsoft Visual Studio Team Foundation Server (TFS), Photoshop, InDesign, Illustrator, Jotforms

Graphics and Prototyping: iRise, Adobe Creative Cloud (Photoshop, Illustrator, InDesign, XD)

Reporting & Data Analysis: Excel, Tableau, Google Analytics, Survey Monkey, Typeform, Power BI, Power Pivot

Marketing & Meeting Tools: Zoom, MS Teams, Skype for Business, Youtube, Vimeo, Gotomeeting, Eventbrite, Mailchimp, Constant Contact, Adobe Spark

Enterprise Systems: Tyler Technology (EnerGov, Munis, Tyler Cashiering), ExecuTime, Granicus, OpenGov, Salesforce (BMC Remedyforce & Client Management), Oracle Financial/POS, ArcGIS, ProjectDox, DigEplan, Online Application Submission (OAS), Blue Beam, eBuilder, LaserFiche, iBuild, iPublic Works, EnerGov, MiamiBiz.